

THE EFFECTS OF WORK COMPETENCE, WORK MOTIVATION AND INTELLECTUAL EMPLOYEE INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH THE WORK ENVIRONMENT AS A MODERATION VARIABLE AT BAPPEDA SLEMAN REGENCY

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Abstract

The Effect of Work Competencies, Work Motivation and Intellectual Intelligence on Employee Performance with Work Environment as a Moderation Variable at BAPPEDA Sleman Regency. This study aims to analyze the influence of motivational competence and intellectual intelligence on employee performance in BAPPEDA Sleman Regency with the work environment as a moderation variable. This research is a quantitative research using SEM-PLS. The results of the study shows that work competence has a positive and significant effect on employee performance, work motivation does not affect employee performance, intellectual intelligence has a positive and significant effect on employee performance, work environment has no effect on employee performance, work environment US a moderation variable cannot moderate the influence of work competence on employee performance, work environment as a moderation variable cannot moderate the Influence on the Influence of Intellectual Intelligence on Employee Performance, the Work Environment as a Moderation Variable cannot moderate the Influence of Work Motivation on Employee Performance

Keywords : work competence, work motivation, intellectual intelligence, employee performance, work environment

INTRODUCTION

Planning and Development Agency (BAPPEDA) is a regional government agency that has the strategic task of compiling planning as well as control the process development area. On basically, planning is process determination objective targets through decision-making aimed at achieving results in accordance with the organization's mission, so that decisions must be formulated in a directed manner so that goals can be achieved optimally (Yandi, 2022). In the context of modern bureaucracy, the government agency BAPPEDA is required to provide more efficient, responsive, and professional services. As an institution that plays a crucial role in formulating regional development policies, BAPPEDA is required to be able to carry out its functions optimally. BAPPEDA's professionalism is greatly influenced by the quality of its human resources, especially those who are competent and possess adequate intellectual intelligence. as well as own motivation Work high (Sofyan, 2013).

The Regional Development Planning Agency (BAPPEDA) of Sleman Regency is Wrong One agency government Regional government agencies play a strategic role in supporting the planning, control, and evaluation of regional development. However, employee performance in these agencies continues to show suboptimal results (Central Inflation Control Team, 2022). This condition is evident in the target realization in the 2021–2024 Planning Support Function Performance Achievement Report of the Sleman Regency BAPPEDA, particularly in the percentage indicator of the Regional Medium-Term Development Plan (RPJMD) targets , which decreased in 2023–2024. The RPJMD Target Percentage Indicator is a measure of the extent to which regional development targets stated in the RPJMD have been achieved during a specific reporting period. The higher the percentage achieved by this indicator, the better the effectiveness of the relevant agency's task implementation. Therefore, a decline in the percentage achieved by the RPJMD targets indicates challenges in performance implementation that require further follow-up and in -depth evaluation.

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Based on the results of the implementation report task year 2024, performance The Sleman Regional Development Planning Agency (Bappeda) was measured using three main indicators: the Public Satisfaction Index (PSI) for Bappeda services, the Government Agency Performance Accountability Score (AKIP), and the percentage of RPJMD target indicators achieved. The measurement results showed that two indicators—the Public Satisfaction Index and the AKIP Score—surpassed their targets with achievements of each as big as 102.62% and 100%. However, the percentage of RPJMD targets achieved was still below the target, at only 86.48% of the target of 90.24%. According to Blumberg & Pringle, (1982) In an effort to create employee performance that Good for productivity organization There are several dimensions that influence it, including capacity to perform, willingness to perform, and opportunity to perform. Capacity to perform is work competency (which includes knowledge, skills, and abilities) which is the core of capacity. Capacity is defined as the physiological and cognitive abilities that enable individuals to perform tasks effectively, including ability (ability), skills, intelligence, and education level. In relation to the work competency of employees at the Bappeda of Sleman Regency, it can be seen from results report implementation task In 2024, the Regional Development Planning Agency (BPPEDA) showed that there were still problems that resulted in suboptimal employee competency. Although the technical guidance sub-activity for implementing laws and regulations had reached its target of 1,000 participants, 100% (4 from 4 person), However This number is still very limited and does not reflect the overall distribution of competency development for all employees. Regional Development Planning Agency. Besides That, level The financial performance achievement of only 79.17% also indicates that the use of the budget to improve the quality of human resources has not been carried out effectively.

Besides competence, motivation is also a fundamental factor influencing individual behavior in an organizational context. According to Nurhalizah & Oktiani (2024), motivation is defined as a process that indicates a person's intensity, direction, and persistence in making efforts to achieve certain goals. In line with this view, Sari et al. (2020) assert that motivation can generally be understood as a driving need that drives individuals to act to achieve desired goals. According to Andi., et. al. (2025), it was found that the work motivation of BAPPEDA employees in Sleman Regency did not appear to be optimal. optimal Because various obstacle structural and organizational factors that are not yet able to support the strengthening of intrinsic motivation. Although the commitment to public service is quite high, the implementation of tasks Still obstructed by procedure Rigid bureaucracy , heavy administrative burdens, and limited room for innovation. On the other hand, reward and performance recognition mechanisms are considered ineffective in driving performance improvement.

Besides competence and motivation, there are various other factors that influence individual performance in an organization. One of these factors is the individual, Which covers employee's abilities, expertise, discipline, and background (Jumardi 2018). These individual factors can it is said as element important which contributes to improved performance, as it is closely related to a person's level of intellectual intelligence. Intellectual intelligence, in this context, reflects an individual's cognitive capacity to understand, process, and apply knowledge to complete tasks effectively and efficiently. (Keysha Fadlun, Sulaimiah 2024). Regarding intellectual intelligence at the BAPPEDA of Sleman Regency Based on the Task Implementation Report Regional Development Planning Agency Regency Sleman In 2024, there will still be a phenomenon of less than optimal intellectual intelligence of civil servants. reflected from Not yet achievement target percentage indicator target RPJMD, which only reached 78.04% of the target of 90.24%.

In line with the importance of intelligence intellectual in support individual success in the world of work, external factors such as the work environment also play a role in determining to what extent those abilities can be optimized . According to Prakoso et al. (2017), environment Work is all the conditions that exist around employee Which can affect activities And performance they in implementing task. Environment work includes various aspect, like lighting settings, control noise, cleanliness area Work, as well as system security in place Work. Regarding the work environment at the Regional Development Planning Agency (BAPPEDA) of Sleman Regency, based on the 2024 Task Implementation Report of the Regional Development Planning Agency (BAPPEDA) of Sleman Regency, there are still indications that the work environment is not fully optimal in supporting employee performance. This is evident from the realization of General Administration Activities of Regional Apparatus, which only reached 93.55%, particularly in the sub-activity of providing office equipment and supplies, which was realized at 89.58%.

STUDY LITERATURE

Employee Performance

According to Hermina & Joseph (2019) Performance is the quality and quantity achieved by employees in

carrying out their tasks according to their responsibilities. Then, according to Pradhan & Jena, (2017) there are three indicators in measuring employee performance, namely task performance, adaptive performance, and contextual performance. Task performance is the ability of employees to carry out their main tasks according to established quality standards. Adaptive performance is the ability of employees to adapt to changes in the work environment, such as updating skills And Knowledge. Contextual performance is actions outside of core duties performed by employees that can support employee performance, such as mentoring new coworkers and helping coworkers complete tasks.

Competence Performance

According to Sumendap et al., (2015), work competence is the ability to carry out work based on the skills, knowledge, and work attitudes required by the job. Then, according to Otoo, (2019), there are five indicator For measure competence work, namely self competency, team competency, change competency, communication competency, and ethical competency. Self competency is the ability employee For understand and manage themselves, such as abilities, knowledge, And their skills. Team competency is the ability of employees to collaborate and work effectively. Change competency is the ability of employees to adapt And manage change. Communication competency is the ability employee For convey and accept information. Ethical competency is ability employee Which related to employee attitudes and behavior based on moral principles and integrity in carrying out their duties.

Motivation Work

According to Sutrisno (2022), motivation is a form of giving or creating motives which can be interpreted as condition or matter Which become basis of encouragement. With say other, motivation is something that can raise enthusiasm or motivation to work. Then According to (Barbuto, (1998) there are four indicator For evaluate motivation work, namely, Instrumental Motivation, External Self-concept Motivation, Internal Self-concept Motivation, Goal Internalization Motivation. Instrumental Motivation or Motivation Instrumental is encouragement Work motivation arises from the hope of obtaining tangible external rewards. These rewards can be in the form of salary, bonuses, allowances, or job promotions. External Self-Concept Motivation arises from an individual's desire for recognition and acceptance from the social environment. Internal Self-Concept Motivation stems from an individual's personal standards and values. Somebody pushed For working with Good Because want to reach Self-satisfaction and developing personal potential. Goal Internalization Motivation occurs when individuals accept and believe in organizational goals as part of their personal values.

Intelligence Intellectual

According to Angelica (2020), intellectual intelligence is generally referred to as intelligence. Intelligence is the cognitive ability possessed by individuals to adapt effectively to complex and ever-changing environments. Then, according to Jumardi (2018), there are five indicators of intellectual intelligence to assess intellectual intelligence, namely, numerical intelligence, verbal intelligence, perceptual speed, deductive reasoning, and memory. Numerical intelligence is ability in counting quickly and accurately. Verbal intelligence is ability in matter understand what is read and heard. Perceptual speed is the ability to recognize visual similarities and differences quickly and accurately. Deductive reasoning is the ability to use logic and assess the implications of an argument. Memory is the ability to retain and recall past experiences.

Environment Work

According to Prakoso (2017), the work environment is everything around workers that can influence employees in their work, including lighting arrangements , noise control, workplace cleanliness arrangements, and workplace security arrangements. Furthermore, according to Saxena & Kaur (2014), there are five work environment indicators for assessing the work environment, namely: Recognition, Training and Development. And development, Team or team, Relationship with Colleagues or Relationship with coworkers, Good feeling about organization or good feeling about the organization. Recognition or recognition is to describe the extent to which an employee's contribution is appreciated, recognized, and praised by the department or organization for good performance or extra work. has done. Training and Development or training and development refers to the availability and quality of professional development opportunities offered by the organization, including required training and appropriate education. Team describes the quality of interaction and collaboration within the work group. It assesses as far as where employee treated with respect by co-workers.

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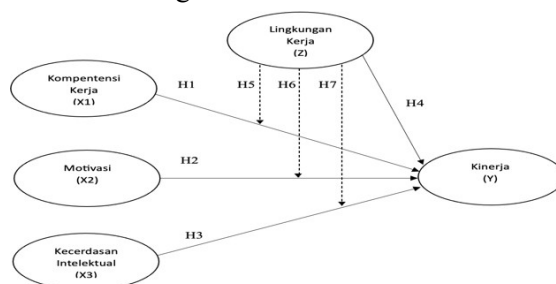
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Relationships with Colleagues or Relationships with coworkers is to measure the level of trust and support among coworkers. It reflects the social atmosphere of the workplace, where employees respect, trust, and can rely on each other. Good feeling about organization or feeling good about the organization This factor basically measures Organizational Commitment, namely the level of emotional attachment and loyalty that employees feel towards the company.

Based on the theory above, there are seven hypotheses in this study, namely:

- H1: Work competence has a direct positive and significant effect on employee performance.
- H2: Motivation has a direct positive and significant influence on employee performance.
- H3: Intelligence intellectual has a direct positive and significant effect on performance.
- H4: The work environment has a direct positive and significant influence on employee performance.
- H5: Work environment strengthens the positive and significant influence of work competence on employee performance.
- H6: Work Environment strengthens the influence positive And significant Motivation for employee performance.
- H7: Work environment strengthens the positive and significant influence of intellectual intelligence on employees.

Based on the development of the above hypothesis, this study aims to empirically prove the impact of competence, work motivation, intellectual intelligence and work environment on performance.



Picture 1: Research Framework

METHOD STUDY

Study This is quantitative research, namely study which develops knowledge about cause-effect relationships, reduction to variables, hypotheses, specific statements, using measurements and surveys to produce statistical data. This research design is causal, namely research that asks about the cause-and-effect relationship between two or more variables. Variables in the research are measured using a questionnaire that uses an ordinal scale, with statements that follow the Likert scale type.

Table 1. Scale Likert

Indikator	Skor
Sangat Setuju	5
Setuju	4
Netral	3
Tidak Setuju	2
Sangat Tidak Setuju	1

Sample in study This consists of from 61 employees at the Sleman Regency BAPPEDA. The data obtained were analyzed using SEM PLS 3.0 through three stages: Outer Model, Inner Model, and Hypothesis Testing.

RESULTS STUDY AND DISCUSSION

Results Outer Model Validity Research

Table 2. Average Variance Extraverted Test (AVE)

Variabel	Average Variance Extracted (AVE)	Kriteria	Keterangan
Kompetensi (X1)	0,620	> 0,5	Valid
Motivasi (X2)	0,641	> 0,5	Valid
Kecerdasan intelektual (X3)	0,638	> 0,5	Valid
Kinerja pegawai (Y)	0,602	> 0,5	Valid
Lingkungan kerja (Z)	0,657	> 0,5	Valid

Based on table in on, can seen that every construct Which used in study This has fulfil criteria validity because every construct own mark AVE more from 0.5. By Because That, can i t is concluded that the AVE value obtained for each The constructs prove that all constructs have good ability to explain the variance of the indicators and are considered valid so that the research model can be used for the next stage of analysis. Reliability

Table 3. Composite Reliability and Cronbach's Alpha Test

Variabel	Composite Reliability	Cronbach's Alpha	Keterangan
Kompetensi (X1)	0,947	0,938	Reliable
Motivasi (X2)	0,926	0,906	Reliable
Kecerdasan intelektual (X3)	0,961	0,956	Reliable
Kinerja pegawai (Y)	0,900	0,867	Reliable
Lingkungan kerja (Z)	0,955	0,947	Reliable

Based on data in on, can It can be seen that the composite reliability value and Cronbach's alpha value are more than 0.70, so the research data is considered reliable or consistent.

Inner Model

Table 4. R- Square

Variabel	R Square	Kriteria
Kinerja pegawai (Y)	0,830	Kuat

Based on table 5 it can be seen that the construct Performance Employee (Y) own The R^2 value is 0.830, which means that 83% of employee performance variables can be explained by the independent variables in the model, while the rest 17% can explained by other factors in the research model. This value is considered high or stron Thus, because the R2 value ^{meets} the minimum requirements, it is suitable for use in further testing.

Table 5. Q- Square

Variabel	Q Square	Kriteria
Kinerja pegawai (Y)	0,451	Kuat

The Employee Performance variable (Y) has a Q2 value ^{of} 0.451, which is categorized as a strong criterion. This indicates that the predictor variables in the research model have a high ability to predict employee

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performance. Therefore, model Which built can predict this variable with a high degree of accuracy. Thus, because the Q Square value meets the minimum requirements.

Hypothesis Testing

Hypothesis testing is used to determine the direction of the relationship and the significance of the influence between variables. If the Original Sample (O) value is positive, then the direction of the relationship between the variables is positive. Conversely, if the Original Sample (O) value is negative, then the direction of the relationship between the variables is negative. connection between variables is negative. The significance of the influence between variables can be seen in the T-statistic and P-value. If mark T-statistic more big from 1.96 and value P-value not enough from 0.05 so the influence between variables is significant. Conversely, if the T-statistic value is less than 1.96 and the P-value is greater than 0.05, then the influence between variables is not significant.

Table 6. Bootstrapping Results With Pseudo-Moderation

variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	keterangan
Kompetensi -> Kinerja Pegawai	0,780	0,782	0,122	6,382	0,000	Berpengaruh positif dan signifikan
Motivasi -> Kinerja Pegawai	-0,083	-0,098	0,099	0,838	0,402	tidak ada pengaruh
Kecerdasan Intelektual -> Kinerja Pegawai	0,412	0,424	0,134	3,070	0,002	Berpengaruh positif dan signifikan
Lingkungan Kerja -> Kinerja Pegawai	-0,213	-0,190	0,127	1,684	0,093	Tidakada pengaruh
Kompetensi * Kinerja -> Kinerja Pegawai	-0,043	-0,063	0,142	0,302	0,763	Tidakada pengaruh
Motivasi * Kinerja -> Kinerja Pegawai	0,189	0,187	0,121	1,562	0,119	Tidakada pengaruh
Kecerdasan * Kinerja -> Kinerja Pegawai	-0,138	-0,127	0,098	1,403	0,161	Tidakada pengaruh

Discussion

The first hypothesis, namely Work Competence (X1) has a positive and significant effect on Employee Performance (Y) with a coefficient value of 0.780 with a t-statistics value of 6.382 and a p-value of 0.000. These results indicate that every improvement competence Work will be followed by an increase in employee performance levels, accepted. Theoretically, this finding is explained by the Theory of Work Performance (ToP), which was put forward by Elger (2007) where Elger (2007) explains that in the Theory of Work Performance (ToP) good performance will be influenced by several elements and there are two elements that are relevant to work competence, namely the element of knowledge level and individual skill level. In addition, according to Blumberg and Pringle (1982) explains that individual performance will be influenced by three elements, namely capacity to perform, willingness to perform, and opportunity to perform, where in this context individual performance will be influenced by the element of capacity to perform or one's own ability to carry out tasks such as ability, knowledge, and skill where these three things are relevant to individual work competence.

The findings of this study are in line with previous research which shows that work competence influences employee performance. Fauzi & Nugroho (2024) with the title "The Influence of Competence on Performance Employee With "Work Motivation as an Intervening Variable" shows that competence has a positive and significant effect on performance, where the coefficient value is 0.520 which indicates direction connection positive And mark p value of 0.000 which indicates a significant effect. The second hypothesis, namely motivation (X2) on Employee Performance (Y) shows that the coefficient value is -0.083 , T-Statistics is 0.838 , and P-Values is 0.402 . This shows that motivation does not have a significant influence on employee performance , the hypothesis is rejected.

Theoretically, this finding is explained by Two Factor Theory, Which in put forward by Herzberg, Mausner, & Snyderman, (1959). Where Herzberg, Mausner, & Snyderman, (1959), explain that in theory This there is two group factors that influence attitude individual towards his work, that is factor motivator Intrinsic factors and hygiene factors are extrinsic factors. Motivating factors such as achievement, recognition, responsibility , and opportunities for self-development serve to increase individual job satisfaction. However, increased job satisfaction does not automatically improve employee performance. Therefore, under certain conditions, high work motivation is not always followed by increased employee performance, and can even show a weak or insignificant relationship if other performance-supporting factors are not met. Therefore, based on the perspective of job theory, two factor Herzberg can understood that motivation does not always have an influence direct to performance employees, so that in some research results the relationship between motivation and performance can be insignificant and even show a negative relationship (Bevins, 2018).

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The findings of this study are in line with research previously Which state that motivation has a negative and insignificant effect on performance. Research conducted by Noriska, NKS (2022). With the title " The influence of leadership, organizational culture, and motivation on job satisfaction and performance at PT Pos Indonesia Branch Solo. show that motivation does not have a significant influence on employee performance. Based on the results of the regression analysis in the second equation, a coefficient value of -0.087 was obtained with a p-value of 0.431 . This indicates that motivation has a negative and insignificant relationship with employee performance , so that increasing motivation is not directly followed by increasing employee performance.

The third hypothesis, namely intellectual intelligence (X3) has a positive and significant effect on Employee Performance (Y) with a coefficient value of 0.412 with a t-statistics value of 3.070 and a p-value of 0.002. These results indicate that every improvement intelligence intellectual will be followed by an increase in employee performance, accepted Theoretically, this finding is explained by the Theory of Work Performance (ToP), which was put forward by Elger (2007), where Elger (2007) explains that in the Theory of Work Performance (ToP), individual performance will be influenced by several factors. element Wrong the only one is Personal factors, Personal factors are variable components related to an individual's personal situation, for example, a person's performance will be affected when the individual is sick. In addition, according to Blumberg and Pringle (1982), individual performance will be influenced by three elements, namely capacity to perform, willingness to perform, and opportunity to perform. Where in context study This individual performance will be influenced by the capacity to perform elements which include knowledge, skills, and Ability. The capacity to perform element explains that several variables are included in the capacity to perform element and will influence individual performance, such as ability, skills, intelligence, and education. This is relevant to the context of this research, namely that intellectual intelligence will influence employee performance.

The findings of this study are in line with research previously Which state that intelligence intellectual influential positive and significant on employee performance. According to research conducted by Siswandono, A. (2021), entitled "The Influence of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence on Employee Performance," it shows that intellectual intelligence has a positive and significant effect on performance. Where mark coefficient as big as 0.367 which indicates a positive relationship direction and a p value of 0.003 which indicates a significant influence. The fourth hypothesis, namely the work environment (Z) No influential to Employee performance (Y) with mark coefficient as big as - 0.213 with a t-statistic of 1.684 and a p-value of 0.093. These results indicate that improving the work environment can potentially reduce employee performance, although the effect is not significant; the hypothesis is rejected.

Theoretically, this finding is explained by the Three-Dimensional Model of Work Performance, put forward by (Blumberg & Pringle, 1982). In which (Blumberg & Pringle, 1982) explains that the work environment does not always have a positive and significant influence on employee performance. In this theory, it is explained that employee performance is determined by three factors. main that is capacity, willingness, and opportunity. The work environment is included in dimensions opportunity, However No in a way direct determine performance. Performance can only improve if all three dimensions are present simultaneously. Therefore, even if the work environment is favorable, if employees lack the necessary skills or willingness, performance will not improve significantly. This demonstrates that the work environment does not always have a positive and significant impact on employee performance. The findings of this study are in line with research previously Which state that the work environment has a negative and insignificant effect on performance. First, research conducted by Wahyu Tia Mahardhika et al. (2024) entitled "The Influence of the Work Environment, Work Motivation, and Work Discipline on the Performance of Employees at the XYZ Province Representative Office of the Supreme Audit Agency" explains that environment Work influential negative and No significant to performance This is proven by the coefficient value of -0.177 which indicates a negative relationship and a p value of 0.107 which indicates an insignificant influence .

The fifth hypothesis, namely the work environment (Z) as a moderating variable cannot moderate the influence of Work Competence (X1) on Employee Performance (Y) which is indicated by a coefficient value of - 0.436 indicating direction connection negative And The t-statistic value is 0.307 and the p-value is 0.763, indicating an insignificant effect. These results indicate that the work environment is unable to strengthen or weaken the relationship between work competence and employee performance. In fact, the results of the study indicate that a stronger work environment has the potential to weaken the influence of work competence on employee performance, although the effect is not significant. Therefore, the hypothesis is rejected.

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Theoretically, this finding is explained by the Three-Dimensional Model of Work theory. Performance, Which in put forward by (Blumberg & Pringle, 1982). Which (Blumberg & Pringle, 1982) explains that employee performance is the result of the interaction between three main dimensions, namely capacity, willingness, and opportunity. Capacity is related to work competency which includes individual knowledge, skills, and abilities, while willingness is related to employee motivation and work attitudes. Meanwhile, opportunity refers to on factor environment Work such as working conditions, facilities, organizational policies, and support from coworkers and superiors. Within this theoretical framework, the work environment as part of an opportunity does not automatically strengthen the influence of competence on employee performance, because performance only will optimal if third dimensions These factors are present simultaneously and interact with each other. Employees with high competence do not always demonstrate high performance if the work environment is not supportive, And on the contrary environment Good work also does not guarantee increased performance if employee competency is low. By Because That, theory This confirm that the work environment does not necessarily have a positive and significant influence in moderating the relationship between work competence and employee performance, but rather acts as a factor whose effect depends on the conditions of capacity and willingness simultaneously.

Results study This Also in line with research results Previous research stated that the work environment is unable to moderate the relationship between competence and performance. This was conducted by Ramonzha, R., et al. (2024). With the title The Influence of Competence and Compensation on ASN Employee Performance with Motivation as a Mediating Variable and the Work Environment as a Moderating Variable. which explains that the work environment cannot moderate the influence of competence on employee performance. This is evidenced by a coefficient value of 0.158, which means a positive relationship, and a p-value of 0.404, which means an insignificant influence . The sixth hypothesis, namely the work environment (Z) as a moderating variable cannot moderate the influence of work motivation (X2) on employee performance (Y) which is indicated by a coefficient value of -0.138 indicating a negative relationship direction and a t-statistics value of -1.403 and a p-value of 0.161 indicating an insignificant influence. These results indicate that the work environment is unable to strengthen or weaken the relationship between work motivation and employee performance. In fact, the results of the study show that the higher the work environment, the more potential it has to weaken the influence of work competence on employee performance even though the influence is not significant, the hypothesis is rejected.

Theoretically, this finding is explained by the Three-Dimensional Model of Work theory. Performance, Which in put forward By (Blumberg & Pringle, 1982). Which (Blumberg & Pringle, 1982). Stated that employee performance is not only determined by motivation, but is the result of the interaction of three main dimensions: capacity, willingness or motivation, and opportunity or environment. In this model, the work environment is included in the opportunity dimension that interacts with motivation, but does not automatically increase performance. If dimensions other No fulfilled. In other words, even if employee motivation is high, performance will still not be optimal if the work environment is not supportive, And on the contrary environment Good work also does not always strengthen the influence of motivation on performance. This shows that the work environment is not always a positive and significant moderating variable because its influence depends on the simultaneous combination of the three dimensions. Conceptually, this model confirms that all elements of motivation, ability, And chance must be present together to produce performance, and a low score on any one dimension will lower overall performance. Therefore, the work environment does not automatically strengthen the relationship between motivation and performance, but only plays a role as Wrong One factor situational whose effects depend on other conditions.

Results study This Also in line with the results of previous research which stated that the work environment was unable to moderate the relationship between motivation and performance. Which done by Ekaningsih, AS (2012) with the title "The Influence of Work Motivation on Performance with Perception Environment Work As Moderating Variables (Study on the Surakarta City Civil Service Police Unit)" which explains that the work environment cannot moderate influence motivation Work to performance employee. Matter This proven by a coefficient value of -0.001 which means show connection negative and the p value is 0.711, which means it shows an insignificant effect. The seventh hypothesis is that the work environment (Z) as a moderating variable cannot moderate the influence of intellectual intelligence. (X3) to Performance Employee (Y) which is marked with a coefficient value of 0.189 shows a positive relationship direction and a t-statistics value of 1.562 and a p-value of 0.119 which showed an insignificant effect. These results indicate that the work environment is unable to strengthen or weaken the relationship between intellectual intelligence and employee performance. The results of the study indicate that a better work environment has the potential to strengthen the influence of intellectual intelligence on employee performance. employee although its influence not significant, the hypothesis is rejected.

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Theoretically, this finding is explained by the Three-Dimensional Model of Work Performance proposed by Blumberg & Pringle (1982). It explains that employee performance is influenced by the interaction of three main dimensions: capacity, willingness, and opportunity (work environment). Capacity encompasses individual abilities such as knowledge, skills, and abilities. intelligence intellectual, whereas Opportunity is related to work environment conditions such as facilities, organizational policies, and support from superiors and coworkers. This theory emphasizes that these three dimensions are interactive, so the presence of one factor alone does not Enough For produce performance optimal . Thus, high intellectual intelligence does not automatically result in performance Which Good if not supported by adequate opportunities, and conversely, a good work environment is not always able to improve performance if individual capacity is limited. Therefore that, the environment no work immediately has a positive and significant effect in moderating the relationship between intellectual intelligence and employee performance, because its influence depends on interactions with other factors such as individual willingness and capacity.

CONCLUSION AND SUGGESTION

This study shows the following analysis results: work competence has a positive and significant influence on employee performance, work motivation does not have a positive and significant influence on employee performance. influence to performance employees, intellectual intelligence has a positive and significant influence on employee performance, the work environment has no influence on employee performance and the work environment Work as variables Moderation No can moderate variables work competence, work motivation and intellectual intelligence on employee performance.

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THE EFFECTS OF WORK COMPETENCE, WORK MOTIVATION AND INTELLECTUAL EMPLOYEE INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH THE WORK ENVIRONMENT AS A MODERATION VARIABLE AT BAPPEDA SLEMAN REGENCY

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