

Employee Performance: The Use of Information Technology, Work Motivation, and Work Environment Through Job Satisfaction as An Intervening Variable at Bank Nagari Payakumbuh Branch

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ABSTRACT: This research investigates the influence of information technology usage, work motivation, and work environment on employee performance at Bank Nagari's Payakumbuh Branch, with job satisfaction acting as an intervening variable. The study involved distributing questionnaires to 93 employees, and the data was analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The findings reveal that information technology usage, work motivation, and work environment positively and significantly influence job satisfaction. Furthermore, information technology and job satisfaction directly contribute to enhancing employee performance. Interestingly, while work motivation does not have a direct impact on employee performance, it improves performance indirectly through job satisfaction. On the other hand, the work environment negatively affects employee performance, but its impact turns positive when job satisfaction is included as a mediating factor. These results highlight the essential role of job satisfaction in bridging the relationship between work-related factors and performance outcomes. The study suggests that organizations, particularly in the banking sector, should focus on enhancing job satisfaction by improving work motivation, work environment, and efficient use of information technology to achieve better employee performance.

Keywords: information technology usage, work motivation, work environment, job satisfaction and employee performance

INTRODUCTION

In financial services, information technology is no less important than the performance produced by employees but is the same. This is because conducting transactions in the banking world must be distinct from using technology. Technology can make decisions to organize distribution radically, combine internet networks, centralized processing, etc. To support the development of information technology in the banking world, it is necessary to have competent employee performance, which can be seen from a person's discipline, responsibility, activity, and flexibility in facing an IT-wide world. Lack of understanding of information technology often leads to a decline in employee performance. The use of

appropriate information technology, both in the form of hardware, software, and other facilities, will certainly help make it easier for employees to complete their work (Tampa et al., 2022)

The performance of employees at Bank Nagari Payakumbuh Branch over the last five years, 2019-2023, still needs to be realized to achieve the predetermined targets. However, the hope is that it will always increase from year to year. In 2022, there is a new assessment element, namely digitalization. The latest assessment element will look different from the performance results of the last three years.

In 2020, there was a decrease in the average number per year due to the outbreak of covid 19, where the situation at that time was minimal to reduce transmission by maintaining distance. In addition, in 2022, there was a decline again, especially regarding service orientation and cooperation. This is due to some employees working in a hurry, so some work programs are not achieved according to the standards that have been set. Job placements are not based on employees' skills, and a lack of management of information related to tasks from superiors makes employees need to understand their work thoroughly. As a result, the tasks given are not completed correctly, so the work results are less than optimal.

In addition, in 2022, there is a new element of performance appraisal, namely digitalization, which is a program from PT Bank Nagari that creates a particular application called Nagari Attendance for employees to access various features that aim to maximize and make it easier for employees to support their work to find out absences, performance progress, leave, salary, etc. and so on. From 2022 to 2023, for the element of digitalization assessment, there has been progress in improving this improvement for the last two years.

In this context, ways to improve employee performance are inseparable from various supporting factors. Employee performance can be interpreted as the extent to which an individual successfully carries out their duties or how well his efforts fulfill the functions that have been set or achieve the specified goals. Performance is not only related to the way work is carried out but also to what is done. When an employee consistently exceeds the given responsibilities and goals, it can be called excellent performance (Araujo, 2021).

The existence of technology today in its application in society and agencies needs to be supported by three main elements, namely technical, organizational, and cultural. Information technology highly depends on an organization's human resources (HR), as seen in its performance. Organizations must continue to develop staff to improve knowledge and skills in information technology. Information technology, especially computer technology, has excellent potential to enhance the performance of individuals and organizations, so many decision-makers are investing in information technology (Rohmat, Indaryani, & Sutono, 2023). A study by (Mansur, Jusriadi, & Muchran, 2023), (Mansyur, Edris, & Indaryani, 2022), (and Apriadi et al., 2022) stated that the use of information technology has a positive and significant effect on employee performance through job satisfaction as an intervening variable.

Various factors can affect employee performance. One of these factors is the provision of work motivation to employees. Work motivation refers to a way to encourage the work spirit of subordinates so that they are willing to put in the effort by utilizing all their abilities and skills to achieve organizational goals. Lack of motivation among employees can seriously impact their attendance and involvement levels in any activity in an organization (Junaedi & Digidowiseiso, 2023). According to the findings (Hayati & Saputra, 2023), (Haryana T et al., 2022), (Prayoga & Ramadhini, 2019), stated that work motivation significantly affects employee performance and job satisfaction.

The work environment in an organization has a significant influence because the existing facilities and infrastructure can affect the performance and satisfaction of human resources (HR) in carrying out their duties. A good work environment, which includes cleanliness, adequate lighting, comfortable temperatures, harmonious social relations between employees, and support from management, creates an atmosphere conducive for employees to excel. When employees feel comfortable and supported, their job satisfaction levels increase, strengthening their motivation and commitment to the tasks. Employees who are satisfied with their jobs will be more productive and initiative, while a poor work environment can lead to stress and dissatisfaction, negatively impacting performance (Pranata, Karnadi, & Pramesthu, 2022). According to a study from (Sandyaningrum, 2022), (Hasi, Effendy, & Rambe, 2020), (Tambingon, Tewal, & Trang, 2019) stated that the work environment significantly affects satisfaction at work and also employee performance.

Job satisfaction is also an essential factor in improving employee performance. One of the problems of job satisfaction that often occurs is the need for coordination between colleagues or teamwork (Wisudayanti & Mustika, 2021). The findings (Rudiansyah, 2022), (Munthe, 2021), (Marcelia, Efendi, & Sugiono, 2022) stated that job satisfaction has a positive and significant effect on employee performance.

About the above phenomenon, the Author considers it essential to examine the problems that arise from the performance targets of employees at Bank Nagari Payakumbuh Branch and become evaluation material for future development. Based on this, the title of this study is "Employee Performance: The Use of Information Technology, Work Motivation, and Work Environment Through Job Satisfaction as an Intervening Variable at Bank Nagari Paykumbuh Branch."

This study examines the influence of information technology, work motivation, and work environment on job satisfaction as an intervening variable at Bank Nagari Payakumbuh Branch, separately or simultaneously. The benefits to be achieved from this research include consideration and contribution of thinking for leaders in the government/company and providing alternative solutions to improve employee performance.

Theoretical Foundations

1) Management

Management has three dimensions integrated into it, namely resources, management, and goals. In general, management can be interpreted as an art in science and organization, which includes planning, forming organizations, organizing, moving, and controlling or supervising. Management is the art of completing work through managing a job or activity of employees or members in an organization. Management is considered the art of managing work, meaning that management cannot be learned, and the managing talent is inherited from birth, not the result of education (Widyatmojo, 2021).

The definition of management is more towards work management through management functions that are popularly abbreviated in part POAC, namely *Planning*, *Organizing*, *Actuating*, and *Controlling* (Sinambela, 2019). Management is a series of activities that achieve organizational goals, including planning, organizing, directing, and controlling individuals and other resources (Sule & Saefullah, 2019).

2) Human Resource Management

Human resource management (HRM) is based on the terms that compose it. Human resource management (HRM) has two primary meanings: management and human resources. Management is often interpreted as "to manage," which means to manage.

Managing includes planning, organizing, deploying, leading, and controlling to achieve company goals, either collectively through the contributions of others.

MSDM empowers members to achieve the organization's goal effectively and efficiently (Algebra, 2020). It also includes recruiting, training, compensating, developing related policies, and devising strategies to retain employees (Ardiputra, 2022).

3) Employee Performance

Performance is a manifestation of ability in the form of tangible results. The concept of performance is multidimensional, including three aspects, namely attitude (*attitude*), ability (*ability*), and achievements (*accomplishment*) (Sumardjo, 2018).

In simple terms, employee performance measures the extent to which an employee successfully carries out his duties and responsibilities by the standards set by the organization (Kasmir, 2019).

4) Use of Information Technology

Information technology reduces costs in implementing business activities, including banking. Thus, information technology combines computer technology and interaction, forming a software and hardware system for processing, collecting, compiling, storing, and manipulating data by various methods (Primawanti & Ali, 2022).

According to Lucas (Zakaria & Leiwakabessy, 2020), This technology can also be used for personal, business, and government needs, which functions as strategic information in decision-making through electronic media.

5) Work Motivation

Work motivation, which comes from the term "*work motivation*," refers to the drive a person has to direct his energy and mind to do something he wants. Work motivation is a driver that can create work spirit by evoking, directing, and influencing work behavior and encouraging individuals to give maximum effort for the organization's success in achieving its goals (Sinambela, 2019).

Meanwhile, according to (Adhari, 2021), Work motivation is essential for every individual to achieve the target or result of the job.

6) Work Environment

The work environment is a process where these elements interact according to a specific pattern, and each has distinctive characteristics and values related to the organization. This environment is inseparable from the organization's context, where humans are central to all activities (Ridjal & Muhammadin, 2023).

According to Kartono (2002:46), the research (Purnomo & Hasanah, 2023) states that the work environment includes all aspects surrounding workers that can affect their ability to carry out their assigned tasks, such as ventilation, cleanliness of the work area and the adequacy of work tools and equipment.

7) Job Satisfaction

Job satisfaction is the positive feeling that employees feel toward their work. It reflects how much their expectations and needs are met in the work environment (Tegar, 2019). Job satisfaction evaluates workers regarding how much their overall job meets their needs (Sukrispiyanto, 2019).

This study aims to examine the influence of the use of information technology, work motivation, and work environment on the performance of employees of Bank Nagari Payakumbuh Branch, with job satisfaction as an intervening variable. Specifically, this study wants to see how these three factors, either directly or indirectly through job satisfaction, can affect employee performance. The ultimate goal of this study is to provide practical

recommendations for management to improve employee performance through more effective strategies in the use of technology, motivation, and the creation of a conducive work environment.

The novelty in this study lies in a comprehensive approach that combines the use of information technology, work motivation, and work environment with job satisfaction as an intervening variable. This research provides a new perspective in the banking sector, especially at Bank Nagari, by considering digitalization in performance assessment and the influence of the work environment in the post-pandemic era. In addition, this study expands the understanding of how a poor work environment can be improved through job satisfaction resulting in better performance.

This research makes a practical contribution to Bank Nagari in an effort to improve employee performance. By highlighting the importance of job satisfaction as a variable that mediates the relationship between technology use, work motivation, and work environment on performance, this study provides a basis for improving the man's strategy.

RESEARCH METHODOLOGY

This research is located at Bank Nagari Payakumbuh Branch in Jl. Sudirman No.17A, 26213, Labuh Baru, Payakumbuh City, West Sumatra, Indonesia.

In this study, the population was all employees at Bank Nagari Payakumbuh Branch, which amounted to 130 people, consisting of 93 permanent employees and 37 contract employees. The sample used in this study was 93 people.

This study uses a quantitative method (Sugiyono, 2020). Primary data was obtained by distributing questionnaires on employee performance, including information technology, work motivation, and work environment through job satisfaction as an intervening variable.

This study's data collection technique uses interviews, observations, questionnaires, and document analysis. The data analysis is descriptive. The data analysis method uses the Structural Equation Modeling (SEM) tool and the Partial Least Square (PLS) program. The researcher tests the measurement or outer models using validity and reliability tests. Meanwhile, the structural or Inner Model test uses R-Square (R^2), Path Coefficients or Path Coefficients, and Hypothesis Tests.

RESULT AND DISCUSSION

Research Data Analysis

In this study, the acceptable values are > 0.70 . So, two statements from the indicator must be eliminated because there is a $<$ value of 0.70 . In the work environment, variable (X3) is eliminated, as is statement X3.3. Meanwhile, the job satisfaction variable (Z) was eliminated by the Z5 statement.

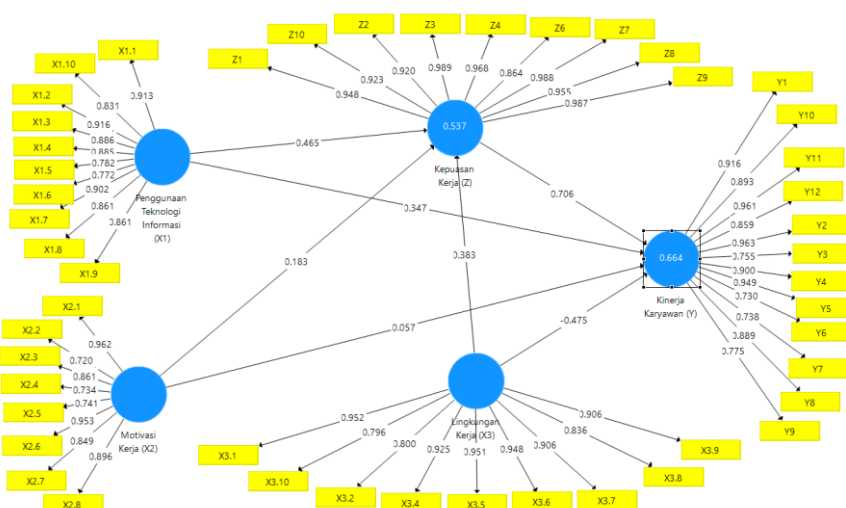


Figure 1 Results of the Outer Model Test After Elimination

Reliability Test

Table 1 Construct Reliability and Validity Values

Information	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted Variance (AVE)
Employee Performance (Y)	0,968	0,970	0,972	0,748
Use of Information Technology (X1)	0,961	0,965	0,967	0,743
Work Motivation (X2)	0,942	0,974	0,952	0,713
Work Environment (X3)	0,968	0,973	0,972	0,798
Job Satisfaction (Z)	0,986	0,988	0,988	0,903

Source: SmartPLS Processed

Based on Table 1, the Cronbach alpha and composite reliability values for each construct are above 0.70, indicating that the data reliability level is excellent or reliable.

Based on the structure of the outer model, the model equation can be formulated as follows:

- a) The Equation Model I describes the extent to which the constructs of information technology use, work motivation, and work environment influence job satisfaction by considering the existing coefficients and the error rate that reflects the estimates that cannot be explained in this study.

$$Z = 0.465X1 + 0.183X2 + 0.383X3 + e1$$

- b) The Equation II model describes the significant influence of the construct of information technology use, work motivation, work environment, and job satisfaction on employee performance, with each coefficient associated with each build plus an error that reflects the error of the estimate.

$$Y = 0.347X1 + 0.057X2 - 0.475X3 + 0.706Z + e2$$

Testing the Inner Model (Structural Model)

The following testing process is the testing of the inner model or structural model, which aims to identify the relationship between the constructs according to the hypothesis that has been proposed. In evaluating this structural model, primary attention is paid to the R-square value for endogenous constructs, which reflects how much influence exogenous constructs receive. Through this analysis, we can understand how effectively each construct interacts and contributes to the final result. The results of this test, generated through the use of SmartPLS,

provide in-depth insight into the dynamics of the relationship between variables, as well as help in determining the direction and strength of the existing influence; here are the results:

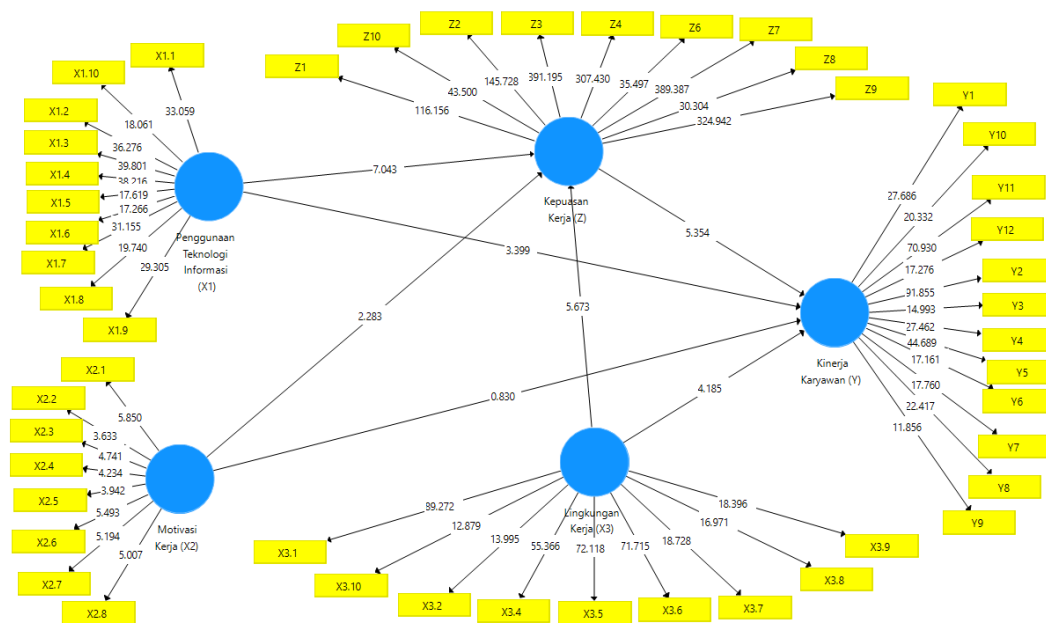


Figure 2 Results of Inner Model Testing

R-Square (R^2)

Table 2R-Square Test Results

Information	R-Square	R- Square Adjusted
Job Satisfaction (Z)	0,537	0,522
Employee Performance (Y)	0,664	0,649

Source: SmartPLS Processed

In Table 2, the R-Square value for the job satisfaction construct was recorded at 0.537 or 53.7%, which shows how much influence the construction of information technology use, work motivation, and work environment has in explaining or influencing job satisfaction. Meanwhile, 46.3% was influenced by other variables not studied in this study.

Research Discussion

The Effect of Information Technology Use on Job Satisfaction

The results of the analysis indicate that information technology has a vibrant and significant influence on job satisfaction. The t-statistical value $>$ t-table (1.96) with p-values $<$ 0.05, which is $7.043 > 1.96$, and the p-values $0.000 < 0.05$. Thus, H_0 is rejected, and H_1 is accepted.

The application of information technology plays a vital role in increasing employee job satisfaction. This shows that the more proficient employees are in utilizing information technology, the more their job satisfaction will increase because it simplifies completing tasks and responsibilities. Information technology refers to the tools used to process data, including collecting, organizing, storing, and analyzing data in various forms, ultimately resulting in high-quality information that is relevant, accurate, and timely. This information is invaluable for personal, business, and government purposes and serves as strategic data for decision-making. This finding is in line with the results of a study from (Mansur et al., 2023), (Mansyur et al., 2022), (Apriadi et al., 2022).

IT integration improves communication, simplifies processes, and provides access to critical resources, collectively contributing to a more efficient and enjoyable work environment. Employees who utilize sophisticated IT tools often report increased productivity and greater autonomy in their tasks. Additionally, IT facilitates collaboration and knowledge sharing, which fosters a sense of community and teamwork. As a result, the effective use of technology empowers employees and results in higher levels of job satisfaction, as they feel better equipped to carry out their roles and achieve their goals.

The Effect of Work Motivation on Job Satisfaction

The findings indicate information technology's vivacious and significant influence on job satisfaction. The t-statistical value $> t$ -table (1.96) with p-values < 0.05 , which is $7.043 > 1.96$, and the p-values $0.000 < 0.05$. Thus, H_0 is rejected, and H_1 is accepted.

Work motivation, as an internal impulse that influences individual behavior, benefits the individual and can also affect the workgroup dynamics. Conventional human resource management practices, such as incentives and professional development, are often applied to increase employee motivation. This finding is in line with the results of a study from Muslih (2022) (Efendi & Yusuf, 2021) (Septyanto & Pertiwi, 2020).

Organizational studies have widely observed a significant positive correlation between job motivation and employee satisfaction. When employees are motivated through intrinsic factors such as personal growth and fulfillment or extrinsic rewards such as recognition and bonuses, they tend to feel more engaged in their work. This increased motivation results in a more significant commitment to their role, as well as fostering a sense of accomplishment and purpose. As a result, employees experience higher levels of job satisfaction, which can improve their well-being and overall performance. Conversely, when motivation is lacking, job satisfaction often decreases, highlighting the critical role of motivation in creating a satisfying and productive work environment.

Furthermore, the interaction between job motivation and employee job satisfaction emphasizes the importance of effective leadership and organizational culture. Leaders who actively support and recognize their employees' efforts can significantly increase motivation, creating an environment where individuals feel valued and empowered. This kind of culture encourages open communication, feedback, and opportunities for professional development, all contributing to sustained motivation. When employees are increasingly motivated, they report higher job satisfaction, which can increase retention rates and lower turnover. This positive feedback emphasizes the need for organizations to prioritize motivational strategies to improve job satisfaction and overall employee performance.

The Effect of Work Environment on Job Satisfaction

The study's results showed the work environment's vivacious and significant influence on job satisfaction. A t-statistic value greater than t-table 1.96, which is 5.673, with a p-value of less than 0.05 (0.000) indicates that H_0 can be rejected and H_3 is accepted.

The work environment is an essential factor that significantly affects employee job satisfaction. More than just a workplace, a conducive work environment serves as a catalyst that can increase employee productivity, creativity, and well-being. Employees who feel comfortable, valued, and motivated in their work environment tend to be more productive and loyal and have lower attendance rates. Conversely, a poor work environment can trigger stress, decreased performance, and high employee turnover rates. This finding is in line with research from (Riki Ricardo, H. Agussalim, 2019), (Saputra, 2021) (Prayoga & Ramadhini, 2019).

The Effect of Information Technology Use on Employee Performance

The study's results indicate information technology's vivacious and significant influence on employee performance. The t-statistical value $> t$ -table (1.96) with p-values < 0.05 , i.e. $3.399 > 1.96$ and p-values $0.001 < 0.05$, indicates that H_0 is rejected and H_4 is accepted.

The study's results show a positive and significant correlation between the use of information technology and employee performance. With various applications, software, and information systems that support work, employees can complete their tasks more efficiently and effectively. These findings are consistent with studies conducted by Mansyur et al. (2022), Zakaria & Leiwakabessy (2020), and Purwoko (2020).

Information technology tools allow employees to work more efficiently by automating routine tasks, improving access to information, and facilitating communication and collaboration. This increases productivity, as employees can complete tasks faster and more accurately. Additionally, information technology solutions provide data-driven insights that help employees make better decisions, improving the quality of their work. As a result, the effective use of technology not only enhances individual performance but also improves the overall outcome of the organization, making it a crucial factor in the success of the modern workplace.

The Effect of Work Motivation on Employee Performance

The test results showed that the influence of work motivation on employee performance was positive but insignificant. In addition, the t-statistical value is smaller than the t-table 1.96 with p-values greater than 0.05, which are $0.830 < 1.96$, and the p-values are $0.407 > 0.05$. Thus, H_0 is accepted, and H_5 is rejected.

One contributing factor is the lack of an effective reward system. Without adequate incentives, employees tend to work passively and only meet the minimum targets that have been set. This shows that employees' intrinsic motivations, such as the desire to excel and contribute, are less intriguing.

The cheerful but insignificant influence of work motivation on employee performance indicates that although there is a tendency for increased work motivation to improve performance, the relationship is not strong enough to be considered a significant factor. In this context, although more motivated employees may increase productivity or quality of work, this relationship does not always occur with enough consistency to be concluded as a strong cause-and-effect.

This may be due to other factors that are more dominant in influencing employee performance, or it may also be due to data variations that do not support a significant influence. Thus, while efforts to improve work motivation remain essential, companies also need to consider other elements, such as training, management, and the work environment, that may significantly influence employee performance. A more holistic and comprehensive approach is needed to ensure that the various factors that affect performance can be optimized simultaneously. These findings contradict (Puspitasari & Nazaruddin Malik, 2022), (Prayoga & Ramadhini, 2019), (Sulila, 2019). However, this is supported by the results of a study from (Pratama, 2020), (Hanifah, 2020) (Rosmaini & Tanjung, 2019).

The Influence of the Work Environment on Employee Performance

The test results show that the work environment negatively and significantly influences employee performance. The t-statistical value is greater than the t-table of 1.96 with p-values less than 0.05, which is $4.185 > 1.96$, and the p-values of $0.000 < 0.05$. Thus, H_0 is rejected, and H_6 is accepted.

One approach to address the study's problems is to evaluate the physical and social conditions in the workplace thoroughly. Management can identify physical issues, such as inadequate lighting, uncomfortable room temperatures, or distracting noise, and make necessary repairs immediately. In addition, it is also essential to assess social aspects, such as dynamics between employees, clarity of roles, and support from superiors. If conflicts or poor communication are found, management needs to implement mediation strategies, communication training, or improve organizational structure to improve coordination and teamwork. These findings are supported by a study from (Sandyaningrum, 2022), (Tambingon et al., 2019), (Pabisa, 2019).

These negative relationships indicate that poor working conditions can have a detrimental impact on the way employees perform their duties. When the work environment is characterized by inadequate resources, poor communication, high-stress levels, or an unsupportive organizational culture, it creates barriers that hinder productivity and efficiency. Employees in such an environment may experience burnout, lack of motivation, and decreased engagement, leading to lower performance. Additionally, a hostile work atmosphere can lead to frequent errors, higher absenteeism, and increased employee turnover, all of which further impact the organization's performance. Therefore, maintaining a positive and supportive work environment is essential to improve employee performance and ensure long-term success.

The Effect of Job Satisfaction on Employee Performance

The study's results found a positive and significant influence between job satisfaction and employee performance. The t-statistical value $> t$ -table is 1.96 with p-values < 0.05 , $5.354 > 1.96$, and the p-values of $0.000 < 0.05$, so H_0 can be rejected and H_7 is accepted.

Job satisfaction, which refers to employees' positive emotions towards their work, is strongly related to their performance. Satisfied employees tend to show higher motivation, productivity, and loyalty. In contrast, disgruntled employees often experience decreased performance, increased absenteeism, and even higher turnover rates. Therefore, companies need to focus on the factors that affect job satisfaction and take appropriate actions to improve them. These findings are in line with studies from (Rudiansyah, 2022), (Munthe, 2021), (Susanto, 2019).

In addition, the positive relationship between job satisfaction and employee performance creates a strengthening cycle where better performance increases satisfaction. When employees perform well and achieve their goals, they feel a sense of accomplishment and confidence in their abilities, which increases their job satisfaction. This satisfaction triggers sustained motivation and engagement, leading to consistently high performance. Organizations that actively drive job satisfaction by providing support, recognition, and opportunities to thrive are more likely to see continuous improvements in employee performance. This relationship emphasizes the importance of meeting employee needs and creating a work environment that supports satisfaction and productivity.

The Effect of the Use of Information Technology on Employee Performance through Job Satisfaction as an Intervening Variable

The study's results indicate that information technology positively and significantly influences employee performance, with job satisfaction as an intervening variable. The t-statistical value is greater than the t-table 1.96, with p-values less than 0.05, which are $4.245 > 1.96$, and the p-values $0.000 < 0.05$. Thus, H_0 can be rejected, and H_8 accepted.

Employees who are satisfied with their jobs tend to be more motivated, effective, and loyal to the company. The effective use of information technology can increase employee job satisfaction in several ways.

First, information technology can make employees' work easier. With various apps and software that support daily tasks, employees can get work done more efficiently and effectively. This reduces workload and increases productivity, which in turn increases job satisfaction.

Second, information technology can provide flexibility in working. Features such as remote work or work-from-home allow employees to balance their personal and work lives. This flexibility gives employees a greater sense of autonomy and increases their satisfaction.

Third, information technology can facilitate collaboration and communication. Online collaboration platforms like Google Workspace or Microsoft Teams allow employees to work together effectively, even if they're in different locations. This increases the sense of community and job satisfaction.

The following is a summary of the relationship between information technology, job satisfaction, and performance: Effective use of technology can increase employee job satisfaction. A high level of job satisfaction then motivates employees to try harder, which in turn improves performance. In other words, job satisfaction functions as an intermediary factor that connects the use of information technology with increased employee productivity. This is supported by a study from (Farrel Shidqi, Darmastuti, & Suryo Wicaksono, 2023), (Mansur et al., 2023), (Mansyur et al., 2022).

The Effect of Work Motivation on Employee Performance through Job Satisfaction as an Intervening Variable

The results showed a positive and significant influence between work motivation and employee performance, with job satisfaction as an intervening variable. The t-statistical value $> t_{table}$ is 1.96, with p-values < 0.05 , i.e. $2.113 > 1.96$, and p-values of $0.035 < 0.05$, indicating that H_0 is rejected and H_9 is accepted.

The study's findings, using job satisfaction as an intervening variable, showed a positive and significant relationship between work motivation and employee performance. Work motivation is an internal drive that drives a person to act and achieve specific goals in work. These urges can come from various factors, including a desire for rewards, recognition, or personal development. Highly motivated employees are generally more focused, driven, and productive.

Employees who are satisfied with their jobs tend to be more motivated, productive, and loyal to the organization. Companies that provide incentive programs for employees who successfully achieve targets will motivate employees to work harder. When they reach their targets, they will feel satisfied and motivated to achieve higher targets the following month. Companies need to focus on job satisfaction because it serves as a link between performance and motivation. These findings are in line with studies from (Haryani T et al., 2022), (Efendi & Yusuf, 2021), (Dewi, Wimba, & Agustina, 2021).

The Influence of the Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable

The study results show a positive and significant influence between the work environment and employee performance through job satisfaction as an intervening variable. The t-statistical value is greater than the t-table 1.96, with p-values less than 0.05, which are $3.455 > 1.96$, and the p-values $0.001 < 0.05$, so it can be concluded that H_0 is rejected and H_1 is accepted.

A good work environment, both in terms of physical aspects such as cleanliness, lighting, temperature, and spatial planning and in terms of social factors such as relationships between

employees and support from management, can create a comfortable and conducive atmosphere for employees. Job satisfaction levels tend to increase when employees feel comfortable and supported in their work environment. Job satisfaction includes employees' positive feelings about their work, which is influenced by factors such as fair compensation, opportunities for growth, and work-life balance.

High job satisfaction results in increased employee motivation and dedication, improving their performance. Employees who are satisfied with their jobs tend to be more productive, creative, and passionate about carrying out their duties. This creates an indirect relationship between the work environment and employee performance, with job satisfaction as an intervening variable connecting the two. Therefore, to improve employee performance, management must focus on immediate performance goals and prioritize creating and maintaining a supportive work environment that increases job satisfaction. This finding is in line with research by (Purnomo & Hasanah, 2023), (Marcelia et al., 2022), (Amirudin, Sihite, & Supriadi, 2021)

CONCLUSION

The conclusion of this study shows that the use of information technology, work motivation, and work environment significantly influence employee performance at Bank Nagari Payakumbuh Branch, both directly and through job satisfaction as an intervening variable. Information technology has been shown to improve job satisfaction and employee performance substantially. At the same time, work motivation also plays a vital role in improving job satisfaction and performance, although the impact on immediate performance is not very significant. On the other hand, the work environment negatively influences employee performance, but when job satisfaction is mediated, the impact becomes positive. Therefore, job satisfaction and employee performance are vital factors. Companies need to focus on increasing the use of information technology, motivating employees, and creating a conducive work environment to improve overall employee performance.

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