



Motivation Work Environment and Information Technology Shape Performance Through Satisfaction

Akhdan Azhar¹, Sriyono Sriyono^{1*}

¹Master of Management Program, Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia

*Corresponding Author Email: sriyono@umsida.ac.id

Abstract. General Background: Employee performance is a critical factor in organizational success and is shaped by various internal and external determinants, including motivation, work environment, and information technology. Specific Background: Organizations increasingly rely on these factors to improve employee outcomes, with employee satisfaction often positioned as a key mediating variable in performance models. Knowledge Gap: However, limited empirical studies integrate motivation, work environment, and information technology simultaneously while examining the mediating role of employee satisfaction in shaping performance. Aims: This study aims to analyze the relationship between motivation, work environment, and information technology on employee performance, with employee satisfaction as an intervening variable. Results: Using a quantitative survey approach with data collected through employee questionnaires, the findings indicate that motivation, work environment, and information technology have a significant positive relationship with employee satisfaction, and employee satisfaction mediates their relationship with employee performance. Novelty: This study provides an integrated model that combines multiple organizational factors with employee satisfaction as a mediating construct in explaining performance outcomes. Implications: The findings suggest that organizations should prioritize increasing motivation, improving the work environment, and optimizing information technology utilization to foster employee satisfaction and support improved performance outcomes.

Keywords: Employee motivation; Work environment; Information technology; Employee satisfaction; Employee performance

1 Introduction

In today's competitive era, banking competitors have become one of the factors that influence a company's success in achieving its goals. Currently, companies also need to have higher competitiveness to compete with other banking companies. One of the most important positive points that a company must have is human resources. At PT. Pos Indonesia (PERSERO), a company engaged in delivery services, human resources are a very important asset because they act as planners, implementers, and controllers and play an active role in achieving the company's goals. PT. Pos Indonesia (PERSERO) staff have a fundamental role, not only as supporters of important factors in achieving goals. The achievement of company goals is greatly influenced by the

© The Author(s) 2026

R. Lomotey et al. (eds.), *Proceedings of the 1st International Conference on Communication and Digital Multimedia 2025 (ICCDM 2025)*, Advances in Social Science, Education and Humanities Research 1020, https://doi.org/10.2991/978-2-38476-589-8_11

performance of individuals and groups of employees in achieving company goals.

Its success in the current company is also influenced by how employees perform (work performance) or the results of work achieved by an employee in carrying out tasks in accordance with the responsibilities given to that employee, which is an important resource for the company because it has talent or interests that have energy and creativity that are very much needed by the organization to achieve its goals. Every organization has a work environment that functions to establish rules or guidelines for thinking and acting to achieve predetermined goals. This means that a well-developed and well-maintained work environment can lead to better organizational development. In addition, the main focus of organizational change and development is the effort to change the values, attitudes, and behaviors of members.

the organization as a whole. Especially with delivery services that are highly dynamic and demanding to always keep up with the latest developments. Information technology can be defined as a combination of computer and telecommunications technology with other technologies such as hardware, software, databases, networking technology, and other telecommunications equipment [1]. Furthermore, specialized information technology can improve individual performance and can be used in organizational information systems to provide information to users for decision-making purposes, because information technology continues to evolve over time in line with the times.

Decreases in employee satisfaction and performance can also be influenced by information technology. Many employees still have habits that cause them to procrastinate at work, resulting in a lot of unfinished work. This leads to an excessive workload in the following period due to the rapid pace of work that must be completed, resulting in a loss of performance.

The employee performance in 2021 achieved 90% of revenue in September, which declined to 63% in April 2022 and fell sharply to approximately 18% in November 2023. From the revenue data, it can be seen that the lowest achievement percentage was in the use of technology for data processing, which was due to a lack of employee accuracy.

The work environment also explains how the results around workers greatly influence them in carrying out their assigned office tasks[2]. Meanwhile, according to the explanation, the work environment is all the tools that are available, the environment where a person works, the way of working, and the work arrangements, both individually and collaboratively. It can be concluded that a good work environment will encourage employee productivity, which in turn will have an impact on improving employee performance. Based on the explanation of the work environment above, the work environment can be divided into two (two) types, namely the physical work environment and the non-physical work environment[3]. Motivation is also one of the guidelines for employee performance. According to [4], 30% of leaders' time is spent dealing with issues related to their employees' environment. The approach used to motivate and encourage employees needs to take into account the characteristics or nature of the employees concerned. Based on the results of the interview conducted as a preliminary discussion of the study, it was explained that the motivational factors among supervisors were still weak. This was due to a lack of motivation among employees to carry out their duties in accordance with the standards and work culture

established at the PT Pos Indonesia Sidoarjo Partnership, and the fact that the employees did not yet have the right mentality. Those who are very dissatisfied with the importance of motivation are those who work continuously and those who work hard but have the same financial status (incentives, bonuses, and production results), meaning that performance evaluations use the same performance criteria when giving incentives, bonuses, and services. This creates a work environment where employees only work to the extent necessary because the results achieved are the same as long as their performance rating is at least "good." The problem is that there are no methods, guidelines, and maximum motivation for employees.

This issue is in line with the opinion that explaining motivation is a very important aspect in determining employee performance. The level of employee performance in a company will be greatly influenced by the work motivation factors of each individual identifying the factors that influence these issues and providing appropriate solutions to improve employee performance.

Factors that influence employee performance are employee job satisfaction. [5] shows that job satisfaction is caused by employees' belief that their work can achieve something meaningful. The importance of employee performance and satisfaction cannot be separated from other factors such as corporate culture. [6] Organizational culture refers to the value system embraced by several members and is also important in distinguishing one organization from another. In addition, job satisfaction and employee performance are also influenced by the company's work environment.

The work environment is where employees carry out their daily activities, the work environment also surrounds the working relationships between colleagues, the relationships between subordinates and superiors [7]. Questioning how to motivate employees, make them enthusiastic about working hard, give their maximum ability and skills, to create profits for the company. In answering this question, [8] states that motivation is an important factor. Quoting from his opinion [9], people believe that motivation is the result of tension that arises when one or more important needs cannot be met. In addition to these factors, another very important factor is that sophisticated technology will help companies to produce more accurate and timely information for effective decision making [10].

By looking at the overview of issues related to motivation and employee satisfaction above, the author has a perspective on addressing these two issues, so that the author wants to link four variables, namely motivation, work environment, and information technology as independent variables, employee performance as a dependent variable, and employee satisfaction as an intervening variable. However, this research is not the same as previous research because there is no intervening variable that has an indirect effect on the dependent variable. The type of research that the author will conduct is quantitative research. Thus, the novelty of this research is the inclusion of the variable of motivation, which has not been used in previous research on employee performance, and the intervening variable of employee satisfaction. The dissimilarity of the results of previous research shows a difference in results, namely the existence of a *research gap*. The purpose of this study is to analyze the effect of the variables of motivation, work environment, and information technology on the variable of employee performance through employee satisfaction, so the researcher chose the title "The Effect of Motivation, Work Environment, and Information Technology on Employee Performance Through Employee Satisfaction as an Intervening Variable." Thus, the

research question in this study is

1. Does motivation affect employee performance? 2. Does the work environment affect employee performance? 3. Does information technology affect employee performance? 4. Does motivation affect employee satisfaction? 5. Does the work environment affect employee satisfaction?

6. Does information technology affect employee satisfaction? 7. Do motivation, work environment, and information technology simultaneously affect employee performance through employee satisfaction as an intervening variable?

2 Literature Review

2.1 Motivation

Motivation is creating enthusiasm for work so that performance also improves [11] The objectives of motivation are to improve morale and job satisfaction, increase work productivity, optimize employee recruitment, create a good working atmosphere and relationships, and improve employee welfare.

2.2 Information Technology

Information technology is technology used to process data, which can then be used to generate information for decision making [12]: The indicators of information technology are as follows:

1. Ability to use computers.
2. Processing and displaying data.
3. A system that supports the shared use of different computers.
4. Parties involved in the use of information systems.

2.3 Work Environment

The work environment is everything that surrounds workers and can influence them in carrying out their duties. A good work environment will have a positive impact on work quality, reduce eye strain and spiritual desires, and improve work enthusiasm and prestige for the institution concerned[13]

2.4 Employee Performance

Adhari defines employee performance as the achievement of work results in accordance with job requirements. Performance indicators include the quantity of work, quality of work, timeliness, attendance, and ability to collaborate in a team. Employers want employees to demonstrate superior performance. Factors that influence employee performance to improve work results and company profitability. On the other hand, workers want to develop and advance in their work. Basically, good employee performance aims to increase productivity. The indicators for employee performance variables are:

- a. Confidence: an employee has high self-confidence in order to continue to develop.
- b. Risk-taking: an employee is able to make decisions to take action.

- c. Creative and innovative: employees are able to create new things and develop existing ideas to be better so that they can solve opportunities to improve their skills.
- d. Disciplined and hardworking: an employee complies with company regulations and strives to achieve maximum results.
- e. Future-oriented: as an employee, you have perspective and are never satisfied, always seeking new ideas.
- f. Curious: an employee always seeks out the latest information and continues to expand their knowledge.
- g. Honest and independent: an employee is able to speak honestly, thereby building trust and being able to work independently.

2.5 Employee Satisfaction

The operational definition of job satisfaction refers to an individual's general attitude toward their work. Job satisfaction indicators refer to:

- a. The job itself: A measurement scale that covers specific aspects of the job, such as the level of complexity, responsibility, task variety, and role clarity.
- b. Salary: A measure of the amount of financial compensation received by employees in the form of monthly or annual salaries.
- c. Promotion: Level of satisfaction with promotion opportunities and job advancement within the organization, measured through employees' perceptions of career path clarity and fairness in the promotion process.
- d. Supervision: Evaluation of satisfaction with the form of supervision or oversight provided to employees, including the level of support, feedback, and fairness in the supervision process.
- e. Coworkers: A scale that measures the level of satisfaction with relationships and collaboration with coworkers, involving aspects such as team support, communication, and teamwork.

Employee satisfaction and performance can also be influenced by information technology. Many employees still have habits that cause them to procrastinate at work, resulting in a lot of unfinished work. This leads to an excessive workload in the future due to the rapid pace of work that must be completed. The success of a company today is also influenced by how well its employees perform (work performance) or the results of the work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Employees are an important resource for companies because they have talents or interests that provide energy and creativity, which are very much needed.

2.6 Conceptual Framework

The conceptual framework can be shown in Figure 1.

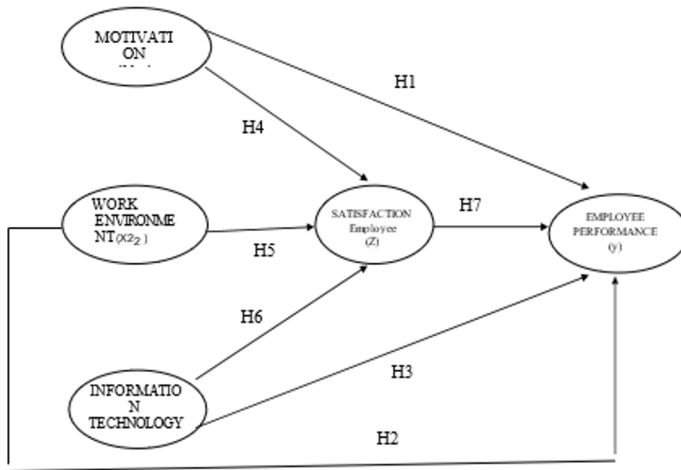


Fig.1. Conceptual Framework

Hypothesis:

- H1: There is a significant effect of Motivation on Employee Performance.
- H2: There is a significant effect of Work Environment on Employee Performance.
- H3: There is a significant effect of Information Technology on Employee Performance.
- H4: There is a significant effect of Motivation on Employee Satisfaction.
- H5: There is a significant influence of Work Environment on Employee Satisfaction.
- H6: There is a significant influence of Information Technology on Employee Satisfaction.
- H7: There is a significant influence of Employee Satisfaction on Work Performance.

3 Research Method

3.1 Type of Research

This type of research concerns motivation, work environment, and organizational culture in relation to employee performance through employee satisfaction. [14] Quantitative data is a research method based on positivism (concrete data), where research data consists of numbers that are measured using statistics as a calculation tool, related to the issue being studied to produce a conclusion. Positivism is used on a specific population or sample.

3.2 Population and sample

Research population [15] Population is a generalization area consisting of objects or subjects with certain qualities and characteristics applied by researchers to study and then draw conclusions. The population in this study consists of all employees at PT. Pos Indonesia (PERSERO) Partnership in Sidoarjo Regency, East Java, totaling 110 employees. The sample is a portion of the population with the same characteristics. Meanwhile, sample size is a measure used to determine the size of the sample taken in conducting a study. In this study, the researcher used the *Structural Equation Modeling* (SEM) analysis technique with *Partial Least Square* (SMART PLS) and the *Purposive Sampling* technique. *Purposive sampling* is said to be a sample determined by employees who understand the type of problem that is proportional to the population.

3.3 Data Collection Techniques

In this study, to obtain data, the author used data collection methods including:

Questionnaires. The data obtained in this study was collected by distributing questionnaires, whereby the researchers went directly to the relevant parties to obtain data firsthand, also known as primary data. [16] Primary data is data that is provided directly to the data collector. The researchers then collected data directly from the research subjects by distributing questionnaires. The questionnaires were given directly to the respondents who had been selected as samples. The questionnaires given to the respondents contained several questions that had to be answered by the respondents in order to assess the employees of PT. Pos Indonesia (PERSERO) Partnership, Sidoarjo branch. The questionnaires given to respondents used the Likert scale measurement method, which is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. Each of the four alternative answers available was given a weight (score) as shown in Table 1.

Table 1. Questionnaire weight based on the Likert Scale method

NO	CATEGORY	SCALE
1	Strongly Agree	1
2.	Agree	2
3.	Disagree	3
4.	Strongly disagree	4

Operational Definition

Motivation (X1)

Motivation is the atmosphere at work with colleagues [17] consisting of:

1. *Physiological needs*: Basic human needs such as food, drink, shelter, and other physical needs.
2. *Social needs*: Human needs for affection, belonging, acceptance, and friendship.
3. *Esteem needs*: Human needs for internal factors of esteem, such as self-esteem, autonomy, or prestige, as well as external factors of esteem, such as status, recognition, and attention.

4. *Self-actualization needs*: A person's need to grow, achieve their full potential, fulfill themselves, and strive to become what they want to be or achieve.

Work Environment (X2)

Work environment indicators include the work atmosphere, relationships with coworkers, and work facilities [18].

1. The work environment is the surroundings in which employees carry out their work, which can greatly affect the performance of the work itself. This includes the workplace, facilities and work equipment, cleanliness, lighting, comfort, and interpersonal relationships at the workplace.

2. Worker Relationships Worker relationships are harmonious relationships between coworkers, free from conflict (such as deliberately spreading hoaxes to undermine rivals). One factor.

What can influence employees to stay in an organization is also the existence of harmonious relationships between coworkers. Harmonious relationships and a sense of family are factors that can influence employee performance.

3. Work facilities are available, meaning that the equipment used to support smooth work is complete. The availability of complete and well-organized work facilities, even though they are not one of the supporting factors in the work process.

3.4 Information Technology (IT)

Information technology is technology used to process data, which can then be used to generate information for decision-making [19]:

The indicators of information technology are as follows:

1. Ability to use computers.
2. Processing and displaying data.
3. Systems that support the shared use of different computers.
4. Parties involved in the use of information systems.

3.5 Employee Satisfaction (Z)

The operational definition [20] of the term job satisfaction refers to an individual's general attitude towards their work. Job satisfaction indicators refer to:

a. The job itself: A measurement scale that covers specific aspects of the job, such as the level of complexity, responsibility, task variety, and role clarity.

b. Salary: A measure of the amount of financial compensation received by employees in the form of monthly or annual salaries.

c. Promotion: The level of satisfaction with promotion opportunities and job advancement within the organization, measured through employees' perceptions of career path clarity and fairness in the promotion process.

d. Supervision: Evaluation of satisfaction with the form of supervision or oversight provided to employees, including the level of support, feedback, and fairness in the supervision process.

e. Coworkers: A scale that measures the level of satisfaction with relationships and collaboration with coworkers, involving aspects such as team support, communication, and teamwork.

3.6 Employee Performance (Y)

Adhari defines employee performance as the achievement of work results in accordance with job requirements. Performance indicators include the quantity of work, quality of work, timeliness, attendance, and ability to collaborate in a team. Employers want employees to demonstrate superior performance. Factors that influence employee performance to improve work results and company profitability. On the other hand, [20] workers want to develop and advance in their jobs. Basically, good employee performance aims to increase productivity. The indicators for employee performance variables are:

- a. Confidence: an employee has high self-confidence in order to continue to develop.
- b. Risk-taking: an employee is able to make decisions to take action.
- c. Creative and innovative: employees are able to create new things and develop existing ideas to be better so that they can solve opportunities to improve their skills.
- d. Disciplined and hardworking: an employee complies with company regulations and strives to achieve maximum results.
- e. Future-oriented: as an employee, you have perspective and are never satisfied, always seeking new ideas.
- f. Curious: an employee always seeks out the latest information and continues to expand their knowledge.
- g. Honest and independent: an employee is able to speak honestly, thereby building trust and being able to work independently.

4 Results and Discussion

4.1 Research Results

Research Data Description. The following data provides an overview of the data collection that has been carried out in the field. The sample in this study consists of 110 PT. Pos Indonesia (PERSERO) partnerships located in Sidoarjo. The research was conducted from June to July 2024 by distributing questionnaires to collect the targeted data. The questionnaires were distributed by meeting employees and providing links via email or social media. The profiles of the respondents who participated in this study are shown in Table 2.

Based on Table 2, shows the gender, age, and length of employment of the respondents. In terms of gender, there were more male respondents than female respondents, with 70 males (67%). Meanwhile, in terms of age and length of employment, respondents aged 26-30 years old (70%) with 3-10 years of employment (67 people) were more dominant. This shows that 67 employees aged 26-30 years old had 3-10 years of employment.

Table 2. Descriptive Statistics of the Sample

Description	Frequency	Percentage
Gender: Male Female		
	70	67
	40	33
Total	110	100%
Age:		
20-25 years	34	20
26-30 years	50	70
>30 years	26	10
Total	110	100%
Years of Service:		
1-2 Years	15	15
3-10 years	67	67
>10 Years	28	18
Total	110	100%

4.2 Description of Research Data Analysis

Evaluation of the *Measurement (Outer) Model.* The measurement model for validity and reliability testing, the model determination coefficient, and the path coefficient of the equation model can be seen in Figure 2.

Convergent validity of the measurement model using indicators assessed based on the loading factors of the indicators measuring those variables. In this study, there were 5 variables with 3 to 7 indicators on a scale of 1 to 4. Based on these results, the measurement model testing shown in Figure 2 and Table 3 can be explained as follows:

- Motivation can be measured using M1-M8. All of these indicators have a loading factor above 0.7, AVE 0.5, and communality >0.5 .
- Work Environment is measured using LK1-LK10. All of these indicators have loading factor above 0.7, AVE 0.5, and communality >0.5 .
- Information Technology was measured using IT1-IT6. All of these indicators had loading factors above 0.7, AVE 0.5, and communality >0.5 .
- Employee Performance was measured using KIK1-KIK6. All of these indicators have factor loadings below 0.7, AVE 0.3, and communality <0.5 .
- Employee Satisfaction was measured using KEK1-KEK12. All indicators have

loading factors above 0.7, AVE 0.5, and communality > 0.5.

Discriminant validity is testing that the measuring instrument accurately measures the construct being measured, not other constructs. The validity of an instrument is determined not only by convergent validity but also by discriminant validity. Discriminant validity can be tested by looking at the cross-loading values and the AVE roots of the constructs. Based on the *factor loading* results above, it can be concluded that the variables that are not yet good in the employee performance variable and other variables have good *convergent validity*.

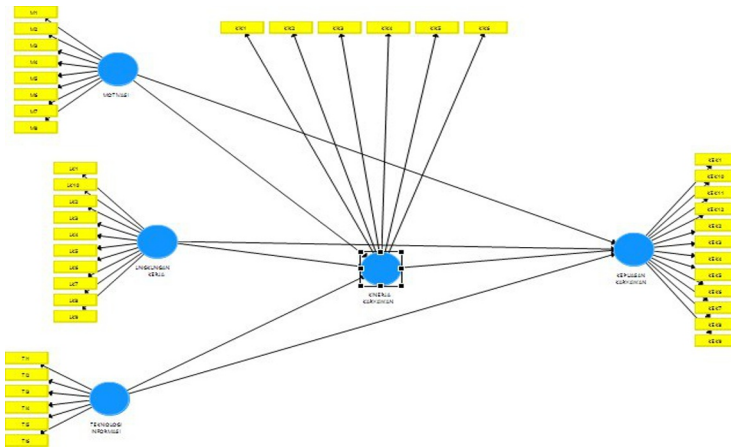


Fig.2.PLS Algorithm Results

Convergent Validity

Table 3. AVE and *Communality*

	AVE	<i>Communal</i>
Motivation	0.596	0.596
Work Environment	0.573	0.573
Information Technology	0.538	0.538
Employee Performance	0.352	0.352
Employee Satisfaction	0.509	0.509

Discriminant Validity. *Discriminant validity* testing was conducted to prove whether the indicators in a construct would have the largest *factor loading* in the construct they formed compared to *the factor loading* in other constructs. The cross loading can be

seen in Table 4.

Table 4. Cross Loading

	Motivation	Work Environment	Information Technology	Employee Performance	Employee Satisfaction
M1	0.758	0.530	0.331	0.342	0.448
M2	0.801	0.468	0.623	0.495	0.614
M4	0.735	0.483	0.611	0.539	0.509
M5	0.833	0.595	0.572	0.511	0.643
M6	0.823	0.705	0.654	0.588	0.708
M7	0.759	0.638	0.543	0.567	0.628
M8	0.880	0.649	0.682	0.549	0.818
LK1	0.357	0.719	0.385	0.587	0.412
LK2	0.708	0.761	0.716	0.638	0.571
LK3	0.418	0.787	0.523	0.533	0.408
LK4	0.435	0.720	0.392	0.558	0.499
LK5	0.566	0.803	0.489	0.532	0.470
LK6	0.572	0.778	0.568	0.605	0.482
LK7	0.548	0.702	0.335	0.431	0.425
	Motivation	Work Environment	Information Technology	Employee Performance	Employee Satisfaction
LK8	0.614	0.744	0.439	0.554	0.663
LK9	0.542	0.711	0.538	0.620	0.735
LK10	0.705	0.831	0.550	0.598	0.514

Based on Table 4, it shows that the cross-loading value also indicates good discriminant validity because the correlation value between the indicators and the construct is higher than the correlation value of other indicators with other constructs. As an illustration, the loading factor LS1 (question indicator for motivation) is 0.801, which is higher than the loading factors for other constructs, namely LK (0.778), TI (0.723), KIK (0.734), and KEK (0.775). The table 4 also shows that the motivation indicators, namely the

need for self-actualization, also have higher loading factors than the loading factors for other constructs. The same is true for other indicators.[21] Thus, latent constructs predict several indicators in their blocks better than indicators in other blocks.

Composite Reliability and Cronbach's Alpha. In addition to construct validity testing, construct reliability testing was also conducted, which can be measured using composite reliability and Cronbach's alpha from this block of indicators that measure the construct. The following Table 5 are the results of composite reliability and Cronbach's alpha testing from Smart PLS [22]:

Table 5. Composite Reliability and Cronbach's Alpha

<i>Construct</i>	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
Motivation	0.927	0.908
Work Environment	0.930	0.917
Information Technology	0.871	0.802
Employee Performance	1.000	1.000
Employee Satisfaction	0.939	0.926

A construct is considered reliable if it has a composite reliability value above 0.70 and a Cronbach's alpha above 0.60. From the SmartPLS output above, all constructs have a composite reliability value above 0.70 and a Cronbach's alpha above 0.60. Therefore, it can be concluded that the constructs have good reliability.

Structural Model Testing (inner model). The structural model [23] of PLS can be evaluated using R2 for dependent variables and path coefficient values for independent variables, which are then based on their significance values based on the *t-statistic* value on the path. The structural model in this study can be seen in the following Figure 3:

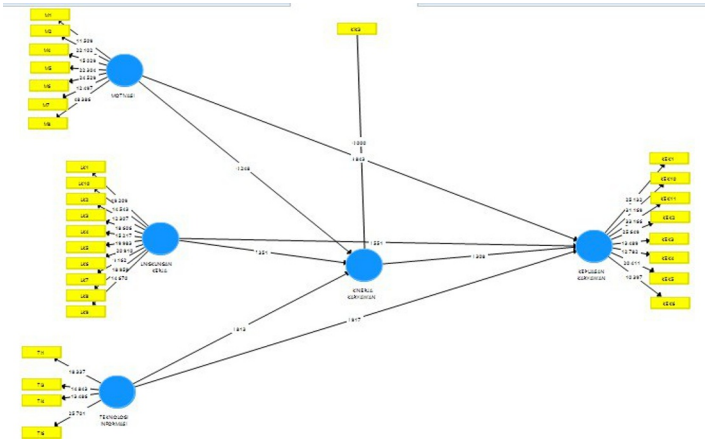


Fig.3. PLS Bootstrapping Results Display

To assess the significance of the model [24] predictions in this structural model test, the t-statistic values between the independent variables and the dependent variables can be seen in the Table 6 in the SmartPLS output results below:

Hypothesis Testing

Table 6. Path Coefficients (Mean, STDEV, t-Value)

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic	T-Value
KIK -> KEK	0.094	0.095	0.072	1.308	0.192
LK -> KEK	0.034	0.040	0.086	2.551	0.004
LK -> KIK	0.046	0.067	0.088	7.351	0.000
M -> KEK	0.019	0.469	0.011	3.843	0.000
M -> KIK	-0.026	-0.018	0.024	0.248	0.804
TI -> KEK	0.023	0.259	0.121	2.917	0.050
TI -> KIK	0.004	0.526	0.106	1.963	0.000
M -> KIK -> KEK	-0.002	-0.002	0.010	1.742	0.005
	original sample estimate	mean of subsamples	Standard deviation	T-Statistic	T-Value
LK -> KIK -> KEK	0.061	0.061	0.045	2.341	0.018
IT -> KIK -> KEK	0.018	0.017	0.017	2.08	0.021

a. Hypothesis Testing H1

From Table 6, it can be seen that the original sample estimate value $M \rightarrow KEK$ is 0.000 with a significance below 5%, as indicated by a t-statistic value of 3.843, which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that motivation has a positive effect on employee satisfaction. Based on the regression results, it can be concluded that **the first hypothesis is accepted.**

b. Testing Hypothesis H2

From Table 6, it can be seen that the original sample estimate value of $LK \rightarrow KEK$ is 0.004 with a significance below 5%, as indicated by a t-statistic value of 2.551, which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that the work environment has a positive effect on employee satisfaction. Based on the regression results, it can be concluded that the second hypothesis is accepted.

c. Testing Hypothesis H3

From Table 6, it can be seen that the original sample estimate value of $TI \rightarrow KEK$ is 0.050 with a significance below 5%, as indicated by a t-statistic value of 2.917, which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that information technology has a positive effect on employee satisfaction. Based on the regression results, it can be concluded that third hypothesis is accepted.

d. Testing Hypothesis H4

From Table 6, it can be seen that the original sample estimate value of $M \rightarrow KIK$ is 0.804 with a significance above 5%, as indicated by a t-statistic value of 0.248, which is greater than the t-table value of 1.962. The negative original sample estimate value indicates that motivation has a negative effect on employee performance. Based on the regression results, it can be concluded that the fourth hypothesis is rejected.

e. Testing Hypothesis H5

From Table 6, it can be seen that the original sample estimate value of $LK \rightarrow KIK$ is 0.000 with a significance below 5%, as indicated by a t-statistic value of 7.351, which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that the work environment has a positive effect on employee performance. Based on the regression results, it can be concluded that fifth hypothesis is accepted.

f. Hypothesis Testing H6

From Table 6, it can be seen that the original sample estimate value of $TI \rightarrow KIK$ is 0.000 with a significance below 5%, as indicated by a t-statistic value of 1.963, which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that technology has a positive effect on employee performance. Based on the regression results, it can be concluded that the sixth hypothesis is accepted.

g. Testing Hypothesis H7

From Table 6, it can be seen that the original sample estimate value of $KIK \rightarrow KEK$ is 0.192 with a significance above 5%, as indicated by the t-statistic value of 1.308, which is smaller than the t-table value of 1.962. The negative original sample estimate value indicates that employee performance has a negative effect on employee satisfaction. Based on the regression results, it can be concluded that the seventh hypothesis is rejected.

Discussion of Hypothesis Testing

a. The effect of motivation on employee satisfaction

Based on Table 6 *Path Coefficients*, the results of the test show that the first hypothesis can be concluded positively, indicating that motivation has a positive effect on employee satisfaction. This is in line with the hypothesis that motivation affects employee satisfaction, which was developed based on the following research supported by [25] motivation, with a very strong correlation.

That motivating employee satisfaction is acceptable. The results of the tests that have been carried out mean that there are motivational variables that have a significant influence on employee satisfaction. The following provides evidence that the motivation applied in the partnership with PT. Pos Indonesia [26] can increase employee satisfaction. Thus, it shows that there is a positive relationship between motivation and employee satisfaction. This means that an increase in motivation tends to increase employee satisfaction.

- b. The influence of the work environment on employee satisfaction Based on Table 6 *Path Coefficients*, the results of the second hypothesis test can be concluded to be positive, indicating that the work environment has a positive effect on employee satisfaction. This is also in line with the hypothesis that the work environment affects employee satisfaction, which can be developed from several relevant research results that reinforce this study's findings. Research conducted by [27] entitled "The Influence of the Work Environment on the Job Satisfaction of Field Employees in the Grasbeg Power Distribution Department of PT. Freeport Indonesia" states that there is a partial positive and significant influence on employee job satisfaction.

That the work environment affects employee satisfaction. The results of the tests that have been carried out show that there are information technology variables that have a significant influence on employee satisfaction. This provides evidence that investment in information technology can increase employee satisfaction. [28] Companies can consider upgrading their software, systems, and information technology infrastructure to support employee work and increase efficiency in PT. Pos Indonesia partnerships. Can increase employee satisfaction.

- c. The influence of information technology on employee satisfaction based on Table 6 *Path Coefficients*, the results of the third hypothesis test can be concluded to be positive, indicating that information technology has a positive effect on employee satisfaction.

This is in line with the hypothesis that information technology affects employee satisfaction, which was developed based on several relevant research results that reinforce the findings of this study. The study conducted [29] was titled "The Effect of Information Technology Use on Job Satisfaction (a case study at Dian Nuswantoro University and Stikubank University in Semarang)." The study aimed to analyze the effect of information technology use, particularly computers, on employee job satisfaction in the field of education.

That the work environment affects employee satisfaction. [30] The results of the tests that have been carried out indicate that there are work environment variables that have a non-significant effect on employee satisfaction. The following provides evidence that the information technology applied in the partnership with PT. Pos Indonesia can increase employee satisfaction.

- d. The effect of motivation on employee performance based on Table 6 *Path Coefficients*, the results of the fourth hypothesis test conclude that the motivation variable has a negative effect on employee performance. This is in line with the

hypothesis stating that motivation has no effect on employee performance. This means that there is insufficient evidence to show that motivation has a significant effect on employee performance in this study.[31] Since the results show that motivation has no significant effect on employee performance in the context of this study, it may be necessary to reevaluate the factors that influence performance. Other factors such as working conditions, training, or job satisfaction may also affect employee performance.

- e. The influence of the work environment on employee performance based on Table 6 *Path Coefficients*, the results of the fifth hypothesis test can be concluded to be positive, indicating that the work environment has a positive effect on employee performance.

This is in line with the hypothesis that information technology affects employee satisfaction, which is supported by several relevant research findings that reinforce the results of this study. The study conducted [32] entitled "The influence of the work environment on employee performance in the Bulukumba Regency Education and Culture Office" aimed to show that the work environment has a positive influence on employee performance in the Bulukumba Regency Education and Culture Office.

That the work environment [33] affects employee performance. The results of the tests that have been carried out show that there are work environment variables that have a significant effect on employee performance. The following provides evidence that improvements or enhancements in the work environment tend to increase when applied to PT. Pos Indonesia partnerships. It can improve the performance of its employees.

- f. The influence of information technology on employee performance based on Table 6 *Path Coefficients*, the results of testing the sixth hypothesis can be concluded to be positive, indicating that technology has a positive effect on employee performance.

This is in line with the hypothesis that information technology affects employee performance, which was developed based on several relevant research results that reinforce the findings of this study. The study conducted by [34] entitled "The effect of information technology implementation on human resource performance in MICE management." The study aimed to analyze the relationship between IT implementation and performance and MICE implementation. This study used a quantitative approach by conducting a questionnaire survey of professional conference organizer (PCO) employees in Jakarta. The results of the study showed that the implementation of information technology had a positive effect on performance.

That information technology has an impact on employee performance. The results of the tests that have been carried out indicate that there are information technology variables that have a significant influence on employee performance. This provides evidence that companies should consider updating their equipment, software, and technology systems to support employees and increase employee productivity at PT. Pos Indonesia. This can improve the performance of its employees.

- g. The effect of employee performance on employee satisfaction

Based on Table 6 *Path Coefficients*, the results of the seventh hypothesis test conclude that employee performance has a negative effect on employee satisfaction. This is in line with the hypothesis that employee performance has no effect on employee satisfaction. This means that there is insufficient evidence to show that employee performance has a significant effect on employee satisfaction in this study.

Since the results show that there is no significant effect of motivation on employee performance in the context of this study, it may be necessary to evaluate other factors that affect employee satisfaction. Employee performance may be the only factor that affects employee satisfaction, such as work environment, compensation, or work-life balance.

- h. The effect of motivation on employee performance through employee satisfaction
Since employee satisfaction as a mediator shows a significant effect, and the direct effect of motivation becomes insignificant or reduced, employee satisfaction mediates the relationship between motivation and employee performance.

This is in line with the statement that motivation affects employee performance through employee satisfaction as an intervening variable, which was developed from several relevant research results that reinforce the results of this study. Research conducted by [35] "the effect of work motivation on employee performance through job satisfaction as a moderating variable". This study aims to show that work motivation affects performance. Job satisfaction affects performance. Job satisfaction can moderate the effect of work motivation on employee performance. Companies must focus on increasing employee motivation to improve satisfaction and employee performance. Strategies such as recognition of achievements, training, and creating a positive work environment can be used to increase employee motivation and satisfaction.

- i. The influence of the work environment on employee performance through employee satisfaction

The work environment is often considered an important factor that affects employee performance. Employee satisfaction, on the other hand, may serve as a mediator that explains how the work environment can affect employee performance.

This is in line with the statement that the work environment affects employee performance through employee satisfaction as an intervening variable, which has been developed in several relevant studies that reinforce the results of this study. The study conducted by Antoni Sinisuka was titled "The Effect of the Work Environment on Employee Performance through Job Satisfaction at PT Namura Teknik Sejahtera." This study aims to show that the work environment has a direct positive effect on employee performance, job satisfaction has a direct positive effect on employee performance, the work environment has a positive effect on job satisfaction, and the work environment has an indirect positive effect on employee performance through job satisfaction.[36]

- A good working environment has a significant positive impact on employee satisfaction, which directly affects employee performance. Companies must focus on creating and maintaining a positive working environment as part of their strategy to improve employee satisfaction and performance.

- j. The influence of information technology on employee performance through employee satisfaction

Information technology encompasses various tools and systems used to manage, process, and disseminate information. Information technology affects employee performance and satisfaction through work efficiency and work flexibility.

This is in line with the statement that information technology affects employee performance through employee satisfaction as an intervening variable, which has been developed in several relevant studies that reinforce the results of this study.[37]

Research conducted by Irsal Nurariansyah entitled "The effect of information technology on employee performance with job satisfaction as a mediating variable at the South Sulawesi Provincial Office of the National Land Agency". This study aims to show that there is a positive and significant influence between information technology and employee performance and that there is a positive and significant influence between information technology and employee performance moderated by job satisfaction. The results of hypothesis testing prove that job satisfaction can improve employee performance at the Regional Office of the National Land Agency of South Sulawesi Province.

Information technology has a significant impact on employee performance through employee satisfaction. Effective IT can increase job satisfaction by making work more efficient, facilitating access to information, and supporting good communication. This satisfaction, in turn, contributes to better employee performance. Therefore, investment in quality IT and a good implementation strategy are essential for improving employee satisfaction and performance in an organization.

5 Conclusion

Based on the results of the analysis, it can be concluded that motivation does not have a significant effect on employee performance. This shows that although motivation is considered an important factor in management theories, in the context of this study, employee motivation does not directly contribute to improving their performance. Companies need to improve the work environment for employees, provide competitive training, and increase job satisfaction. By reducing work motivation through improvements in these factors, companies can reduce employees' intention to leave their jobs. Companies also need to motivate and create a supportive and fair work environment.

References

- [1] A. H. Maslow, *Motivation and Personality*. Jakarta: Rajawali, 2018.
- [2] L. Z. Adhari, *Optimizing Employee Performance Using a Knowledge Management & Work Motivation Approach*. East Java: CV Penerbit Qiara Media, 2020.
- [3] A. Aoliso and H. Lao, "The influence of work environment on employee job satisfaction at PT. TASPEN (Persero) Kupang Branch Office," *BISMAN Journal of Business & Management*, 2018.
- [4] A. S. Nitisemito, *Management and Human Resources*. Yogyakarta: BPFE UGM, 2022.
- [5] A. N. Aini, "The influence of work motivation on employee performance through job satisfaction as a moderating variable," 2021.
- [6] D. Andriani, B. H. Prasajo, and M. Efendi, "The influence of employee welfare, communication, and work environment on employee work motivation at SMK Islam Tarauna Krembung-Sidoarjo," *Journal of Business, Management & Banking*, vol. 3, p. 91, 2017.

- [7] A. J. Ahmad, "The influence of the work environment on employee performance in the Bulukumba Regency Education and Culture Office," 2022.
- [8] J. Colquitt, J. LePine, and M. Wesson, *Organizational Behavior: Improving Performance and Commitment in the Workplace*. 2020.
- [9] Cokroaminoto, *Building Performance Through Employee Work Motivation*. Jakarta: PT Gramedia Pustaka Utama, 2017.
- [10] R. Damayanti, A. Hanafi, and A. Cahyadi, "The effect of job satisfaction on employee performance," *Scientific Business and Applied Management*, vol. 2, pp. 75–86, 2018.
- [11] E. Sutrisno, *Human Resource Management*. Jakarta: Kencana Prenada Media Group, 2016.
- [12] R. Fadillah, Sulastini, and N. Hidayati, "The influence of competence, work discipline, and work environment on employee performance," *Journal of Business and Development*, vol. 6, no. 1, pp. 1–9, 2017.
- [13] E. W. Faida, *Human Resource Management and Ergonomics in Medical Records Work Units*. Sidoarjo: Indomedia Pustaka, 2019.
- [14] I. Ghozali and H. Latan, *Partial Least Squares: Concepts, Techniques, and Applications Using SmartPLS 3.0*. Semarang: Diponegoro University Press, 2020.
- [15] I. Ghozali, *Concepts, Techniques, and Applications Using SmartPLS 3.0*. Semarang: Diponegoro University Press, 2017.
- [16] A. G. A. Gunaputra, "The role of job satisfaction in mediating leadership and work environment on performance," *Journal of Economics & Business*, vol. 4, no. 1, pp. 58–71, 2017.
- [17] M. S. P. Hasibuan, *Human Resource Management*. Jakarta: Bumi Aksara, 2020.
- [18] J. F. Hair et al., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Los Angeles: Sage, 2018.
- [19] A. Y. Hamali, *Understanding Human Resource Management*. Jakarta: PT Buku Seru, 2018.
- [20] T. Hartono and M. Siagian, "The influence of work discipline and training on employee performance," *Scientific Journal of Business Management and Innovation*, vol. 7, no. 1, pp. 2020–237, 2020.
- [21] I. Nurariansyah, "The influence of information technology on employee performance with job satisfaction as a mediating variable," 2019.
- [22] Kasmir, *Human Resource Management (Theory and Practice)*. Depok: PT Rajagrafindo Persada, 2016.
- [23] L. K. Gultom, "The influence of information technology implementation on human resource performance in MICE management," 2023.
- [24] F. Luthans, B. C. Luthans, and K. W. Luthans, *Organizational Behavior: An Evidence-Based Approach*. Jakarta, 2021.
- [25] M. Melyiatama, "The influence of the work environment on employee performance through job satisfaction," 2022.
- [26] N. Sujatmiko, "The effect of information technology use on job satisfaction," 2017.
- [27] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 16th ed. Jakarta: Salemba Empat, 2021.
- [28] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 17th ed. New Jersey: Pearson, 2021.

- [29] Sedarmayanti, *Human Resource Management*. Bandung: Refika Aditama, 2017.
- [30] Sedarmayanti, *Human Resources*. Jakarta: Bumi Aksara, 2017.
- [31] U. Sekaran and R. Bougie, *Research Methods for Business*, 7th ed. United States, 2016.
- [32] Sriyono, *Introduction to Risk Management*. Sidoarjo: UMSIDA Press, 2019.
- [33] Sriyono and H. M. Kumalasari, *International Finance*. Sidoarjo: UMSIDA Press, 2020.
- [34] E. Sutrisno, *Human Resource Management*, 8th ed. Jakarta: Prenada Media Group, 2016.
- [35] Sugiyono, *Business Research Methods*. Bandung: Alfabeta, 2017.
- [36] Q. S. Aruan and M. Fakhri, "The influence of work environment on job satisfaction of field employees," 2020.
- [37] "Journal of Business, Management & Banking," vol. 2, no. 2, pp. 141–159, 2016.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

