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## Information technology on employee performance with job satisfaction as a mediating variable

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### ABSTRACT

Information Technology on Employee Performance with Job Satisfaction as a Mediating Variable in the Sangasanga District, Kutai Kartanegara Regency. Under the guidance of Mrs. Dr. Herning Indriastuti, S.E., M.M.. This study examined the effect of information technology on employee performance, with job satisfaction serving as a mediating variable, in the Sangasanga District, Kutai Kartanegara Regency. A quantitative approach was employed, and data were collected through online questionnaires distributed to employees. The sample consisted of 40 staff members working at sub-district and district offices in Sangasanga. The data were analyzed using SmartPLS 3.0. The findings revealed that information technology had a positive but not statistically significant effect on employee performance. However, information technology had a positive and significant impact on job satisfaction, and job satisfaction significantly and positively influenced employee performance. Furthermore, information technology indirectly exerted a positive and significant effect on employee performance through job satisfaction as a mediating variable.

**Keywords:** employee performance; information technology; job satisfaction

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## 1. INTRODUCTION

Technology is now an integral element of contemporary life. The swift advancement of technology, especially in the field of information technology, has reshaped how individuals communicate, interact, and perform their work. Governments worldwide acknowledge its substantial potential and utilize it to improve the effectiveness and transparency of public services. In the public sector, the application of information technology covers various components, including network infrastructure, management information systems, and online service platforms that are readily accessible to citizens. The Indonesian government utilizes information technology to enhance efficiency and transparency in public service delivery at various levels. [Jafar \(2024\)](#) explains that the use of information technology not only improves efficiency but also supports better decision-making through data that are more easily accessed and managed. Through the implementation of information technology, governments can strengthen transparency, accountability, and public participation ([Nova & Dompok, 2024](#)). Employee performance is an indicator of organizational success, including within government institutions. [Kasmir \(2016, p. 182\)](#) explains that performance refers to the outcomes achieved from work activities, as well as the attitudes displayed in carrying out tasks within a specified period of time. Research by [Ali and Anwar \(2021\)](#) indicates that information technology significantly influences employee performance by enhancing job satisfaction. These results are reinforced by [Praditya et al.\(2020\)](#), who argue that information technology contributes to higher employee motivation and productivity, especially within the public sector. Consequently, information technology plays an essential role in strengthening employee performance, particularly in the delivery of public services.

Although the government has continuously promoted the use of information technology across various public institutions, including the Sangasanga Subdistrict Office, a discrepancy between expected outcomes and actual employee performance remains evident. Initial observations and interviews reveal that several employees have not fully mastered the use of available technological systems. In addition, the Sangasanga Subdistrict Strategic Plan (RENSTRA) 2021–2026 highlights that the development of public services over the past five years has been constrained by the suboptimal utilization of information technology, which is not aligned with the facilities already provided. This indicates that the mere availability of technology does not automatically lead to improved performance, particularly when employees are not fully prepared to utilize it effectively. In this situation, job satisfaction becomes a crucial factor, especially within the Sangasanga Subdistrict context. Job satisfaction represents employees' overall emotional responses to their work, which can influence how they perform their duties, including their engagement with technology. This is also supported by Herzberg's Two-Factor Theory, which explains that job satisfaction is influenced by motivator factors (such as achievement and recognition) and hygiene factors (such as working conditions and organizational support). In the context of this study, the availability and ease of use of information technology can be considered part of the work environment that contributes to employee satisfaction. Employees who experience higher job satisfaction tend to show greater motivation, responsibility, and adaptability, whereas those with lower satisfaction may demonstrate reduced enthusiasm that can negatively affect performance. Prior studies ([Widarsih et al., 2018](#); [Suhartini & Nurariansyah, 2021](#); [Subiyanti & Trisnadi, 2022](#)) also emphasize that job satisfaction has a significant positive relationship with employee performance.

These conditions indicate a clear gap between the potential benefits of information technology and its actual contribution to improving employee performance at the Sangasanga Subdistrict Office. In addition, the role of job satisfaction as a mediating variable in this relationship has not been sufficiently explored, particularly in local government settings. Therefore, this study is entitled "Information Technology on Employee Performance with Job Satisfaction as a Mediating Variable." This study focuses on civil servants (ASN) and government employees under work agreements (P3K) at the subdistrict and village levels. The findings are expected to provide practical recommendations for local governments to optimize the use of information technology to enhance employee performance.

## 2. LITERATURE REVIEW

### 2.1. Information Technology

Information technology (IT) refers to a branch of technology that supports individuals in managing and distributing information efficiently. According to Mambang (2021), IT encompasses various technologies used to create, process, store, and transmit information. IT plays a crucial role in facilitating individual activities and tasks and organizational performance through the utilization of hardware, software, networks, and information systems (Rudhistiar et al., 2025). The implementation of IT is expected to improve work efficiency, accelerate decision-making processes, and support the optimal achievement of organizational goals (Niswati et al., 2022).

According to Sriyaningsih et al. (2022), the indicators of information technology include availability of hardware, properly installed Internet networks, timely transmission and complete receipt of data or information without loss or distortion, proper safeguarding of the confidentiality of data or information, and ease of use of software or applications.

### 2.2. Job Satisfaction

Job satisfaction refers to a positive emotional state or feeling experienced by individuals toward their work, resulting from their assessment of different job-related aspects. Robbins and Judges (2015) describe job satisfaction as a favorable emotional response toward one's job that arises from assessing its various characteristics. Commonly used job satisfaction theories include Equity Theory, Discrepancy Theory, and Herzberg's Two-Factor Theory, which differentiates between intrinsic factors (motivators) and extrinsic factors (hygiene factors) (Saefullah & Basrowi, 2022). Job satisfaction is also influenced by various factors, such as leadership style, work productivity, employee behavior, supervision systems, fulfillment of salary expectations, and work effectiveness (Sedarmayanti, 2017).

According to Jam'an (2020), the indicators of job satisfaction associated with the application of information technology include technology that is easy to learn, ease of interaction, effectiveness in supporting work, ease of obtaining information, faster task completion, work becoming easier, and facilitating the implementation of tasks.

### 2.3. Employee Performance

Employee performance refers to the results attained by individuals in fulfilling their tasks and responsibilities in line with the standards set by the organization. Robbins and Judges (2016) state that performance represents the outcome of assessing an individual's work against established criteria. This view is consistent with Budiyanto and Mochklas (2020) and Kurnia and Sitorus (2022), who assert that performance reflects employees' success in accomplishing their tasks. Performance is individual in nature because it is influenced by differences in each employee's abilities and potential (Huseno, 2016).

According to Robbins and Judges (2016), performance is affected by three primary elements: ability, motivation, and opportunity. These components are interconnected and collectively contribute to shaping the level of employee performance within an organization. The indicators of employee performance, according to Mangkunegara (2015), include quality of work, quantity of output, completion of tasks, and level of responsibility demonstrated.

## 3. METHOD

### 3.1. Research Design

This study applied a quantitative approach to analyze the influence of information technology on employee performance, with job satisfaction acting as a mediating variable. The study was conducted at the Sangasanga District Office in Kutai Kartanegara Regency.

### 3.2. Population and Sample

The population consisted of all employees working in the Sangasanga District Office (40 individuals). Owing to the relatively small population size, a saturated sampling technique was applied, in which all population members were included as the research sample.

### 3.3. Variables and Measurement

This study examines three variables: information technology as the independent variable, employee performance as the dependent variable, and job satisfaction as the mediating variable. The indicators applied in this study were derived from prior validated research to maintain the validity of the constructs. Employee performance was measured based on indicators proposed by Mangkunegara (2015), including work quality, work quantity, task completion, and responsibility. Job satisfaction was assessed using indicators adapted from Jam'an (2020), such as ease of learning technology, interaction, work effectiveness, access to information, speed of task completion, simplicity of work processes, and smoothness in performing tasks. Information technology was measured using indicators from Sriyaningsih et al. (2022), including hardware availability, Internet network conditions, data transmission speed, data accuracy, data security, and the ease of use of applications. All questionnaire items were rated on a five-point Likert scale, ranging from strongly disagree to strongly agree. These indicators were selected because of their relevance and frequent use in previous studies.

### 3.4. Data Collection

Primary data were collected through distributing questionnaires to all respondents. Prior to distribution, the questionnaire items were reviewed to ensure clarity and relevance. Secondary data were obtained from books, academic journals, and other supporting references. In addition, interviews and documentation were used to enrich and validate the data collected.

### 3.5. Data Analysis Technique

The data were analyzed using the partial least Squares–Structural Equation Modeling (PLS-SEM) approach. According to Ghozali (2021), this method consists of two main components: the outer model (measurement model) and the inner model (structural model). The outer model was evaluated using convergent validity, discriminant validity, and reliability tests. Hypothesis testing was conducted through bootstrapping at a 5% significance level, where a hypothesis was accepted if the t-statistic was greater than 1.96 and the p-value was less than 0.05.

## 4. RESULT AND DISCUSSION

### 4.1. Respondent Characteristics

Respondent characteristics were analyzed based on age and length of service to better understand their background. This study involved 40 employees from villages and district offices in the Sangasanga area (Table 1).

**Table 1. Distribution of Respondents by Age**

No	Age	Frequency	Percentage
1	< 27 Years	2 Employees	5%
2	28 – 43 Years	16 Employees	40 %
3	45 – 59 Years	22 Employees	55 %
<b>Total</b>		40 Employees	100 %

**Source:** Processed from primary data (2025)

**Table 2. Distribution of Respondents by Length of Service**

No	Length of Service	Frequency	Percentage
1	< 5 Years	8 Employees	20%
2	5 – 9 Years	3 Employees	7.5%
3	> 10 Years	29 Employees	72,5%
<b>Total</b>		40 Employees	100%

Source: Processed from primary data (2025)

**4.2. Convergent Validity**

Convergent validity is assessed by examining the factor loading values, which indicate how strongly each questionnaire item is associated with the latent construct it is intended to measure. According to Ghozali and Latan (2015:74), a factor loading above 0.7 is generally regarded as ideal; however, values ranging from 0.5 to 0.6 may still be acceptable provided that the construct’s AVE exceeds 0.5, which suggests that the construct meets validity requirements (Table 3).

**Table 3. Outer Loadings Results**

Indicator	Information Technology (X)	Job Satisfaction (M)	Employee Performance (Y)	Description
X1	0,748			Valid
X2	0,602			Valid
X3	0,829			Valid
X4	0,870			Valid
X5	0,772			Valid
X6	0,818			Valid
M1		0,740		Valid
M2		0,903		Valid
M3		0,798		Valid
M4		0,849		Valid
M5		0,915		Valid
M6		0,873		Valid
M7		0,877		Valid
Y1			0,915	Valid
Y2			0,954	Valid
Y3			0,934	Valid
Y4			0,904	Valid

Source: Data processed using SmartPLS 3 (2025)

**4.3. Average Variance Extracted (AVE)**

Discriminant validity was assessed by comparing the square root of the average variance extracted (AVE) for each construct with the correlation values between that construct and other variables. As shown in Table 2, each construct had an AVE value greater than 0.5, indicating that the requirements for discriminant validity were satisfied, and the constructs were considered appropriate (Table 4).

**Table 4. Average Variance Extracted (AVE)**

Variable	AVE	Description
Information Technology (X)	0,859	Valid
Job Satisfaction (M)	0,727	Valid
Employee Performance (Y)	0,605	Valid

Source: Data processed using SmartPLS 3 (2025)

#### 4.4. Discriminant Validity

Discriminant validity ensures that each indicator truly measures its intended construct rather than other constructs. This test is conducted by examining cross-loadings, which indicate how strongly an indicator is associated with its construct compared to other constructs.

**Table 5. Cross Loadings Results**

Indicator	Information Technology	Job Satisfaction	Employee Performance
X1	0,748	0,622	0,595
X2	0,602	0,363	0,373
X3	0,829	0,719	0,752
X4	0,870	0,684	0,723
X5	0,772	0,681	0,662
X6	0,818	0,760	0,681
M1	0,549	0,740	0,633
M2	0,780	0,903	0,847
M3	0,609	0,798	0,679
M4	0,647	0,849	0,740
M5	0,837	0,915	0,873
M6	0,834	0,873	0,855
M7	0,694	0,877	0,782
Y1	0,770	0,764	0,915
Y2	0,761	0,900	0,954
Y3	0,751	0,849	0,934
Y4	0,798	0,866	0,904

**Source:** Data processed using SmartPLS 3 (2025)

As shown in [Table 5](#), each indicator exhibited its highest cross-loading on the construct it was intended to measure relative to other constructs. This demonstrates that the indicators reliably represented their respective latent variables, confirming that discriminant validity had been established.

#### 4.5. Reliability Test

In the PLS-SEM analysis conducted with SmartPLS, construct reliability was assessed using Cronbach’s alpha and composite reliability. A value above 0.70 signifies that the construct is reliable and appropriate for testing the structural model. As shown in [Table 6](#), both Cronbach’s alpha and composite reliability values exceed 0.70, indicating that all indicators produced consistent measurements.

**Table 6. Construct Reliability and Validity Results**

Variable	Cronbach’s Alpha	Composite Reliability	Description
<b>Information Technology (X)</b>	0,868	0,901	Valid
<b>Job Satisfaction (M)</b>	0,937	0,949	Valid
<b>Employee Performance (Y)</b>	0,945	0,961	Valid

**Source:** Data processed using SmartPLS 3 (2025)

**4.6. R-Square (R<sup>2</sup>)**

As shown in Table 7, the R-square value for job satisfaction is 0.706, which means that 70.6% of its variability is accounted for by information technology. The R-square value for employee performance is 0.849, indicating that information technology and job satisfaction collectively explain 84.9% of the variance in employee performance.

**Table 7. R-Square Results**

Variable	R <sup>2</sup>
Job Satisfaction	0,706
Employee Performance	0,849

Source: Data processed using SmartPLS 3 (2025)

**4.7. F- Square (F<sup>2</sup>)**

The F-square test evaluates model quality, in which F<sup>2</sup> values of 0.02, 0.15, and 0.35 represent minor, moderate, and substantial effects of predictor variables on latent constructs, respectively (see Table 8).

**Table 8. F-Square Results**

Variable	F <sup>2</sup>	Description
Information Technology – Job Satisfaction	2,402	Large Effect
Job Satisfaction – Employee Performance	1,046	Large Effect
Information Technology – Employee Performance	0,089	Small Effect

Source: Data processed using SmartPLS 3 (2025)

**4.8. Hypothesis Testing**

Hypothesis testing was performed using the inner model to analyze the relationships between latent constructs. Based on Ghozali (2018), relationships are considered statistically significant when the p-value is < 0.05 and the t-statistic is > 1.96, which indicates that the alternative hypothesis (H<sub>1</sub>) is supported, whereas the null hypothesis (H<sub>0</sub>) is not supported (see Table 9).

**Table 9. Hypothesis Test Results for Information Technology, Job Satisfaction, and Employee Performance Variables**

Hipotesis	Effect of Variables	T- Statistik	P- Values	Description
H1	Information Technology (X) -> Employee Performance(Y)	1,853	0,064	Not Significant
H2	Information Technology (X) -> Job Satisfaction (M)	20,285	0,000	Significant
H3	Job Satisfaction (M) -> Employee Performance (Y)	6,468	0,000	Significant
H4	Information Technology (X) -> Job Satisfaction (M) -> Employee Performance (Y)	6,537	0,000	Significant

Source: Processed data from SmartPLS 3 (2025)

As shown in Table 7, most of the hypotheses indicated p-values < 0.05, indicating significant relationships among variables. However, the influence of information technology on employee

performance was not statistically supported, as the p-value was  $> 0.05$ , suggesting no statistically significant relationship. Accordingly, information technology did not significantly explain the variance in employee performance within the research model.

#### **4.9. The Effect of Information Technology on Employee Performance**

The results of the hypothesis testing indicate that information technology has a positive but statistically insignificant effect on employee performance, as reflected by a p-value above 0.05 and a t-statistic below 1.96. This suggests that the current use of information technology within the Sangasanga District Office has not fully contributed to improving employee performance. The absence of a significant effect may be influenced by other factors, such as job satisfaction, individual competence, motivation, and organizational support, which appear to play a more prominent role. Moreover, this finding is supported by the condition of certain technology-related aspects, particularly the Internet network, which is still not sufficiently reliable to support daily work activities. This indicates that the presence of technology alone is insufficient to enhance performance without adequate infrastructure and user readiness. Consequently, the potential of information technology has not been maximized in enhancing employee performance.

#### **4.10. The Effect of Information Technology on Job Satisfaction**

The hypothesis testing results show that information technology has a positive and statistically significant effect on job satisfaction, as indicated by a p-value below 0.05 and a t-statistic exceeding 1.96. This finding suggests that improved utilization of information technology can enhance employees' levels of job satisfaction. The availability of reliable systems, ease of access to information, and support in completing tasks more efficiently contribute to more favorable work experiences among employees. Consequently, employees are more likely to feel comfortable, supported, and satisfied in carrying out their responsibilities. This result is consistent with previous studies by [Sriyaningsih et al. \(2022\)](#), [Suhartini and Nurariansyah \(2021\)](#), and [Novianty and Budiati \(2024\)](#), who also confirmed a significant positive relationship between information technology and job satisfaction.

#### **4.11. The Effect of Job Satisfaction on Employee Performance**

The results of the hypothesis test reveal that job satisfaction exerts a positive and statistically significant influence on employee performance, as indicated by a p-value below 0.05 and a t-statistic greater than 1.96. This suggests that employees who experience higher levels of satisfaction in their work are more likely to achieve better performance outcomes. A higher level of job satisfaction tends to encourage stronger motivation, greater involvement, and a higher sense of responsibility, which ultimately contributes to more effective task execution. Furthermore, when employees feel comfortable and supported in their work environment, they are more inclined to perform their duties optimally. These findings are in line with previous studies conducted by [Sriyaningsih et al. \(2022\)](#), [Novianty et al. \(2024\)](#), and [Hanawidjaya et al. \(2022\)](#), who also report a significant positive relationship between job satisfaction and employee performance.

#### **4.12. The Indirect Effect of Information Technology on Employee Performance Through Job Satisfaction**

The results of the hypothesis testing show that information technology has a positive and significant indirect effect on employee performance through job satisfaction, as indicated by a p-value below 0.05 and a t-statistic above 1.96. This confirms that job satisfaction mediates the relationship between information technology and performance. In other words, the impact of information technology on performance becomes more effective when it enhances employees' job satisfaction. When technology supports work processes and improves efficiency, employees tend to feel more satisfied, which ultimately leads to better performance. These findings are consistent with those of [Sriyaningsih et al. \(2022\)](#), [Suhartini and Nurariansyah \(2021\)](#), [Novianty et al. \(2024\)](#), and [Mansyur et al. \(2022\)](#).

## 5. CONCLUSION

This study examined the influence of information technology on employee performance in the Sangasanga District Office, with job satisfaction as a mediating variable. The findings show that information technology has a positive but insignificant direct effect on employee performance, indicating that its current use has not fully improved performance, particularly because of limitations such as internet connectivity. In contrast, information technology has a positive and significant effect on job satisfaction, and job satisfaction also significantly improves employee performance. In addition, information technology indirectly influences performance through job satisfaction, confirming its role as a mediator. In contrast to previous studies that often report a direct significant effect, this study highlights that the role of information technology in improving performance is more effective when mediated by job satisfaction, especially in a local government context. These findings suggest that optimizing performance requires not only technology implementation but also efforts to enhance employee satisfaction.

### **Ethical Approval**

This research was conducted in accordance with established ethical guidelines. Approval for data collection was obtained from the Sangasanga District Office, Kutai Kartanegara, and the confidentiality of all respondents was carefully protected.

### **Informed Consent Statement**

All participants were briefed on the study's objectives, and informed consent was secured before collecting data. Participation was entirely voluntary, and all responses were kept confidential and used exclusively for academic research.

### **Author's Contributions**

KR managed data processing, analysis, writing, and the preparation of the manuscript, whereas HI provided input on the research design, methodological guidance, and academic oversight.

### **Disclosure Statement**

The authors declare no conflict of interest.

### **Data Availability Statement**

The information shared in this study can be accessed through the main author to keep things private.

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### **Notes on Contributors**

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Kaleb Renhard is an undergraduate student in Human Resource Management at Universitas Mulawarman. His research interests include information technology, employee performance, and job

satisfaction. He focuses on examining how technology adoption can improve organizational effectiveness and human resource practices.

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Dr. Herning Indriastuti is a lecturer in the Management program at Universitas Mulawarman. Her academic role focuses on supporting student learning and contributing to the development of management education.

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