

The Influence Of Information Technology And Work Environment On Employee Performance: Motivation As A Moderating Variable At The Regional Development Planning Agency of Majene Regency

Wahdaniah¹, Enny Radjab², Nursyam Anwar³

Magister Manajemen, Sulawesi Barat

* Correspondence e-mail; alif.wahda@gmail.com

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Abstract

This study aims to analyze the influence of Information Technology and Work Environment on Employee Performance through Work Motivation as a mediating variable at Badan Perencanaan Pembangunan Daerah Kabupaten Majene. Employee performance is an important factor in supporting organizational effectiveness; therefore, understanding the factors that can improve employee performance is necessary. This study employed a quantitative approach with a causal-comparative research design. The population in this study consisted of all employees at BAPPEDA of Majene Regency. The sample consisted of 85 respondents. The data analysis technique used was Partial Least Squares (PLS) to examine the relationships among variables in the research model. The results of the study indicate that Information Technology has a positive and significant effect on Employee Performance. The Work Environment also has a positive and significant effect on Employee Performance. In addition, Work Motivation has been proven to positively and significantly mediate the effect of Information Technology on Employee Performance. Work Motivation also positively and significantly mediates the effect of Work Environment on Employee Performance. These findings indicate that improving the utilization of information technology, creating a conducive work environment, and increasing work motivation can optimally enhance employee performance

Keywords

Information Technology, Work Environment, Employee Performance, Work Motivation



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INTRODUCTION (Palatino Linotype 12, Space 1.15, Justify)

Human resource management (HRM) plays an important role in improving organizational performance. Therefore, the effective implementation of human resource management tasks is a key factor in enhancing organizational performance. Patterns of behavior, thinking, and performance of human resources determine the direction and success of an organization. However, business executives often fail to recognize human resources as valuable assets that need to be maintained and developed through adequate training.

Electronic-Based Government System (SPBE) is a national strategy aimed at establishing effective and efficient governance based on information and communication technology. The implementation of SPBE in Indonesia is based on Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System, which requires central and regional governments to implement digital technology in various aspects of government administration. Meanwhile, Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPAN-RB) Number 59 of 2020 serves as a guideline for monitoring the implementation and evaluation of SPBE.

Furthermore, the implementation of information technology within SPBE in regional government agencies, particularly at the Regional Development Planning Agency (Bappeda) of Majene Regency, plays a highly strategic role. Bappeda Majene, as a regional government agency with a strategic role in development planning, is required to produce high-quality, timely, and data-based development plans. In carrying out its duties, Bappeda utilizes various information technology systems and requires a conducive work environment to support employee performance. However, in practice, several challenges remain, including the optimization of technology utilization, employee adaptation to new systems, and work environment factors that may affect employee morale and productivity.

From a human resource perspective, the performance of Bappeda Majene personnel demonstrates relatively complex dynamics. On the one hand, there are employees with adequate technical expertise and experience in preparing planning documents. On the other hand, there remains a need to improve capacity, particularly in utilizing information technology for planning, managing sectoral statistical data, and conducting analysis based on evidence-based planning. Increasing workloads, along with demands for accountability in regional government performance, have also created greater work pressure for employees. Therefore, more structured human resource management is required.

Based on the 2023 Government Agency Performance Accountability Report (LKjIP) of Majene Regency, the achievement of regional planning performance indicators indicates that not all program targets were optimally realized. Of the total 100% target for planning performance indicators, actual achievement reached only approximately 82–88%, resulting in a gap of 12–18% from the established targets. This indicates that the implementation of the planning function has not yet been fully effective. In addition, in the evaluation of the Government Agency Performance Accountability System (SAKIP), the Government of Majene

Regency obtained a category B or CC rating (to be adjusted according to the latest official data). This rating indicates that the accountability system has been implemented, but improvements are still required in terms of implementation effectiveness and performance measurement at the regional government agency level, including Bappeda as the leading sector in development planning.

One factor suspected of influencing employee performance is information technology. Information technology (IT) is generally defined as a combination of computer technology and other technologies. More specifically, information technology refers to computer technology used to process and store information, as well as communication technology used to transmit information (Herda, 2018). At Bappeda Majene, the use of planning applications and electronic-based systems constitutes an important part of task implementation. Nevertheless, the availability of information technology does not necessarily improve performance if it is not utilized optimally. Limited mastery of systems, adaptation to new applications, and inadequate supporting facilities may hinder employee work effectiveness.

In addition to information technology, the work environment is also an important variable that influences employee performance. The work environment includes physical conditions such as workspaces, infrastructure, lighting, and the availability of work equipment, as well as non-physical conditions such as interpersonal relationships, communication among employees, and organizational culture. An unfavorable work environment may create discomfort, reduce employee morale, and negatively affect productivity. Conversely, a harmonious and supportive work environment creates a positive atmosphere that enables employees to remain focused and motivated in completing their tasks. Because the work environment has a direct influence on employees in completing their work, it ultimately contributes to improving organizational performance. A work environment can be considered good when employees are able to perform their activities optimally, healthily, safely, and comfortably (Hasibuan, 2016).

Furthermore, work motivation is a psychological factor that serves as a major driver in improving employee performance. Motivation reflects internal and external drives that influence an individual's intensity, direction, and persistence at work. Employees with high motivation tend to demonstrate greater commitment, enthusiasm, and responsibility in completing their tasks. In this study, motivation serves as a mediating variable that bridges the influence of information technology and the work environment on employee performance. This means that effective information technology and a supportive work environment can increase employee motivation, which ultimately contributes to improved performance. Mangkunegara (2016) concluded that a motive is a need-driven force within an employee that needs to be fulfilled so that the employee can adapt to the environment, whereas motivation is a condition that drives employees to achieve the objectives underlying their motives.

In this study, work motivation is positioned as a mediating variable, namely a variable that bridges the relationship between information technology and the work environment and employee performance. This means that although information technology is available and the

work environment is supportive, performance improvement will not be optimal without high levels of work motivation. Conversely, information technology that facilitates work and a conducive work environment can increase employee motivation, which subsequently contributes to more significant improvements in performance. Thus, motivation becomes a key factor strengthening the relationship between organizational factors and employee outcomes at Bappeda Majene.

Previous studies have shown that organizational factors such as information technology, the work environment, and motivation are closely associated with employee performance. Sangapan et al. (2025) found that the use of technology had a positive effect on motivation and performance, with motivation functioning as a mediating variable. Similar findings were reported by Prabowo et al. (2025), who stated that the utilization of information technology does not always have a direct effect on performance but may influence performance through mediating variables such as organizational commitment. These findings indicate that information technology does not automatically improve performance without supporting psychological and organizational factors.

On the other hand, studies by Rismaya et al. (2025), Fatiha and Mulyana (2025), and Putri and Narpati (2025) demonstrated that the work environment significantly influences motivation and performance, both directly and indirectly. Motivation was found to play a mediating role in these relationships. However, several studies, such as those conducted by Hutasoit et al. (2025) and Arianto (2025), reported inconsistent findings, indicating that the work environment or motivation does not always have a direct effect on performance. These differences in findings indicate an empirical inconsistency that provides an opportunity for further research, particularly in the context of regional public organizations.

Based on the background described above, the researcher is interested in conducting a study entitled "The Effect of Information Technology and Work Environment on Employee Performance through Work Motivation as a Mediating Variable at the Regional Development Planning Agency of Majene Regency."

METHODS (Palatino Linotype 12, Space 1.15, Justify)

The research approach used in this study is a quantitative approach. According to Sugiyono (2019:17), quantitative research is a research method based on the philosophy of positivism, which is used to investigate a specific population or sample. Data are collected using research instruments and analyzed quantitatively or statistically with the aim of testing predetermined hypotheses.

According to Sugiyono (2019), a sample is a part of the population that possesses the characteristics of the population. The sampling technique used in this study was the census method. This method was selected because the population was relatively small, consisting of only 85 employees. Therefore, all members of the population were included as research respondents, resulting in a total sample of 85 employees. The data collected in this study consisted of primary and secondary data. The type of data used was quantitative data.

Quantitative data are data presented in numerical form or data that can be quantified. Such data can consist of numerical values or scores and are generally obtained through research instruments in which respondents provide answers within a predetermined range of scores.

Inferential statistics are data analysis techniques used to draw conclusions or generalizations from a sample to the population. In this study, inferential statistics were used to test the proposed hypotheses and determine whether information technology, the work environment, and work motivation have significant relationships with employee performance. The data analysis in this study used the Partial Least Squares (PLS) method. PLS is a Structural Equation Modeling (SEM) approach based on variance or components. According to Ghazali and Latan (2015), PLS is an alternative SEM method that is based on variance rather than covariance. Covariance-based SEM is generally used to test causal relationships and confirm theories, whereas PLS is more oriented toward prediction.

Convergent validity is assessed by examining the correlation between the indicators and their respective latent constructs. According to Ghazali and Latan (2015), an outer loading value greater than 0.70 generally indicates adequate convergent validity. However, in exploratory research or in the early stages of scale development, loading values between 0.50 and 0.60 may still be considered acceptable. Discriminant validity is used to determine whether a construct is sufficiently different from other constructs in the research model. A construct is considered to have adequate discriminant validity when its indicators have higher loading values on their intended construct than on other constructs. This assessment ensures that each construct measures a concept that is distinct from other constructs (Ghazali and Latan, 2015).

Composite reliability is used to assess the internal consistency of the indicators measuring a latent construct. According to Ghazali and Latan (2015), a composite reliability value greater than 0.70 indicates that the construct has good reliability. In addition, the Average Variance Extracted (AVE) is used to assess convergent validity, with an AVE value greater than 0.50 generally considered acceptable. Construct reliability can also be assessed using Cronbach's alpha and internal consistency reliability. The structural model, or inner model, is used to examine the relationships among latent variables in the research model. The evaluation of the inner model includes the coefficient of determination (R^2), path coefficients, t-statistics, and significance values. The R^2 value is used to determine the extent to which exogenous variables explain the variation in endogenous variables.

According to Ghazali and Latan (2015), the R^2 value indicates the explanatory power of the independent or exogenous constructs toward the dependent or endogenous construct. A higher R^2 value indicates greater explanatory power of the structural model. In addition, hypothesis testing is conducted by examining the path coefficients, t-statistics, and p-values obtained through the bootstrapping procedure in SmartPLS.

The hypothesis testing in this study uses the full Structural Equation Modeling (SEM) model with SmartPLS. The analysis is conducted to examine the relationships among information technology, the work environment, work motivation, and employee performance.

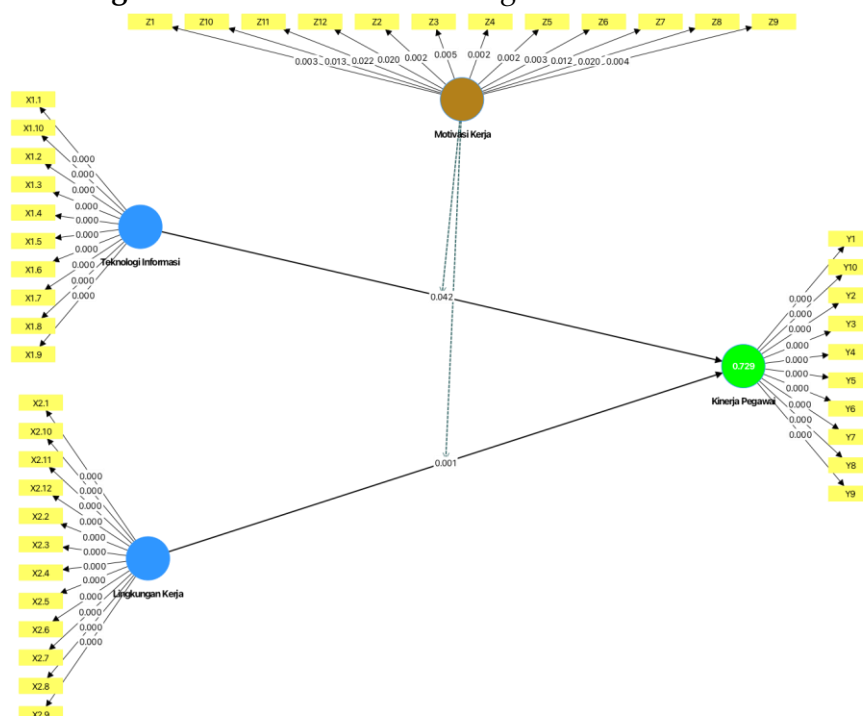
The significance of each hypothesized relationship is determined based on the t-statistic and p-value obtained from the bootstrapping results. A hypothesis is considered supported when the statistical results meet the predetermined significance criteria.

FINDINGS AND DISCUSSION (Palatino Linotype 12, Space 1.15, Justify)

First Order Confirmatory Factor Analysis

The main analytical method used in this study is the Structural Equation Modeling (SEM) approach. The analysis was conducted with the assistance of the SmartPLS 4.0 software. Figure 1 presents the results of the Full Model SEM analysis using the PLS approach.

Figure 1. Normal P-P Plot of Regression Standardized Residual



Based on the results of the analysis using SmartPLS, as presented in Figure 1, it can be observed that none of the indicators has a loading factor value below 0.50. Therefore, it was not necessary to remove or drop any indicators with loading factor values below 0.50. This indicates that all indicators met the minimum loading factor requirement and could be retained in the research model for further analysis.

Uji Outer Model

Three measurement criteria are used in data analysis using SmartPLS to assess the measurement model. These three criteria are convergent validity, composite reliability, and discriminant validity.

Convergent Validity

Table 1. Uji Validitas outer loading

	Kinerja Pegawai	Lingkungan Kerja	Motivasi Kerja	Teknologi Informasi
X1.1				0.811
X1.10				0.705
X1.2				0.818
X1.3				0.772
X1.4				0.751
X1.5				0.744
X1.6				0.878
X1.7				0.759
X1.8				0.788
X1.9				0.758
X2.1		0.809		
X2.10		0.722		
X2.11		0.756		
X2.12		0.776		
X2.2		0.824		
X2.3		0.732		
X2.4		0.824		
X2.5		0.775		
X2.6		0.797		
X2.7		0.813		
X2.8		0.884		
X2.9		0.815		
Y1	0.819			
Y10	0.715			
Y2	0.826			
Y3	0.725			
Y4	0.768			
Y5	0.712			
Y6	0.785			
Y7	0.740			
Y8	0.721			
Y9	0.761			
Z1			0.846	
Z10			0.742	
Z11			0.727	
Z12			0.741	
Z2			0.835	

Z3	0.819
Z4	0.845
Z5	0.862
Z6	0.861
Z7	0.701
Z8	0.731
Z9	0.851

Source: Output PLS, 2026

Based on the table, the results of the outer loading estimation using the Partial Least Squares (PLS) method for the indicators of the Information Technology, Work Environment, Employee Performance, and Work Motivation variables are presented. The table shows that all reflective indicators have a factor loading value greater than 0.70, indicating that all indicators meet the validity criteria. Therefore, it can be concluded that all indicators are valid for measuring the constructs of Information Technology, Work Environment, Employee Performance, and Work Motivation.

Table 2. Cross Loading Kompetensi Pegawai

	Kinerja Pegawai	Lingkungan Kerja	Motivasi Kerja	Teknologi Informasi
X1.1	0.654	0.666	0.056	0.811
X1.10	0.498	0.439	-0.079	0.705
X1.2	0.600	0.611	-0.014	0.818
X1.3	0.518	0.622	0.073	0.772
X1.4	0.502	0.560	0.010	0.751
X1.5	0.604	0.634	0.099	0.744
X1.6	0.768	0.763	0.027	0.878
X1.7	0.725	0.655	0.019	0.759
X1.8	0.573	0.533	-0.009	0.788
X1.9	0.470	0.442	0.016	0.758
X2.1	0.784	0.809	0.198	0.711
X2.10	0.553	0.722	0.248	0.598
X2.11	0.572	0.756	0.246	0.525
X2.12	0.585	0.776	0.138	0.626
X2.2	0.744	0.824	0.067	0.755
X2.3	0.550	0.732	0.144	0.588
X2.4	0.687	0.824	0.093	0.652
X2.5	0.643	0.775	0.179	0.582
X2.6	0.622	0.797	0.192	0.489
X2.7	0.688	0.813	0.277	0.501
X2.8	0.743	0.884	0.314	0.668
X2.9	0.627	0.815	0.194	0.647

Y1	0.819	0.854	0.106	0.701
Y10	0.715	0.385	0.126	0.339
Y2	0.826	0.844	0.119	0.749
Y3	0.725	0.710	0.046	0.718
Y4	0.768	0.763	0.027	0.878
Y5	0.712	0.414	0.104	0.344
Y6	0.785	0.475	0.281	0.397
Y7	0.740	0.423	0.167	0.364
Y8	0.721	0.358	0.103	0.434
Y9	0.761	0.465	0.152	0.363
Z1	0.078	0.187	0.846	0.018
Z10	0.043	0.161	0.742	-0.069
Z11	0.041	0.087	0.727	-0.061
Z12	0.058	0.147	0.741	-0.035
Z2	0.183	0.239	0.835	0.052
Z3	0.010	0.140	0.819	-0.013
Z4	0.167	0.182	0.845	0.081
Z5	0.155	0.226	0.862	0.048
Z6	0.081	0.218	0.861	0.016
Z7	0.031	0.101	0.701	-0.116
Z8	0.031	0.117	0.731	-0.069
Z9	0.107	0.236	0.851	0.024

Source: Output PLS, 2026

Based on the table above, the **cross-loading** values for the Information Technology variable (X1) are measured using indicators X1.1–X1.10. The first-order Work Environment construct (X2) is measured using indicators X2.1–X2.12, while the first-order Work Motivation construct (Z) is measured using indicators Z1–Z12. The first-order Employee Performance construct (Y) is measured using its respective indicators. The results show that the loading factor of each indicator on its corresponding construct is higher than its loading on the other constructs. Therefore, the constructs demonstrate good **discriminant validity** and can be considered valid (Ghozali, 2019).

Uji Composite Reliability atau Uji Reliabilitas

Tabel 3 Hasil Pengujian Cronbach's Alpha, Composite Reliability dan AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Kinerja Pegawai	0.924	0.945	0.931	0.575
Lingkungan Kerja	0.947	0.951	0.954	0.632
Motivasi Kerja	0.953	1.016	0.955	0.638
Teknologi Informasi	0.928	0.936	0.939	0.608

Sumber : Output PLS, 2026

The test results presented in the table show that both composite reliability and Cronbach's alpha yielded satisfactory values, with the values for each variable exceeding the minimum threshold of 0.70. In addition, the Average Variance Extracted (AVE) values for all constructs were above 0.50. These results indicate that the instruments used in the study have high levels of consistency and stability. In other words, all constructs, namely Information Technology, Work Environment, Employee Performance, and Work Motivation, have demonstrated good measurement model fit, and all items used to measure each construct have satisfactory reliability.

Uji Model Struktural atau Inner Mode

The inner model (inner relation, structural model, and substantive theory) describes the relationships among latent variables based on substantive theory. The structural model is evaluated using the R-square value for the dependent latent variables. In assessing the model using Partial Least Squares (PLS), the analysis begins by examining the R-square values for each dependent latent variable. The interpretation is similar to that used in regression analysis. Changes in the R-square value can be used to assess the extent to which a particular independent latent variable has a substantive effect on the dependent latent variable (Ghozali, 2019).

Uji Koefisien Determinasi (R Square)

Tabel 4 R-square Konstruk Variabel		
	R-square	R-square adjusted
Kinerja Pegawai	0.729	0.711

Sumber: Output PLS, 2026

Based on the table above, the R-square value for Employee Performance is 0.606, indicating a moderate level of explanatory power. The Adjusted R-square value for Employee Performance is 0.711, indicating that 71.1% of the variance in Employee Performance can be explained by Information Technology, Work Environment, and Work Motivation. Meanwhile, the remaining 28.9% can be explained by other variables that are not included in this study, such as work stress and work competence.

Hasil Uji Hipotesis

The hypothesis testing was conducted by evaluating the structural model (inner model) through the examination of path coefficients, which indicate the parameter coefficients and the significance of the t-statistic. The significance of the estimated parameters provides information regarding the relationships among the variables examined in the study. The criterion for rejecting or accepting the proposed hypotheses is based on a P-value < 0.05. The table below presents the estimation output for the structural model testing.

Tabel 5 Uji Hipotesis berdasarkan Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Lingkungan Kerja -> Kinerja Pegawai	0.571	0.545	0.174	3.274	0.001
Teknologi Informasi -> Kinerja Pegawai	0.331	0.348	0.163	2.035	0.042

Sumber: Output PLS, 2026

Based on the inner weight values consisting of Information Technology and Work Environment, their partial effects on Employee Performance can be determined.

Hypothesis Testing of the First Hypothesis (H1)

The first hypothesis states that Information Technology has a positive and significant effect on Employee Performance. The table shows that the Information Technology variable has a significance level of 0.042, which is lower than 0.05, and a t-statistic > 1.96 ($2.035 > 1.96$). The parameter coefficient is +0.331, indicating that the effect is positive on the dependent variable. Therefore, H1 is accepted, indicating that Information Technology has a positive and significant effect on Employee Performance. This means that the better the Information Technology, the higher the Employee Performance.

Hypothesis Testing of the Second Hypothesis (H2)

The second hypothesis states that Work Environment has a positive and significant effect on Employee Performance. The table shows that the Work Environment variable has a significance level of 0.001, which is lower than 0.05, and a t-statistic > 1.96 ($3.274 > 1.96$). The parameter coefficient is +0.571, indicating that the effect is positive on the dependent variable. Therefore, H2 is accepted, indicating that Work Environment has a positive and significant effect on Employee Performance. This means that the better the Work Environment, the higher the Employee Performance.

Pengujian Moderasi Effect

Tabel 6 Uji Hipotesis Moderasi Effect

	Original sample (O)	Sample mean (M)	Standard d eviation (STDEV)	T statistics (O/STDEV)	P values
Motivasi Kerja x Lingkungan Kerja -> Kinerja Pegawai	0.239	0.233	0.084	2.853	0.004
Motivasi Kerja x Teknologi Informasi -> Kinerja Pegawai	0.232	0.232	0.086	2.691	0.007

Sumber: Output PLS, 2026

Based on the inner weight values for Information Technology, Work Environment, and Work Motivation (Z), their partial effects on Employee Performance can be determined.

Hypothesis Testing of the Third Hypothesis (H3)

The third hypothesis states that Information Technology has a positive and significant effect on Employee Performance, moderated by Work Motivation. The table shows that the Information Technology variable has a significance level of 0.007, which is lower than 0.05, and a t-statistic > 1.96 ($2.691 > 1.96$). The parameter coefficient is +0.232, indicating that the effect is positive on the dependent variable. Therefore, H3 is accepted, indicating that Information Technology has a positive and significant effect on Employee Performance, with Work Motivation serving as a moderating variable. This means that the positive effect of Information Technology on Employee Performance is strengthened or influenced by Work Motivation.

Hypothesis Testing of the Fourth Hypothesis (H4)

The fourth hypothesis states that Work Environment has a positive and significant effect on Employee Performance, moderated by Work Motivation. The table shows that the Work Environment variable has a significance level of 0.004, which is lower than 0.05, and a t-statistic > 1.96 ($2.853 > 1.96$). The parameter coefficient is +0.239, indicating that the effect is positive on the dependent variable. Therefore, H4 is accepted, indicating that Work Environment has a positive and significant effect on Employee Performance, with Work Motivation serving as a moderating variable. This means that the positive effect of Work Environment on Employee Performance is strengthened or influenced by Work Motivation.

Discussion

Based on the data collected and the hypothesis testing conducted using SmartPLS, this study concludes that Information Technology, Work Environment, and Work Motivation play important roles in determining Employee Performance at the Regional Development Planning Agency (Bappeda) of Majene Regency. The findings demonstrate that the use of information technology and the creation of a conducive work environment can improve employee performance, while work motivation strengthens the relationship between these organizational factors and employee performance. These findings indicate that improving employee performance requires not only technological support and adequate working conditions but also strong internal motivation among employees.

Information Technology has a positive and significant effect on Employee Performance at Bappeda Majene Regency. This finding indicates that information technology has become an essential component of the employees' work process and is no longer merely considered a supporting facility. The availability and utilization of information technology enable employees to access information more quickly, process data more efficiently, communicate effectively, and complete administrative and planning tasks in a more systematic manner. Therefore, the better the utilization of information technology, the greater the potential for improvement in employee performance, Friadi, J., (2025).

The utilization of various digital systems in development planning and budgeting contributes significantly to improving the efficiency and effectiveness of employees' work. Systems such as the Regional Development Information System (SIPD), KRISNA for the proposal of Special Allocation Funds (DAK), SIPPA for the proposal of Cipta Karya activities, and SATU DATA for data management and integration support employees in carrying out their responsibilities. These applications facilitate data input, processing, verification, monitoring, and reporting. Consequently, employees can complete their work in a more structured manner and reduce the time required for manual data processing and coordination.

The use of sectoral digital applications also demonstrates the increasing importance of information technology in the implementation of development planning functions. Applications such as PKGBM for stunting data, AKSARA for greenhouse gas data, SIMSPAM for drinking water achievement data, SIPKP for slum area data, and CONNECT for climate change budget tagging provide specific information needed for planning and decision-making. The existence of these systems requires employees to possess adequate digital competencies and the ability to adapt to different technological platforms. Employees who are able to understand and utilize these applications effectively are more capable of completing their duties accurately, efficiently, and in accordance with established organizational targets.

The Work Environment also has a positive and significant effect on Employee Performance at Bappeda Majene Regency. This finding indicates that physical and non-physical working conditions contribute to employees' ability to carry out their responsibilities. Adequate work facilities, access to technology, comfortable workspaces, effective communication, good relationships among employees, and supportive leadership create conditions that enable employees to perform their duties effectively. A conducive work environment can reduce work-related obstacles and create greater comfort, which ultimately contributes to improved employee productivity and performance, (Cahyadi, N 2023).

The importance of the work environment is particularly evident because Bappeda has responsibilities that require continuous coordination among divisions and with other Regional Government Organizations (OPDs). Employees must collect, verify, integrate, and analyze data from various institutions to support regional development planning. The implementation of systems such as SIPD, SATU DATA, KRISNA, SIMSPAM, SIPKP, PKGBM, AKSARA, and CONNECT requires effective communication and coordination among employees and stakeholders. Therefore, a work environment characterized by cooperation, mutual support, and effective communication can facilitate the completion of complex planning and data management tasks.

Work Motivation positively and significantly moderates the effect of Information Technology on Employee Performance. This finding demonstrates that the availability of information technology alone does not automatically guarantee optimal employee performance. The benefits of technology depend largely on employees' willingness, enthusiasm, and motivation to use it. Highly motivated employees tend to be more willing to learn new systems, adapt to technological developments, overcome technical difficulties, and

continuously improve their digital competencies. Consequently, the positive contribution of information technology to employee performance becomes stronger when employees possess high levels of work motivation, Dewi, L. S. (2026).

Work Motivation also positively and significantly moderates the effect of the Work Environment on Employee Performance. This means that a conducive work environment will produce a stronger improvement in employee performance when accompanied by high work motivation. Employees who have strong motivation tend to respond positively to supportive working conditions and make better use of available facilities, communication channels, and organizational support. Motivation encourages employees to remain responsible, disciplined, and committed even when facing high workloads, tight deadlines, and complex coordination requirements during the planning and budgeting processes.

Based on these findings, Bappeda Majene Regency should continue to improve the utilization of information technology by ensuring the availability of adequate digital infrastructure, maintaining reliable information systems, and providing continuous training and technical assistance for employees. The agency should also maintain a conducive work environment by improving work facilities, strengthening communication and coordination, and creating a supportive organizational climate. In addition, employee motivation should be strengthened through leadership support, recognition of achievements, appropriate rewards, opportunities for professional development, and competency-building programs. These efforts are expected to create a more productive, adaptive, and performance-oriented workforce.

For stakeholders, continued support is needed through appropriate policies, supervision, infrastructure development, and the provision of adequate resources to support the performance of Bappeda Majene Regency. Strong cooperation between Bappeda and other stakeholders is important to ensure that regional development planning can be implemented effectively and based on accurate and integrated data. For future researchers, it is recommended to include other variables that may influence employee performance, such as organizational commitment, leadership, competency, job satisfaction, or organizational culture. Future studies may also expand the research population to other government agencies and use different research approaches or methods to obtain broader and more comprehensive findings regarding the determinants of employee performance, Dalle, J. (2025).

CONCLUSION (Palatino Linotype 12, Space 1.15, Justify)

Based on the data collected and the hypothesis testing conducted using SmartPLS, it can be concluded that Information Technology and the Work Environment have a positive and significant effect on Employee Performance at the Regional Development Planning Agency (Bappeda) of Majene Regency. Work Motivation also positively and significantly moderates the effects of Information Technology and the Work Environment on Employee Performance, indicating that motivated employees are better able to utilize digital systems, adapt to technological changes, and perform effectively within a supportive work environment.

Therefore, Bappeda Majene is recommended to continuously improve the utilization of information technology, maintain a conducive work environment, and strengthen employee motivation through leadership support, rewards, and competency development. Stakeholders are also expected to provide policy support, supervision, and adequate resources, while future researchers are encouraged to include other relevant variables, expand the research object, and apply different research methods to obtain more comprehensive findings.

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