

Original Research Article

The Effect of Intellectual Intelligence, Work Motivation, and Work Discipline on the Performance of Members at Atang Sendjaja Air Force Base in Bogor

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Abstract: This study aims to analyze the influence of intellectual intelligence, work motivation, and work discipline on the performance of members at Atang Sendjaja Air Force Base in Bogor, both simultaneously and partially, and to determine the most dominant variables that influence performance. The research approach employs a quantitative method, utilizing a causal-comparative and explanatory research design. The research population included all 1,129 members of the Atang Sendjaja Air Force Base in Bogor, with a sample of 71 respondents selected based on job relevance and involvement in operational activities. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS version 25.0. The results showed that the three independent variables — intellectual intelligence, work motivation, and work discipline — had a significant effect on member performance, both simultaneously and partially. The regression coefficient values for each variable indicate a positive direction of influence, meaning that the higher the levels of intellectual intelligence, motivation, and work discipline, the better the performance of members. Among the three variables, work discipline proved to have the most dominant influence on improving member performance, as indicated by the highest regression coefficient value (0.289). This finding reinforces the view that discipline, which reflects compliance with regulations and work responsibilities, is key to building work effectiveness and efficiency in a military environment. The implication of this study is the need to improve discipline and work motivation programs integrated with intellectual intelligence development in order to support continuous performance improvement at Atang Sendjaja Air Base in Bogor.

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

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INTRODUCTION

In the current era of globalization, the quality of human resources has become a crucial factor in determining an organization's success. An organization can develop (progress) due to the ability of its employees to produce high performance. The higher the performance of employees, the higher the success of the organization (Wati & Rahman, 2020). In this context, performance reflects the concrete behavior exhibited by each individual as the achievement of work results carried out by employees in accordance with their roles in an institution. It also encompasses the level of effectiveness and efficiency demonstrated by employees in carrying out their daily tasks within an organization or company over a specified period (Sari *et al.*, 2020;

Husain *et al.*, 2022). Intelligence plays an important role in education. In general, educated people are considered intelligent, meaning they possess the ability to think critically, solve problems, think abstractly, understand complex ideas, and use language effectively and accurately. Intelligence and thinking skills (cognitive abilities) are interrelated.

IQ (Intelligence Quotient), also known as intellectual intelligence, is a term often used to describe a mental trait that encompasses abilities such as reasoning, problem solving, understanding ideas, abstract thinking, planning, using language, and learning. The Intelligence Quotient (IQ) was first introduced by the French psychologist Alfred Binet in the early 20th century.

Intellectual intelligence is closely related to a person's cognitive abilities. Intelligence is also often linked to a person's success in life. A person's chances of becoming successful can be seen in their intellectual intelligence, which is considered higher; however, this does not guarantee that someone with high intellectual intelligence will always be more successful than someone with lower intellectual abilities (Lely Setya Wati, 2016).

Intellectual intelligence is not the only theory of intelligence; another theory, known as emotional intelligence or EQ (Emotional Quotient), was discovered by Daniel Goleman, a professor at Harvard University. Daniel Goleman asserts that emotional intelligence empowers individuals to adapt to their surroundings and fosters success. In addition, emotional intelligence, which enables individuals to adapt to their surroundings and achieve success, can be supported by their experiences in utilizing four key abilities: observation, understanding, use, and control of emotions (Lely Setya Wati, 2016).

The first factor that influences employee performance is intellectual intelligence. According to *Cattell (Clark, 1983)*, intellectual intelligence is a combination of human traits that are evident in the ability to understand more complex relationships, engage in abstract thinking processes, adaptability in problem-solving, and the capacity to acquire new skills. Based on this background, the objectives of this study are: To describe the intellectual intelligence, work motivation, work discipline, and performance of members of the Atang Sendjaja Air Force Base in Bogor. Analyzing the level of significance of intellectual intelligence, work motivation, and work discipline simultaneously has a significant effect on the performance of members of the Atang Sendjaja Air Force Base in Bogor. Analyzing the level of significance of intellectual intelligence, work motivation, and work discipline reveals that they partially significantly affect the performance of members of the Atang Sendjaja Air Force Base in Bogor, and analyzing which variables of intellectual intelligence, work motivation, and work discipline have the most significant effect on the performance of members of the Atang Sendjaja Air Force Base in Bogor.

Research Benefits:

The expected results of this research are for Atang Sendjaja Air Force Base in Bogor: In practical terms, this can be used as input for practitioners and the Atang Sendjaja Air Force Base in Bogor, so that they can understand how members' attitudes toward intellectual intelligence, work motivation, and work discipline affect their performance. It can also serve as a reference for implementing strategic measures to enhance the performance of members of the Atang Sendjaja Air Force Base in Bogor.

For the Development of Science:

Theoretically, this relates to the development of science, particularly in relation to intellectual intelligence, work motivation, work discipline, and the performance of members of the Atang Sendjaja Air Force Base in Bogor.

For Other Parties:

There have been significant developments in science, particularly in human resource management, which have recently garnered considerable interest from various circles. Thus, the results of this study are expected to be used as a reference for the increasingly complex demands of human resource management and as a reference for further research, especially on the topics of intellectual intelligence, work motivation, work discipline, and the performance of members of the Atang Sendjaja Air Force Base in Bogor.

LITERATURE REVIEW

Chu & Lai (2011) state that performance is the quality of behavior oriented towards tasks and work. Meanwhile, according to Wan & Ong (2005), performance refers to the work achieved by an individual or group of people within an organization, in accordance with their respective authorities and responsibilities, to achieve the organization's objectives legally, without violating the law, and in accordance with morals and ethics. According to Robbins & Judge (2012, p. 555), performance refers to the quality and quantity of results achieved by an individual in carrying out their duties based on the responsibilities assigned to them. Thus, performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. According to Kasmir (2016), the factors that influence employee performance include expertise and ability, as well as an individual's skills in adapting to work, and job satisfaction, because feelings of joy, happiness, and pleasure in carrying out a job can lead to good performance. Employees who feel happy or satisfied with their work tend to achieve successful professional outcomes. Another factor that influences performance is work motivation, which encompasses factors such as the comfort of the work area, including the room, layout, tools, and adequate infrastructure. Good focus is a crucial asset for individuals to manage and maximize their abilities in accomplishing tasks or achieving goals. According to Robert and John (2006), employee performance is a measure of success in achieving goals. It consists of three important aspects: individual employee skills, which encompass abilities, attention, and character traits. Skill level refers to the knowledge, understanding, skills, interpersonal skills, and technical skills possessed by an employee.

Intelligence in English is called telegence, and in Arabic, it is called Al Zaka 2022, which, according to its linguistic meaning, refers to understanding, speed,

and perfection. In terms of dual ability, it means understanding something quickly, accurately, and perfectly. Intelligence in the 2013 Indonesian Dictionary is defined as cleverness, intelligence, and perfection of reason (such as skill and sharpness of thought). Intelligence has a comprehensive meaning. Intellectual intelligence or intellect comes from the Latin word *intelligere*, which means *to organize, relate, or bind together*, according to the Peda Gogis terminology committee, which adopted *Stern's* opinion, "the ability to adapt to new circumstances using thinking tools," as stated by Yudrik Jahja (2011: 43).

According to Adella Hotyda Siregar (2017:23), work motivation is a desire that drives a person or worker, whether it originates from within or outside, to undertake work or activities with a sense of responsibility in order to achieve the desired goals. Work motivation is a state that encourages or drives a person or employee to perform a specific action or job more effectively. Herzberg (1959) defines work motivation as a psychological process that arises from the enthusiasm, direction, and perseverance of employees in achieving individual and organizational goals. Work motivation is the willingness, desire, and effort to work that enables employees to achieve their personal goals, ultimately contributing to the achievement of organizational objectives.

METHOD

Research Design

The research design is quantitative, which involves a hypothesis that requires statistical tools to prove it. This type of research is a causal comparative study, utilizing three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth, so this type of research is explanatory.

Scope of Research

The scope of this research covers the science of human resources, specifically examining the performance of members of the Atang Sendjaja Air Force Base in Bogor, which is influenced by intellectual intelligence, work motivation, and work discipline.

Research Location

This research was conducted at Atang Sendjaja Air Base in Bogor. This location was chosen because Atang Sendjaja Air Base has relevant data that is easily

accessible, allowing for cost-effective data collection, travel, and accommodation.

Research Population and Sample

The population in this study consisted of all members of the Atang Sendjaja Air Force Base in Bogor, comprising 12 work units with a total of 1,129 members, including officers, non-commissioned officers, and enlisted personnel. This is because work activities largely determine the performance of members in supporting performance at the officer, non-commissioned officer, and enlisted personnel levels, which also account for a significant proportion of the total number of members at these levels compared to other positions. To measure performance at the Atang Sendjaja Air Force Base in Bogor.

Data Analysis Techniques

The method of analyzing data in this study employed the following techniques: Descriptive Analysis and multiple linear regression analysis. Descriptive Analysis: After the data has been collected in its entirety, it will then be analyzed using appropriate and easy-to-understand methods so that the raw data collected has meaning and significance in answering existing problems. Essentially, the data in question can be analyzed quantitatively using statistical models in the SPSS (*Statistical Package for the Social Sciences*) computer program, version 25.0. Multiple Linear Regression Analysis: Multiple linear regression analysis is used to determine the effect of the dependent variable (Y) on the independent variable (X). The multiple linear regression model used in this study is Ghazali (2007). $Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$

RESULTS AND DISCUSSION

Results

Description of Research Respondents:

The respondents in this study were grouped according to gender, age, education, and length of service at Atang Sendjaja Air Base in Bogor. This grouping was used to measure the variables of intellectual intelligence, work motivation, work discipline, and performance. This grouping was expected to provide a clear picture of the phenomena measured by the researchers and reveal any problems that occurred.

Gender, the results of the classification tabulation according to the gender of members of the Atang Sendjaja Air Force Base in Bogor are presented in the table below:

Table 1: Respondents by Gender

| No | Gender | Number of Respondents | Percentage |
|----|--------------|-----------------------|------------|
| 1 | Male | 46 | 64.8 |
| 2 | Female | 25 | 35.2 |
| | Total | 71 | 100 |

Based on Table 1, it can be seen that male respondents outnumbered female respondents, with 46 respondents, representing 64.8%, while the female respondents numbered 25, representing 35.2%.

Age: The results of the tabulation by age for members of Lanud Atang Sendjaja Bogor are presented in the table below:

Table 2: Respondents by age

| No | Age (years) | Number of Respondents | Percentage |
|----|---------------|-----------------------|------------|
| 1 | 20-30 | 11 | 15.5 |
| 2 | 31-40 years | 25 | 35.2 |
| 3 | 41-50 years | 15 | 21.1 |
| 4 | >50 years old | 20 | 28.2 |
| | Total | 71 | 100 |

Based on Table 2, it can be seen that the age of respondents was dominated by those aged 31-40 years, with 25 respondents or 35.2%, followed by those aged >50 years, with 20 respondents or 28.2%, and those aged 41-50 years, with 15 respondents or 21.1%. In general,

this indicates that the majority of members of Lanud Atang Sendjaja Bogor are in their productive years.

Education, the results of the education tabulation of members of the Atang Sendjaja Air Base in Bogor are presented in the table below:

Table 3: Respondents based on education

| No | Education | Number of Respondents | Percentage |
|----|---------------------|-----------------------|------------|
| 1 | Bachelor | 40 | 56.3 |
| 2 | Graduate/Equivalent | 31 | 43.7 |
| | Total | 71 | 100 |

Based on Table 3, the majority of respondents hold a bachelor's degree (40 respondents, 56.3%) and a postgraduate degree (31 respondents, 43.7%). In general, this indicates that the educational level of members of the Atang Sendjaja Air Force Base in Bogor has a good

understanding of problem-solving. Length of Service, The results of the tabulation according to the length of service of members of Lanud Atang Sendjaja Bogor are presented in the table below:

Table 4: Respondents based on length of service

| No | Length of Service | Number of Respondents | Percentage |
|----|-------------------|-----------------------|------------|
| 1 | <1 year | 15 | 21.1 |
| 2 | 1-3 years | 17 | 24.0 |
| 3 | 3-5 years | 18 | 25.4 |
| 4 | >5 years | 21 | 29.6% |
| | Total | 71 | 100 |

Based on Table 4 above, it is known that the respondents' length of service is dominated by respondents with a length of service of >5 years, totaling 21 respondents with a percentage of 29.6%, followed by respondents with a length of service of 3-5 years, totaling 18 respondents with a percentage of 25.4%, and respondents with a length of service of 1-3 years, totaling 17 respondents with a percentage of 24%. In general, this indicates that the length of service of members of Lanud Atang Sendjaja Bogor demonstrates a good level of understanding in their work. Descriptive Analysis Results: This study presents the profile of 71 members from the Atang Sendjaja Air Force Base in Bogor. It also measures intellectual intelligence, motivation, discipline, and performance. The researcher used the SPSS program to explain the profile of the four variables studied. The statistics used were mean or mode values. Each research variable is explained as follows:

The Intellectual Intelligence variable comprises three indicators: emotion, psychology, and social. The emotion indicator consists of two questionnaires, with the highest score being 36 or 50.7% of respondents, and the lowest score being 1 or 1.4% of respondents. The psychological indicator consists of two questionnaires, with the highest score being 40 or 56.3% of respondents, and the lowest score being 1 or 1.4% of respondents. The social indicator consists of two questionnaires, with the highest score being 40 or 56.3% and the lowest score being 1 or 1.4% of respondents.

The work motivation variable consists of four questionnaires, namely physical needs, safety needs, social needs, and esteem needs. The physical needs indicator consists of two questionnaires, with the highest score being 52 or 73.2% of respondents, and the lowest score being 4 or 5.6%. The safety needs indicator consists of two questionnaires, with the highest score

being 43, corresponding to 60.6% of respondents, and the lowest score being 2, or 2.8%. The social needs indicator consists of two questionnaires, with the highest score being 39 or 54.9% of respondents, and the lowest score being 1 or 1.4% of respondents. The indicator of need for recognition consists of two questionnaires, with the highest value at 36 or 50.7% and the lowest at 1 or 1.4% of respondents.

The work discipline indicator consists of four questionnaires, namely goals and abilities, assertiveness, supervision, and fairness. The goals and abilities indicator consists of two questionnaires, with the highest score of 40 or 56.3% and the lowest score of 3 or 4.2% of respondents. The assertiveness indicator consists of two questionnaires, with the highest score being 40 or 56.3% and the lowest score being 3 or 4.2% of respondents. The supervision indicator consists of two questionnaires, with the highest score of 40 or 56.3% and the lowest score of 1 or 1.4% of respondents. The fairness indicator consists of two questionnaires, with the

highest score of 34 or 47.9% and the lowest score of 1 or 1.4% of respondents.

The performance variable comprises four indicators: ability, work ethic, self-development, and efficiency. The ability indicator consists of two questionnaires with a maximum score of 43 or 60.6% and a minimum score of 2 or 2.8% of respondents. The work enthusiasm indicator consists of two questionnaires, with the highest score being 40 or 56.3% of respondents, and the lowest score being 1 or 1.4% of respondents. The self-development indicator consists of two questionnaires, with the highest score of 39 and the lowest score of 4, representing 54.9% and 5.6% of respondents, respectively. The results of the multiple linear regression analysis between the variables of Intellectual Intelligence, Motivation, and Work Discipline on the performance of members at Atang Sendjaja Air Force Base in Bogor are explained in the table below:

Table 5: Independent Variable

| No | Independent Variable | Dependent Variable | Regression Coefficient | Sig. t | Tolerance Level Error | Results |
|----|------------------------------|--------------------|------------------------|--------|-----------------------|--------------|
| 1 | X1 Intellectual Intelligence | Y- Performance | 0.170 | 0.000 | 0.05 | X1 affects Y |
| 2 | X2 Work Motivation | Y- Performance | 0.264 | 0.000 | 0.05 | X2 affects Y |
| 3 | X3 Work Discipline | Y- Performance | 0.289 | 0.000 | 0.05 | X3 affects Y |

By comparing the unstandardized coefficients, the Work Discipline variable (X3) has the most significant value of 0.289, compared to the Work Motivation and Intellectual Intelligence variables. Thus, the third hypothesis, which states that Work Discipline has a greater or dominant influence on performance, can be proven.

Discussion

Intellectual intelligence is measured by three indicators, namely emotional, psychological, and social. In the emotional indicator, most respondents strongly agreed with the statement that they always want to know a lot about various things. Then, in the psychological indicator, most respondents strongly agreed with the statement that they enjoy discussing various topics. In the social indicator, most respondents strongly agreed with the statement that conflicts at Atang Sendjaja Air Base in Bogor are resolved constructively.

Motivation is measured by four indicators, namely physical needs, safety needs, social needs, and the need for recognition. In terms of physical needs, most respondents strongly agreed with the statement that they were satisfied with the facilities provided. Then, on the safety needs indicator, most respondents tended to strongly agree with the statement that they felt protected from the risk of losing their jobs (layoffs). Regarding the social needs indicator, most respondents strongly agreed with the statement that communication with their superiors was open. Regarding the need for a recognition

indicator, most respondents agreed with the statement that they had the opportunity to develop their careers.

Work discipline is measured by four indicators, namely goals and abilities, assertiveness, supervision, and fairness. On the goals and abilities indicator, most respondents agreed with the statement that they receive helpful feedback from their superiors or coworkers. Then, on the assertiveness indicator, most respondents strongly agreed with the statement that they uphold their work commitments. Regarding the supervision indicator, most respondents agreed with the statement that they felt safe performing their work. Regarding the fairness indicator, most respondents agreed with the statement that they felt they were treated fairly at the Atang Sendjaja Air Base in Bogor.

Performance is measured by four indicators, namely ability, work ethic, self-development, and efficiency. In terms of ability, most respondents strongly agreed with the statement that they possess good communication skills. Then, in terms of work ethic, most respondents strongly agreed with the statement that they often seek opportunities to develop their skills. Regarding the self-development indicator, most respondents strongly agreed with the statement that they have access to resources that help them grow professionally. Regarding the efficiency indicator, most respondents agreed with the statement that information technology at Atang Sendjaja Air Base in Bogor helps improve operational efficiency.

Intellectual Intelligence (X1):

The study's results indicate that the majority of members possess good intellectual intelligence at work. Intellectual intelligence is important and needs to be considered because with Intellectual Intelligence, each member can perform their work to achieve the expected performance. Intellectual intelligence is influenced and stimulated by emotions, psychology, and social factors.

Motivation (X2):

Motivation is the drive or enthusiasm that arises within a person to do something, which can be in the form of a desire to achieve a goal, curiosity, or even basic needs such as eating and drinking. The more motivated a person is, the more likely they are to work harder, be more efficient, and produce better results, thereby improving performance.

Work Discipline (X3):

Work discipline refers to the attitude and behavior that demonstrates obedience and loyalty to the rules established by the company, both written and unwritten. Without work discipline, it will be difficult for an organization to achieve optimal work results.

Performance (Y):

Performance is a measure of how efficiently an individual or team completes tasks or achieves goals. Performance is also defined as the ratio between the results achieved (output) and the resources used (input).

CONCLUSION

This study explains the influence of Intellectual Intelligence, Work Motivation, Work Discipline, and Performance of members at Atang Sendjaja Air Base in Bogor. Based on the study's objectives, this research concludes that intellectual intelligence, work motivation, work discipline, and member performance can be described in accordance with the conditions at Atang Sendjaja Air Base in Bogor, which serves as the background for this study. The results of the study indicate that intellectual intelligence, work motivation, and work discipline have a significant simultaneous effect on the performance of members of the Atang Sendjaja Air Base in Bogor. The results of the study show that Intellectual Intelligence, Work Motivation, and Work Discipline have a significant partial effect on the performance of members of the Atang Sendjaja Air Base in Bogor. Work Discipline has a strong and dominant impact on the performance of members.

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