

The Role of the Intellectual Capital Dimension in Improving Employee Performance Through Work Motivation



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ABSTRACT: Currently, the government continues to strive to provide optimal quality of service to the community through improving the quality of employee performance. Given the importance of employee performance, this study has the aim of examining how the role of intellectual capital dimensions on employee performance of the Surakarta City Transportation Office using work motivation as an additional variable (intervening). The questionnaire method for this quantitative research was utilized for data collection. A total of 83 people participated in the survey and filled out this questionnaire. Based on the results of the analysis, it shows that the dimensions of intellectual capital, including human capital, relationship capital and structural capital, have a significant impact on employee performance. In addition, based on the results of the Sobel Test, the work motivation of each employee can act as a moderator / intervening between the dimensions of intellectual capital and employee performance of the Surakarta City Transportation Agency.

KEYWORDS: Intellectual Capital (Human, Relationship, And Structural Capital), Employee Performance, and Work Motivation.

INTRODUCTION

The quality of human resources is one of the most vital factors for government agencies. Given that currently, both central and local governments continue to strive to improve the quality of services to the community, the performance of human resources is the main axis that must be improved to be better than before. Quality human resources are the main foundation for achieving the goals and mission of an agency. Skilled, trained and committed employees can perform their duties efficiently, increase productivity and create a positive work environment. The success of agencies often depends on the ability of human resources to respond to environmental demands, regulations, and increasingly complex tasks.

Competent human resources also have a significant impact on establishing the agency's image and reputation. Good public service, professionalism, and high work ethics from employees can increase public trust in the agency. Conversely, poor HR management can hurt performance and reputation, and may even lead to legal or policy issues. HR plays a role in driving innovation and adaptation to technological developments and global trends. Employees who can adapt and innovate will help agencies to remain relevant in the face of environmental changes. Improved HR competencies and skills also enable agencies to respond to community demands by providing better and more effective solutions. Thus, investment in HR development not only benefits the agency internally but also has a positive impact on the services provided to the community.

Tanjung et al. (2021) state that intellectual capital refers to intangible assets in the form of information resources and expertise. It serves to enhance competitive advantage and enhance firm performance. Sedarmayanti (2017) defines performance as a collection of behaviours that are pertinent to the objectives of the organisation or specific department in which individuals are employed. The intellectual dimension of capital has a very important role in improving the performance of government employees. The intellectual capital dimension consists of human capital, relation capital and structural capital. Intellectual capital includes the knowledge, skills and experience possessed by employees. Employees who have high intellectual capital can make a greater contribution in carrying out their tasks efficiently and effectively. They can produce innovative solutions, understand problems more deeply, and provide better services to the public. The intellectual capital dimension also includes the ability to learn and adapt to change. Government employees are often faced with a dynamic and changing work environment. They need to be able to develop themselves, keep up with the latest developments, and face challenges as they arise.

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The intellectual capital dimension also plays a key role in building an innovative and learning-oriented organizational culture. Employees who have a focus on improving their intellectual capital tend to be more open to new ideas, share knowledge with colleagues, and work together to achieve common goals. In a government context, an organizational culture that encourages the growth of intellectual capital can create an environment where employees feel supported to continue learning and developing. The intellectual capital factor greatly influences the performance of government employees, enabling them to be more skilled, and flexible, and make the maximum contribution in fulfilling their public service responsibilities. This is supported by research Febriyanto & Chamariyah (2023), Al-Husseini (2023) and Nabillah & Sukarno (2023) and Hikmah & Sutioningsih (Hikmah; & Sutioningsih, 2023) which all show the same conclusion that intellectual capital consisting of human capital, relation capital, and structural capital influences employee performance.

In carrying out their duties and work, employee motivation factors also need to be considered. With these three dimensions (human capital, relation capital and structural capital), organizations can create a work climate that supports motivation and improves employee performance optimally. This is supported by research Febriyanto & Chamariyah (Febriyanto & Chamariyah, 2023), Asfo (2022), Wijaya et al., (2023), Handayani & Larasati (2022) and Sagita and Sutioningsih (2024) which all show research results that employee performance is influenced by motivation. The opposite result is shown by research Supriatin & Puspitawati (2023), Hidayat (2021) which show the results of research that performance is not influenced by motivation.

At the Surakarta City Transportation Agency, there are still phenomena found, namely employees who are less skilled in the use of technology, the placement of employees who are not in accordance with their expertise or competence, the inability to share experiences and knowledge with colleagues, not optimal employee education and training, lack of support and guidance from leaders, the emergence of communication gaps between leaders and subordinates and lack of leaders in motivating employees. These things tend to be able to affect employee performance to be not optimal. Suboptimal employee performance can have a negative effect on organizational performance and goals.

Intellectual capital variables consisting of human capital, relationship capital, and structural capital need to be researched in optimizing employee performance because the three are fundamental aspects that are interrelated in a modern work environment. Human capital includes the knowledge, skills and experience of individuals that directly affect their ability to do a good job. Research on human capital allows organizations to identify training and development needs that can improve employee skills and motivation. In addition, relationship capital, which includes interpersonal relationships and collaboration between employees, is also important to consider because good relationships can increase productivity and innovation. Meanwhile, structural capital, which includes organizational systems, procedures, and knowledge, plays a key role in determining operational efficiency and the organization's ability to adapt to market changes. By thoroughly understanding and researching these three variables, organizations can identify areas to improve employee performance, build a collaborative work environment, and strengthen their competitiveness in the market. Supported by the existence of work motivation, it has a great possibility in improving employee performance optimally.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1. Intellectual Capital

According to Noor (2020), states that "intellectual capital or intellectual capital is an asset that is not realized that can provide knowledge-based resources that function to improve the company's performance and competitive ability and provide value compared to other companies." Meanwhile, according to Silalahi (2021) Intellectual capital is an intangible asset consisting of knowledge and information resources that can improve company performance and increase the company's competitive ability. Intellectual capital consists of three main components: human capital, structural capital, and relationship capital.

Human capital includes the knowledge, skills, and expertise of employees. Employees who have knowledge and skills relevant to their tasks can be more effective and efficient in carrying out their work. Structural capital includes intellectual assets owned by the organization, such as business processes, information systems, and intellectual property. The existence of efficient structural capital can provide an infrastructure that supports employee performance. Relational capital relates to the relationships and networks owned by the organization, including relationships with customers, business partners, and other external parties. Employees who can leverage the organization's relationship capital can create added value through superior customer service or through effective collaboration with business partners.

Managing and strengthening these three dimensions together can create an environment that supports employee performance. Effective human resource management should ensure that human capital is well developed and managed through training and development programs, structural capital is managed to support business processes, and relationship capital is strengthened to build positive networks. In this way, overall intellectual capital can be a key driver in improving employee and overall organizational performance. This is supported by research Febriyanto & Chamariyah (Febriyanto & Chamariyah, 2023), Al-

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Husseini (Al-Husseini, 2023) and Nabillah & Sukarno (Nabillah & Sukarno, 2023) and Hikmah & Sutianingsih (Hikmah; & Sutianingsih, 2023) all of which state that intellectual capital affects employee performance.

2. Motivation

Motivation according to Sedarmayanti (2020) is defined as the force that drives someone to do something or not. This force occurs internally and externally, and can be positive or negative. Motivation as a process of directing, maintaining, or maintaining, and encouraging human behavior towards certain goals. Motivation plays a very important role in determining employee performance and overall organizational success. Motivation is the main driver behind employee productivity. Employees who feel motivated have a strong internal drive to give maximum effort in their work. They tend to be more focused, more passionate, and more dedicated to achieving their goals, which ultimately increases productivity and positively contributes to the achievement of organizational targets.

Motivated employees tend to pay attention to detail, pursue high quality standards, and create better results. Strong motivation encourages employees to continuously innovate and strive for a level of excellence in their work, which results in better quality work and adds value to the organization. A company can create a dynamic, productive, and sustainable work environment by understanding and managing the motivation of its workers. By doing this, a company can potentially improve the performance of its workers. This is supported by research such as Febriyanto & Chamariyah (Febriyanto & Chamariyah, 2023), Asfo (Asfo, 2022), Wijaya et al., (Wijaya et al., 2023), Handayani & Larasati (Larasati & Handayani, 2022) and Sagita and Sutianingsih (Sagita & Sutianingsih, 2024) which all show that motivation affects employee performance.

3. Performance

In her study, Sedarmayanti (2020) defined performance as a collection of behaviours that are directly related to the objectives of the organisation or specific department in which individuals are employed. According to Rismawati & Mattalata (2018), to assess the level of accomplishment of an organisation or company's objectives and to evaluate the advantages and disadvantages of operational policies, it is necessary to establish and communicate the performance to specific parties.

High-performing individuals are more inclined to significantly contribute to the attainment of organisational targets and goals, cultivate a vibrant work environment, and stimulate collaboration and cooperation within teams (Sutianingsih & Handayani, 2023). Furthermore, exemplary staff performance has a favourable influence on the company's reputation among customers, partners, and other stakeholders, so enhancing the company's standing and expediting its overall advancement.

RESEARCH METHODS

This study uses quantitative research methods with survey research techniques. The population in this study were 83 employees of the Surakarta City Transportation Agency. Since the population amounted to no more than 100, all of them were used as samples. The sampling method used is saturated sampling. The primary data source is a questionnaire with a Likert scale scoring method using 5 (five) answer choices. Ricnian use of analysis is data quality test (validity and reliability), multiple linear regression test, t test and sobel test. In conducting data analysis assisted by the IMB SPSS Statistics 25 application. The indicators of each variable are as follows:

DATA ANALYSIS RESULTS AND DISCUSSION

1. Data Validity Test Results

It is known that the r table number is 0.216 and the validity test results using the IMB SPSS Statistics 25 application are as follows:

Table 1. Validity Test Results

Variabel	Item	Calculated r value	Information
Human capital (X1)	X1.1	0.798	Valid
	X1.2	0.839	Valid
	X1.3	0.825	Valid
	X1.4	0.822	Valid
	X1.5	0.837	Valid
Relational capital (X2)	X2.1	0.762	Valid
	X2.2	0.657	Valid
	X2.3	0.701	Valid
	X2.4	0.539	Valid

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	X2.5	0.698	Valid
Structural capital (X3)	X3.1	0.798	Valid
	X3.2	0.829	Valid
	X3.3	0.859	Valid
	X3.4	0.744	Valid
	X3.5	0.790	Valid
Motivation (Z)	Z.1	0.814	Valid
	Z.2	0.698	Valid
	Z.3	0.816	Valid
	Z.4	0.729	Valid
	Z.5	0.831	Valid
Employee Performance (Y)	Y.1	0.712	Valid
	Y.2	0.863	Valid
	Y.3	0.797	Valid
	Y.4	0.793	Valid
	Y.5	0.677	Valid

It is known that the r table number is 0.216. The results above show that all items of each variable have a value of r count greater than r table ($r \text{ count} > 0.216$) so it can be concluded that all data from each variable item used in the study are declared valid and can be analyzed at the next stage.

2. Reliability Test Results

The results of the reliability test using the IMB SPSS Statistics 25 application are as follows:

Table 2. Reliability Test Results

Variable / Item	Cronbach Alpha Value	Information
Human capital (X1)	0.879	Reliabel
Relational capital (X2)	0.697	Reliabel
Structural capital (X3)	0.862	Reliabel
Motivation (Z)	0.836	Reliabel
Employee Performance (Y)	0.828	Reliabel

The results of the reliability test analysis above show that each variable has a Cronbach's alpha value of more than 0.60 ($\text{Cronbach's alpha} > 0.60$) so that all data from each variable item used in this study are declared reliable (trustworthy) and data analysis can be carried out at the next stage.

HYPOTHESIS TEST RESULTS

1. Test Results Hypothesis of Intellectual Capital Dimensions on Motivation

The results of the *intellectual capital* dimension hypothesis test using the SPSS 25 application are as follows:

Table 3. Hypothesis Test Results of Intellectual Capital Dimensions on Motivation

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.642	2.591		.634	.528
	X1.HC	.372	.068	.447	5.472	.000
	X2.RC	.247	.089	.216	2.761	.007
	X3.SC	.350	.068	.422	5.140	.000

a. Dependent Variable: Z.MO

The calculated t value is obtained at 1.989 and based on the t test results above, the following explanation is obtained:

1) The t value and significance of the *human capital* variable (X1) are 5.472 and 0.000, $5.472 > 1.989$ and $0.000 < 0.05$, so

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- individually (partially) *human capital* (X1) has a positive and significant effect on work motivation (Z). Hypothesis 1 is proven.
- The t value and significance of the *relational capital* variable (X2) are $2.761 > 1.989$ and $0.007 < 0.05$, so individually (partially) *relational capital* (X2) has a positive and significant effect on work motivation (Z). Hypothesis 2 is proven.
 - The t value and significance of the *structural capital* variable (X2) is $5.140 > 1.989$ and $0.000 < 0.05$, so individually (partially) *structural capital* (X2) has a positive and significant effect on work motivation (Z). so, Hypothesis 3 is proven.

2. Hypothesis Test Results of Intellectual Capital Dimensions on Employee Performance

The results of the intellectual capital dimension hypothesis test on employee performance using the IBM SPSS Statistics 25 application are as follows:

Table 4. Hypothesis Test Results of Intellectual Capital Dimensions on Employee Performance

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.912	2.669		1.091	.279
	X1.HC	.377	.070	.451	5.383	.000
	X2.RC	.204	.092	.178	2.214	.030
	X3.SC	.338	.070	.405	4.816	.000

a. Dependent Variable: Y.KK

The t table value is obtained at 1.989 and based on the t test results above, the following explanation is obtained:

- The t value and significance of the *human capital* variable (X1) is $5.383 > 1.989$ and $0.000 < 0.05$, so individually (partially) *human capital* (X1) has a positive and significant effect on employee performance (Y). Hypothesis 4 is proven.
- The t value and significance of the *relational capital* (X2) variable are $2.214 > 1.989$ and $0.030 < 0.05$, so individually (partially) *relational capital* (X2) has a positive and significant effect on employee performance (Y), so hypothesis 5 is proven.
- The t value and significance of the *structural capital* (X2) variable are $4.816 > 1.989$ and $0.000 < 0.05$, so that individually (partially) *structural capital* (X2) has a positive and significant effect on employee performance (Y), so hypothesis 6 is proven.

3. Results of Motivation Hypothesis Test on Employee Performance

The results of hypothesis testing between motivation and employee performance using the SPSS application. 25 is:

Table 5. Results of Motivation Hypothesis Test on Employee Performance

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.815	1.651		3.522	.001
	Z.MO	.744	.075	.741	9.922	.000

a. Dependent Variable: Y.KK

The t table value is obtained at 1.989 and based on the t test results above, it is explained that the motivation variable (Z) has a t count of 9.922 greater than the t table of 1.989 and a significance number of 0.000 less than 0.05, so individually (partially) motivation (Z) has a positive and significant effect on employee performance (Y). Hypothesis 7 is proven.

4. Hypothesis Test Results of Intellectual Capital Dimensions on Employee Performance Through Motivation

The results of the analysis of the dimensions of *intellectual capital* on employee performance through motivation using the *sobel test statistic* and assisted by the *sobel test calculator* application for the significance of mediation are as follows:

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Table 6. Sobel Test Statistic

Variable	Sobel Test Statistic	One-Tailed Probability	Two-Tailed Probability
Human capital (X1)	4.790	0.000	0.000
Relational capital (X2)	2.672	0.003	0.007
Structural capital (X3)	4.568	0.000	0.000

The z table value (critical value) is obtained as 1.960 and based on the results of the sobel test above, the following explanation is obtained:

- 1) Comparison of sobel numbers and critical values and comparison of p values of the signification level of *human capital* variables (X1) is $4,790 > 1,960$ and $0.000 < 0.05$. These results can be concluded that work motivation (Z) can mediate *human capital* (X1) on employee performance (Y). Hypothesis 8 is proven.
- 2) Comparison of sobel numbers and critical values and comparison of the p value of the signification level of the relation capital variable (X2) is $2.672 > 1.960$ and $0.007 < 0.05$. These results can be concluded that work motivation (Z) can mediate human capital (X2) on employee performance (Y). Hypothesis 9 is proven.
- 3) Comparison of sobel numbers and critical values and comparison of p values of the signification level of structural capital variables (X3) is $4.568 > 1.960$ and $0.000 < 0.05$. These results can be concluded that work motivation (Z) can mediate structural capital (X3) on employee performance (Y). Hypothesis 10 is proven.

DISCUSSION

1. Human capital has a positive and significant effect on work motivation

The analysis's findings demonstrate that human capital significantly and favourably influences employees' motivation at work. The regression analysis's findings, which indicate that human capital has a positive value and a coefficient value (α_1) of 0.372, support this. Furthermore, the t test reveals that the human capital variable has a significant figure of not more than 0.05, specifically ($0.000 < 0.05$), and a t table $<$ t count ($1.989 < 5.472$). Thus, it can be inferred from these 2 (two) analytical results that human capital has a positive and considerable impact on work motivation (Z) on an individual basis (partially). One of the most crucial elements in raising employee motivation at work is human capital, since skilled and knowledgeable workers are more likely to feel secure and driven to contribute fully and perform to the best of their abilities. Employee motivation might rise when a work environment fosters personal development thanks to human capital. Employees' work will be motivated if their education aligns with their employment, they have a strong work history, are proficient at what they do, comprehend it, and are at ease doing it. This is in line with what Efendi and Rahardja (2021) found: a positive and statistically significant correlation between intellectual capital, intrinsic drive, and intrinsic desire. ability, skill, and productivity in the workplace.

2. Relational capital has a positive and significant effect on work motivation

The analysis's findings demonstrate that relation capital significantly and favourably influences employees' motivation at work. Regression analysis results support this; relation capital has a positive value and a coefficient value of 0.247. Furthermore, the t test indicates that the relational capital variable has a significance figure of no more than 0.05 ($0.007 < 0.05$) and a t table $<$ t count ($1.989 < 2.761$). Thus, it can be concluded that relation capital alone (partially) has a positive and substantial effect on work motivation (Z) based on the 2 (two) analysis results. One of the most crucial elements in raising motivation is human capital. Because strong relationships foster a favourable work environment, strengthen a feeling of community, and facilitate productive cooperation, relationship capital is essential to raising motivation at work. Relationship capital can improve overall performance, fortify ties among coworkers, and foster an inspiring workplace. Employees can be inspired to do well at work if they can get along with one another, show respect for one another, work together, share knowledge, and discuss ideas with superiors. This is in line with what Efendi and Rahardja (2021) found: a positive and statistically significant correlation between intellectual capital, intrinsic drive, and intrinsic desire. ability, skill, and productivity in the workplace.

3. Structural capital has a positive and significant effect on work motivation

Based on the investigation, work motivation is positively and significantly impacted by structural capital. Regression analysis results support this; structural capital has a positive value and a coefficient value of 0.350. Furthermore, the t test indicates that the structural capital variable has a significance number of no more than 0.05 ($0.000 < 0.05$) and a t table value $<$ t count ($1.989 < 5.140$). Therefore, it can be inferred from the 2 (two) analysis results that structural capital on its own (partially) has a positive and considerable impact on work motivation (Z). Given that sound systems, procedures, and infrastructure can offer a reliable base

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for worker performance, structural capital has a significant positive impact on increasing employee motivation at work. Employee motivation can rise when there is an effective framework in place since it helps them feel more organised, lowers barriers to work, and increases focus on better tasks. Employees can be encouraged and motivated to perform better if the organisation has a strong work system, encourages creativity and ideas from its subordinates, fosters a positive work culture, pays well, and offers bonuses to top performers.

4. Human capital has a positive and significant effect on employee performance

The human capital regression analysis's findings reveal a positive value with a coefficient value of 0.377. Furthermore, the t test indicates that the human capital variable has a significance value of not greater than 0.05 ($0.000 < 0.05$) and a t table value $<$ t count ($1.989 < 5.383$). Thus, it can be inferred from these 2 (two) analytical results that employee performance (Y) is positively and significantly impacted by human capital on an individual basis (partially). One of the most crucial elements in raising employee motivation at work is human capital, since skilled and knowledgeable workers are more likely to feel secure and driven to contribute fully and perform to the best of their abilities. Employee motivation might rise when a work environment fosters personal development thanks to human capital. Employee performance can be positively impacted if their education aligns with their employment, they have a strong work history, are proficient at what they do, comprehend it, and are at ease doing it. Employee performance will improve if their education aligns with their employment, they have a solid work history, are proficient at what they do, comprehend it, and are at ease doing it. This is in line with research findings by Al-Husseini (2023) and Kartikasari & Sukarno (2023), which also demonstrate that one aspect of intellectual capital—structural capital has an impact on worker performance.

5. Relational capital has a positive and significant effect on employee performance

The relation capital regression analysis's findings indicate a positive value with a coefficient value of 0.204. Furthermore, the t test indicates that the relational capital variable has a significant value of 0.05 ($0.030 < 0.05$) and a t table $<$ t count ($1.989 < 2.214$). Thus, it can be inferred from the 2 (two) analysis results that relation capital on its own (partially) has a positive and considerable impact on worker performance. Relation capital may foster a positive and encouraging work atmosphere and plays a significant influence in improving employee performance. Positive relationships among coworkers improve team dynamics, foster greater collaboration, and promote the sense of community. Employee performance can be improved if coworkers and competent bosses can work effectively together, respect one another, communicate, share information, and exchange ideas. Positive interactions, mutual respect, teamwork, information sharing, and idea exchange between subordinates and superiors can all contribute to higher employee performance. This is consistent with research findings by Abireza & Faris (2022) and Gunawan et al (2023), which both demonstrate that relationship capital one of the aspects of intellectual capital influences worker performance.

6. Structural capital has a positive and significant effect on employee performance

The result of structural capital regression analysis has a coefficient value of 0.338 and shows a positive value. In addition, t test also shows that structural capital variable has t table $<$ t count ($1.989 < 4.816$) and the significance value is not more than 0.05 ($0.000 < 0.05$). Based on the 2 (two) analysis results, it can be concluded that structural capital individually (partially) has a positive and significant effect on employee performance (Y). Structural capital has an important role in improving employee performance by providing an efficient, systematic, and structured organizational framework. Good systems and processes help reduce operational barriers, speed up work flow, and allow employees to focus on more strategic tasks, increasing overall productivity and optimal employee performance. If the company has a good work system, supports innovation and ideas of its subordinates, has a good work culture, provides appropriate salaries, and provides bonuses for employees who excel, it can spur and motivate employees to be better too. If the company has a good work system, supports innovation and ideas of its subordinates, has a good work culture, provides appropriate salaries, and provides bonuses for employees who excel, it can improve employee performance for the better. This is the same as the results of research Nabillah & Sukarno (2023) which shows that employee performance is influenced by one of the dimensions of intellectual capital, namely structural capital.

7. Work motivation has a positive and significant effect on employee performance.

The work motivation regression analysis's findings indicate a positive value with a coefficient value of 0.774. Furthermore, the t test indicates that the work incentive variable has a significant value of not greater than 0.05 ($0.000 < 0.05$) and a t table $<$ t count ($1.989 < 9.922$). The conclusion drawn from the 2 (two) analysis results is that employee performance (Y) is positively and significantly impacted by job motivation. Workplace motivation, which offers both internal and external encouragement to reach objectives, is essential for enhancing employee performance. Motivated workers typically exhibit greater levels of dedication, productivity, and quality in their work. Additionally, job motivation can improve overall performance, foster a happy work atmosphere, and raise employee satisfaction. Employee performance can be positively impacted by the company if it can give

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workers decent workspaces, a sense of security, social needs, incentives, and encouragement. This is consistent with study findings from studies by Febriyanto et al. (2022), Asfo (2022), Mubarak & et al. (2022), Wijaya & et al. (2023), and Handayani & Larasati (2022), all of which demonstrate how job motivation affects employee performance.

8. Work motivation can mediate human capital on employee performance

Work motivation can mediate human capital on employee performance, according to the Sobel test analysis results, which reveal that human capital has a Sobel number value more than the critical value ($4,790 > 1,960$) and a p value smaller than 0.05 ($0.000 < 0.05$). The relationship between human capital and employee performance is mediated in part by work motivation. Furthermore, motivated workers may serve as a moderating or reinforcing force for the relationship between human capital and performance. High work motivation employees are more likely to be able to maximise the potential of their human capital components, which leads to improved performance. Thus, in addition to being a component that motivates workers, job motivation is also essential in mediating the relationship between the attainment of optimal work results and the calibre of human capital. Employees' work motivation can rise if their education aligns with their work, they have a solid work history, are proficient at their jobs, comprehend them, and are at peace in their roles. When motivation rises, so does employee performance. The present findings are consistent with the research conducted by Aguirre and Alecchi (2023), which indicates a noteworthy correlation between intellectual capital and organizational performance, mediated by intrinsic drive.

9. Work motivation can mediate relation capital on employee performance

Based on the Sobel test analysis results, which indicate that relation capital has a p value of $0.007 < 0.05$ and a Sobel number larger than the crucial value ($2.672 > 1.960$), it may be inferred that work motivation can act as a mediating factor between relation capital and employee performance. As a mediating factor in the relationship between relation capital and employee performance, work motivation is essential. Relationship capital serves as the foundation for the sharing of knowledge and assistance between people and encompasses interpersonal networks, communication, and teamwork inside the organisation. In this situation, the key to enhancing the beneficial effects of relation capital on worker performance is job motivation. Employees with high levels of motivation are typically more adept at making use of and growing their personal networks, which enhances collaboration and communication. Therefore, work motivation acts as a catalyst to maximise the beneficial effects of relation capital, fostering a happy work atmosphere and enhancing employee performance in general. Employee motivation can rise when they are able to collaborate, communicate effectively, show respect for one another, share information, and exchange ideas with supervisors and other employees. Motivation raises performance levels. The present findings are consistent with the research conducted by Aguirre and Alecchi (2023), which indicates a noteworthy correlation between intellectual capital and organizational performance, mediated by intrinsic drive.

10. Work motivation can mediate structural capital on employee performance

Work motivation can mediate human capital on employee performance, according to the Sobel test analysis results, which reveal that human capital has a Sobel number value more than the critical value ($4,790 > 1,960$) and a p value smaller than 0.05 ($0.000 < 0.05$). The relationship between human capital and employee performance is mediated in part by work motivation. Furthermore, motivated workers may serve as a moderating or reinforcing force for the relationship between human capital and performance. High work motivation employees are more likely to be able to maximise the potential of their human capital components, which leads to improved performance. Thus, in addition to being a component that motivates workers, job motivation is also essential in mediating the relationship between the attainment of optimal work results and the calibre of human capital. Employees' work motivation can rise if their education aligns with their work, they have a solid work history, are proficient at their jobs, comprehend them, and are at peace in their roles. When motivation rises, so does employee performance. The present findings are consistent with the research conducted by Aguirre and Alecchi (2023), which indicates a noteworthy correlation between intellectual capital and organizational performance, mediated by intrinsic drive.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Human capital has a positive and significant effect on work motivation.
2. Relational capital has a positive and significant effect on work motivation.
3. Structural capital has a positive and significant effect on work motivation.
4. Human capital has a positive and significant effect on employee performance.
5. Relational capital has a positive and significant effect on employee performance.
6. Structural capital has a positive and significant effect on employee performance.
7. Work motivation has a positive and significant effect on employee performance.

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8. Work motivation can mediate human capital on employee performance.
9. Work motivation can mediate relation capital on employee performance.
10. Work motivation can mediate structural capital on employee performance.

Advice

Based on the above conclusions, the suggestions that can be given are as follows:

1. It is expected that the Surakarta City Transportation Agency provides training and development programs on an ongoing basis to improve employee knowledge and skills. In addition, *sharing* opinions and knowledge between employees so that the positive knowledge possessed by employees can be transmitted to other employees.
2. It is expected that the Surakarta City Transportation Agency encourages innovation initiatives within the organization by creating an environment that supports new ideas and creative problem solving. The Department of Transportation can consider improving the performance of innovation teams, developing quality ideas, and increasing the active participation of employees in idea development.
3. It is expected that the Surakarta City Transportation Agency improves the quality of organizational culture that encourages continuous learning and improvement of the potential of each employee. The Department of Transportation can intensify the mentoring program, and create a reward system that provides recognition for employees' intellectual achievements.
4. It is expected that the Surakarta City Transportation Agency can increase the provision of motivation to its employees. Increased motivation can be done by implementing incentive and reward programs that are directly related to the achievement of good performance, such as performance bonuses or public recognition, career development and relevant training to improve skills and so on. By integrating intellectual capital improvement with good work motivation, it can make employees to innovate, learn, and contribute optimally, resulting in overall performance improvement.

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