

# The Influence Of Digital Literacy, Organisational Culture, And Work Environment On The Performance Of Public Service Centre (Mpp) Employees In South Sulawesi Through Employee Satisfaction As An Intervening Variable

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## Abstract

*This study aims to: (1) analyze the effect of digital literacy on job satisfaction and employee performance; (2) examine the influence of organizational culture on job satisfaction and employee performance; and (3) assess the impact of the work environment on job satisfaction and employee performance. A quantitative approach was employed, utilizing primary data collected through questionnaires from 166 respondents. The research was conducted from August to November 2024. Data were analyzed using Structural Equation Modeling (SEM) with PLS Version 4 and SPSS Version 25. The results indicate that: (1) digital literacy, organizational culture, and work environment have a positive and significant effect on job satisfaction; (2) job satisfaction has a positive and significant effect on employee performance; (3) digital literacy and work environment have a positive and significant effect on employee performance; (4) organizational culture has a positive but not significant effect on employee performance; and (5) digital literacy, organizational culture, and work environment indirectly have a positive and significant effect on employee performance through job satisfaction.*

**Keywords:** digital literacy, organizational culture, work environment, job satisfaction, employee performance

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## INTRODUCTION

The public services provided are supported by human resources or employees who have high integrity in carrying out their responsibilities. Employee performance, which is the result of an employee's thinking and effort in performing their duties, can be tangible, visible, and quantifiable. However, in many cases, the results of thinking and effort cannot be quantified or seen, such as ideas for solving problems, innovations in products or services, or the discovery of more efficient work procedures. Employee performance is the result of an employee's work over a specific period compared to various possibilities, such as standards, targets/objectives, or criteria that have been determined in advance and agreed upon (Rivai, 2020). According to (Widodo & Yandi, 2022), employee performance is the result of work or the level of success achieved by workers in their field, which directly reflects the output produced as well as the quantity and quality of work produced in accordance with job requirements.

Employee performance is influenced by three main factors, as explained by Hasibuan in (Marjaya & Pasaribu, 2019): individual ability and interest, ability to delegate and participate in tasks, and level of motivation. Digital literacy is the ability of an individual to understand and use information in various forms from a wide range of sources that can be accessed through a computer device. Another opinion from the American Library Association states that digital literacy is the ability to use information and communication technology to search for, evaluate, create, and communicate information, which involves the necessary cognitive and technical skills (Rodin & Nurrizqi, 2020). Digital literacy is not only about the ability to use technological devices such as computers or applications. More than that, digital literacy involves the skills to search for, analyse, and evaluate digital information effectively.

In this era of rapid digital transformation, public sector organisations are required to improve the efficiency and quality of technology-based services. One important aspect in driving this success is improving employee performance, which is greatly influenced by their ability to adapt to digital technology, an organisational culture that supports innovation, and a productive work environment (Khaleeva Aqeyla Fauzia, 2024). Digital literacy is a crucial component because it not only reflects technical abilities but also includes critical thinking skills in using digital information ethically and effectively (Orrensalo et al., 2024). On the other hand, a strong organisational culture plays a role in shaping employee behaviour and work values, as well as encouraging collaboration and loyalty in achieving

organisational goals (Djunaedi, 2024). A comfortable and supportive work environment also contributes to employee satisfaction and performance (Sidharthan & Zahrah, 2024), (Zhang et al., 2021).

Digital literacy in the context of public organisations is increasingly relevant amid government efforts to digitise services. This requires employees to not only master technological devices but also possess digital competencies that encompass cognitive, technical, and socio-cultural aspects (Gladyshev, 2024) (Reddy et al., 2021). In practice, the level of digital literacy of employees affects the speed and accuracy of public services, the effectiveness of internal communication, and the openness of information to the public. Therefore, digital literacy is not just an additional skill, but a strategic element in human resource management in the public sector.

Organisational culture in government agencies is often influenced by bureaucratic values, hierarchy, and proceduralism. Although these values are important for maintaining administrative order, in the context of bureaucratic reform and demands for innovation, a more adaptive, collaborative, and performance-oriented organisational culture is needed (Tomas, 2024), (Wijaya & Suryani, 2021). A healthy organisational culture is reflected in clarity of vision, open communication, appreciation of innovation, and trust among organisational members. In this regard, organisational culture serves as the foundation for sustainable work behaviour and directly impacts employee performance. A strong and positive organisational culture can create a conducive work environment, increase motivation, and encourage employee performance. An organisational culture that emphasises innovation, collaboration, and a focus on public service will have a positive impact on employee performance at MPP. This is in line with research conducted by (K. K. Ariyanti, R. S. Dewi, & W. Widayanto, 2024).

The problem faced is the fluctuation in employee performance from 2018 to 2021. By 2021, employee performance had significantly declined. Organisational culture, work environment, and job satisfaction are variables that can influence employee performance. This study aims to determine the influence of organisational culture and work environment on employee performance through job satisfaction at PT Dua Kelinci.

The phenomenon of digital literacy occurring at the South Sulawesi Public Service Mall (MPP) shows that employees' ability to use technology is still very poor, such as attending seminars or online training, which is very minimal. The lack of education about the benefits and how to use technology means that work is not running as it should. In today's digital era, digital literacy skills are crucial for employees, especially in the public service sector. Digital literacy encompasses an individual's ability to access, understand, evaluate, and use digital information effectively and responsibly. Digitally literate employees are expected to be able to utilise technology to improve efficiency and service quality, as well as adapt to rapid technological developments. The lack of digital reading corners in several offices in the Public Service Mall is a shortcoming in this era of rapid technological advancement.

The phenomenon occurring in the South Sulawesi Public Service Mall (MPP) regarding organisational culture is still poor, as can be seen from the assessment of employee behaviour in terms of service orientation, integrity, commitment, discipline and cooperation among employees.

Workplace environmental conditions such as lighting in office rooms, both natural and artificial, are adequate in most areas. However, the front office (FO) area, which serves as a waiting room and service counter for permit applications located in the central part of the building, lacks adequate natural lighting, necessitating the addition of artificial lighting to enhance comfort for both applicants and staff working in the area. The air temperature in some rooms is not yet equipped with air conditioning units, so during the hot daytime, the room temperature rises significantly, greatly affecting the comfort of employees working inside. Additionally, noise levels are also highly influential on the work environment, as the office is located directly on a main road and surrounded by densely populated residential areas.

A study conducted by Andi Nurzalza Rahmasuci, Mansyur Ramly, and Syamsu Alam (2023) found that the work environment has a positive and significant impact on organisational culture, job satisfaction, and employee performance. Furthermore, organisational culture and job satisfaction have a positive and significant impact on employee performance. From the Sobel test results, it is known that organisational culture and job satisfaction can mediate the influence of the work environment on employees at the East Luwu Regency Library Office.

There have been many studies conducted on digital literacy, organisational culture, and the work environment on employee performance. The differences in the results of these studies have become a research gap, allowing for further research on the same theme. Public services provided by the government include community services and administrative services. Both of these are integral to achieving good

performance in government. In the practice of good governance, public services such as licensing and non-licensing are a form of government service to the community, as most people need documents to support their various activities.

The phenomenon occurring at the South Sulawesi Public Service Office (MPP) is that employee performance is not yet optimal, as seen in terms of quantity, quality, timeliness, attendance, and ability to work together. In terms of quantity, the number of employees is insufficient, as seen in the organisational structure where some Section Heads do not have staff. In terms of quality, many employees have not attended career advancement training or competency training in line with their respective duties. In terms of timeliness and attendance, there are often cases of supervisors or employees arriving late or being absent from work.

The phenomenon of digital literacy at the South Sulawesi Public Service Centre (MPP) shows that employees' ability to use technology is still very limited, such as attending seminars or online training. The lack of education about the benefits and how to use technology means that work is not carried out as it should be. In today's digital era, digital literacy skills are crucial for employees, especially in the public service sector. Digital literacy encompasses an individual's ability to access, understand, evaluate, and use digital information effectively and responsibly. Digitally literate employees are expected to be able to utilise technology to improve efficiency and service quality, as well as adapt to rapid technological developments. The absence of digital reading corners in some offices at the Public Service Mall is a shortcoming in this era of rapid technological advancement.

A conducive work environment is also a crucial prerequisite for fostering employee motivation and psychological well-being. Factors such as safety, physical comfort, inter-employee relations, and organisational climate influence individuals' perceptions of their workplace (Bankins et al., 2024). In the public sector, a poor work environment can lead to work-related stress, decreased productivity, and even resistance to organisational change. Therefore, work environment management must be an integral part of strategies to improve employee performance and satisfaction.

A study conducted by Andi Nurzalza Rahmasuci, Mansyur Ramly, and Syamsu Alam (2023) found that the work environment has a positive and significant impact on organisational culture, job satisfaction, and employee performance. Furthermore, organisational culture and job satisfaction have a positive and significant impact on employee performance. From the Sobel test results, it is known that organisational culture and job satisfaction can mediate the influence of the work environment on employees at the East Luwu Regency Library Office.

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## METHOD

To analyze the influence of digital literacy, organizational culture, and work environment on job satisfaction and employee performance at the Public Service Mall (MPP), this research employed Partial Least Squares (PLS) analysis. According to Abdillah and Hartono (2015:161), PLS is a multivariate statistical technique that compares exogenous and endogenous variables, aiming to predict the effect of independent variables (X) on dependent variables (Y) and explain the theoretical relationships between them (Abdillah and Hartono, 2015:163). In PLS measurement model analysis, the principal component analysis method is utilized to extract variance blocks by examining the relationship between indicators and their latent constructs. This is accomplished by calculating the total variance, which includes common variance, specific variance, and error variance, thereby maximizing the total explained variance (Abdillah and Hartono, 2015:171). Classic assumption tests were conducted to ensure the quality of the data for further analysis.

The validity of each item was assessed by correlating item scores with total scores, where items with a correlation coefficient higher than the critical r-table value were deemed valid. Reliability was measured using Cronbach's Alpha coefficient, following Santoso (2014), which considers an instrument reliable if respondents' answers to statements are consistent and the coefficient exceeds the critical value. Data normality was tested to confirm that the data were normally distributed, using Lisrel 8.80 for the assessment of validity, reliability, and normality.

Comprehensive analysis of all variables was conducted using Structural Equation Modeling (SEM), as described by Hair et al. (2010), which allows for the estimation of complex interdependencies among

variables and enables the modeling of unobserved (latent) constructs by incorporating error measurements. SEM consists of two primary models: the measurement model, which connects observed (manifest) variables to latent variables through confirmatory factor analysis (CFA), and the structural model, which connects latent variables through a system of simultaneous equations. CFA is used to assess construct validity, convergent validity, average variance extracted (AVE), construct reliability, and discriminant validity, in line with the standards set by Hair et al. (2010).

Model fit was evaluated using a set of fit indices, including Chi-Square ( $\chi^2$ ), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), Root Mean Square Error of Approximation (RMSEA), and Root Mean Square Residual (RMR), as proposed by Wijanto (2024). To achieve a model that satisfies all criteria, backward confirmatory factor analysis was applied, sequentially removing indicators with low factor loadings ( $<0.50$ ) and low determination coefficients ( $R^2 < 0.50$ ) to improve overall model fit.

The Sobel test was employed to assess the mediating effect of job satisfaction in the relationship between independent and dependent variables. Hypothesis testing was carried out by considering both probability values and t-statistics, in accordance with Ghazali and Latan (2020:42). A hypothesis is accepted if the p-value is less than 0.05 or if the t-statistic exceeds 1.96, with a significance level of 5%, corresponding to a confidence level of 95%.

## RESULTS

The descriptive variables of the study are interpretations of the results of each variable based on the statements filled in by 166 respondents. The analysis results provide an overview of the frequency, percentage, and mean values of the indicators that construct the overall research model concept, namely Digital Literacy (X1), Organisational Culture (X2), Work Environment (X3), Employee Performance (Y1), and Employee Satisfaction (Y2), which were tested for validity.

### Evaluation of Measurement Models (Outer Model)

The measurement model for validity and reliability testing, model determination coefficients, and path coefficients for the equation model are shown in Figure 3. All have a loading factor value greater than 0.70, so all indicators were included in further testing, as shown in the following figure.

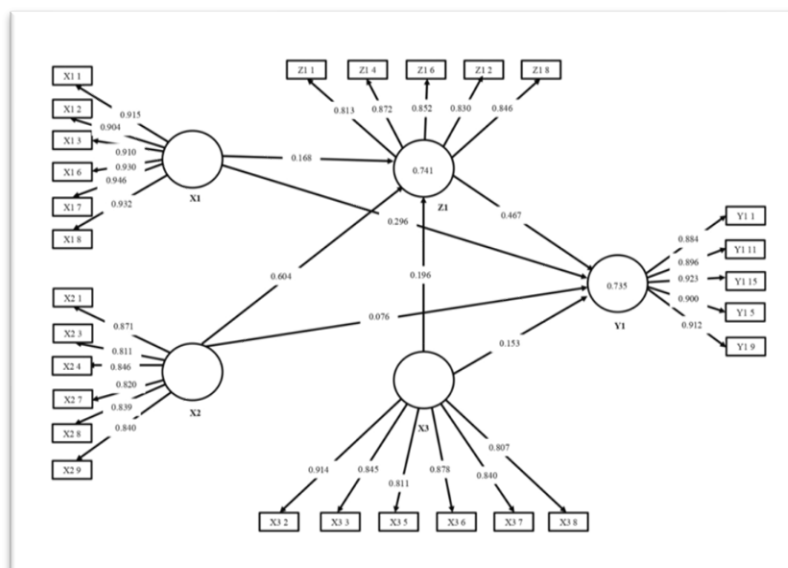


Image: Results of the PLS Algorithm (Outer measurement model)

### Convergent Validity

Convergent validity of the measurement model with reflective indicator models is assessed based on the correlation between item scores or component scores and construct scores calculated using PLS. Reflective measures are considered high if they correlate more than 0.70 with the latent variables to be measured. (Ghozali, 2011)

Tabel 1. Outer Loading

Indicator Variables	Model Results	Test Minimum Value Loading Factor	Description
<b>Digital Literacy (X1)</b>			
X1.1	0.913	0.70	Valid
X1.2	0.904	0.70	Valid
X1.3	0.910	0.70	Valid
X1.4	0.930	0.70	Valid
X1.5	0.946	0.70	Valid
X1.6	0.932	0.70	Valid
<b>Organisational Culture (X2)</b>			
X2.1	0.871	0.70	Valid
X2.2	0.811	0.70	Valid
X2.3	0.846	0.70	Valid
X2.4	0.820	0.70	Valid
X2.5	0.839	0.70	Valid
X2.6	0.840	0.70	Valid
<b>Work environment (X3)</b>			
X3.1	0.914	0.70	Valid
X3.2	0.845	0.70	Valid
X3.3	0.811	0.70	Valid
X3.4	0.878	0.70	Valid
X3.5	0.840	0.70	Valid
X3.6	0.807	0.70	Valid
<b>Employee Performance (Y1)</b>			
Y1.1	0.884	0.70	Valid
Y1.2	0.900	0.70	Valid
Y1.3	0.902	0.70	Valid
Y1.4	0.896	0.70	Valid
Y1.5	0.923	0.70	Valid
<b>Job Satisfaction (Y2)</b>			
Y2.1	0.813	0.70	Valid
Y2.2	0.872	0.70	Valid
Y2.3	0.852	0.70	Valid
Y2.4	0.830	0.70	Valid
Y2.5	0.846	0.70	Valid

Source: Primary data processed, 2025

### Discriminant Validity Test

Uji validitas diskriminan menggunakan cross loading bertujuan untuk memastikan bahwa setiap indikator lebih kuat mencerminkan konstruk yang diukur daripada konstruk lain. Prinsip validitas diskriminan adalah bahwa nilai beban suatu indikator pada konstraknya harus lebih tinggi daripada beban pada konstruk lain. Tujuan uji validitas diskriminan adalah untuk membuktikan bahwa konstruk dalam model unik dan tidak tumpang tindih, sehingga dapat diinterpretasikan dengan jelas. Validitas diskriminan yang baik menunjukkan bahwa konstruksi dalam model benar-benar berbeda satu sama lain. Hasil perhitungan cross-loading disajikan dalam Tabel 2:

Table 2. Cross Loadings Calculation Results

Indicator	Digital literacy (X1)	Organisational culture (X2)	Work environment (X3)	Employee Performance (Y1)	Job satisfaction (Y2)	Description
X1.1	<b>0.915</b>	0.461	0.405	0.634	0.518	Valid
X1.2	<b>0.904</b>	0.395	0.428	0.553	0.463	Valid
X1.3	<b>0.910</b>	0.453	0.418	0.587	0.497	Valid
X1.4	<b>0.930</b>	0.484	0.456	0.645	0.552	Valid
X1.5	<b>0.946</b>	0.512	0.468	0.661	0.576	Valid
X1.6	<b>0.932</b>	0.483	0.456	0.624	0.517	Valid
X2.1	0.460	<b>0.871</b>	0.630	0.614	0.679	Valid
X2.2	0.460	<b>0.811</b>	0.754	0.569	0.638	Valid
X2.3	0.394	<b>0.846</b>	0.510	0.568	0.731	Valid
X2.4	0.467	<b>0.820</b>	0.691	0.752	0.837	Valid
X2.5	0.311	<b>0.839</b>	0.641	0.483	0.633	Valid
X2.6	0.425	<b>0.840</b>	0.499	0.621	0.626	Valid
X3.1	0.400	0.622	<b>0.914</b>	0.488	0.599	Valid
X3.2	0.446	0.761	<b>0.845</b>	0.631	0.700	Valid
X3.3	0.232	0.617	<b>0.811</b>	0.472	0.638	Valid
X3.4	0.439	0.505	<b>0.878</b>	0.555	0.475	Valid
X3.5	0.550	0.683	<b>0.840</b>	0.730	0.650	Valid
X3.6	0.316	0.547	<b>0.807</b>	0.575	0.588	Valid
Y1.1	0.576	0.592	0.567	<b>0.726</b>	0.813	Valid
Y1.2	0.466	0.682	0.508	<b>0.674</b>	0.872	Valid
Indicator	Digital literacy (X1)	Organisational culture (X2)	Work environment (X3)	Employee Performance (Y1)	Job satisfaction (Y2)	Description
Y1.3	0.425	0.712	0.646	<b>0.605</b>	0.852	Valid
Y1.4	0.521	0.789	0.671	<b>0.782</b>	0.830	Valid
Y1.5	0.384	0.726	0.648	<b>0.592</b>	0.846	Valid
Y2.1	0.636	0.666	0.674	0.884	<b>0.760</b>	Valid
Y2.2	0.564	0.721	0.708	0.900	<b>0.775</b>	Valid
Y2.3	0.582	0.647	0.582	0.902	<b>0.748</b>	Valid
Y2.4	0.621	0.575	0.510	0.896	<b>0.667</b>	Valid

Y2.5	0.619	0.661	0.608	0.923	<b>0.678</b>	Valid
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Source: Data processed by Smart PLS 2025

Table 2 shows that each measurement indicator of digital literacy variables (X1.1- X1.6) has a higher correlation with other variables (organisational culture, work environment, employee performance, and job satisfaction). The organisational culture variable (X2.1-X2.6) has a higher correlation with other variables (digital literacy, work environment, employee performance, and job satisfaction). Work environment (X3.1-X3.6) has a higher correlation with other variables (financial literacy, organisational culture, employee performance, and job satisfaction). Employee performance (Y1.1-Y1.6) has a higher correlation with other variables (financial literacy, organisational culture, employee performance, and job satisfaction). Satisfaction (Y2.1- Y2.6) has a higher correlation with other variables (financial literacy, organisational culture, employee performance and work environment). From these results, it can be concluded that there are no problems with discriminant validity. All indicators have a higher correlation coefficient with their respective constructs than the correlation coefficient values of the indicators in the construct blocks in the other columns.

#### Discriminant validity (Fornell-Larcker criterion)

Selanjutnya Validitas diskriminan dihitung menggunakan uji fornell larcker criterion, adalah untuk memastikan bahwa konstrak dalam model memiliki perbedaan yang jelas satu sama lain. Validitas diskriminan dengan Fornell-Larcker Criterion adalah untuk memastikan bahwa konstrak dalam model memiliki perbedaan yang jelas satu sama lain. Metode ini membandingkan akar kuadrat Average Variance Extracted (AVE) setiap konstrak dengan korelasi antar konstrak, dan akar AVE harus lebih besar. Adapun hasil fornell larcker criterion fornell yang diperoleh dalam penelitian ini dapat dilihat pada Tabel 3:

Table 3. Fornell Larcker Criterion

Variable	Digital literacy (X1)	Organisational culture (X2)	Work environment (X3)	Employee Performance (Y1)	Job satisfaction (Y2)
Digital literacy (X1)	0.923				
Organisational culture (X2)	0.506	0.838			
Work environment (X3)	0.476	0.743	0.850		
Employee Performance (Y1)	0.671	0.728	0.688	0.901	
Job satisfaction (Y2)	0.566	0.834	0.724	0.808	0.843

Source: Data processed by SmartPLS 2025

Based on the results of the Fornell-Larcker Criterion analysis in Table 3, it can be concluded that the discriminant validity of the constructs in this research model has been fulfilled. The Average Variance Extracted (AVE) value for each construct is greater than the square of the correlation between that construct and other constructs. For example, the AVE value for the 'digital literacy' construct is 0.923, while the correlations of other variables in the row below it (organisational culture = 0.506, work environment = 0.476, employee performance = 0.671, and satisfaction = 0.566) have lower values. Therefore, it can be concluded that the construct 'digital literacy' has been successfully distinguished from the other variables.

#### Construct reliability

Construct Reliability is used to determine the extent to which the indicators used in a construct can consistently measure a latent construct. Reliability can be assessed using Cronbach's Alpha and Composite Reliability (CR). A construct with a value of 0.70 indicates a good level of reliability, supporting the validity and reliability of the conclusions drawn from the structural model analysis.

Table 4. Construct Reliability Calculation Results

Variable	Cronbach's Alpha	Composite Reliability	Average Varied Extract (AVE)	Description
Digital literacy (X1)	0.965	0.968	0.852	Reliabel
Organisational culture (X2)	0.915	0.921	0.702	Reliabel
Work environment (X3)	0.923	0.927	0.723	Reliabel
Employee Performance (Y1)	0.942	0.943	0.811	Reliabel
Job satisfaction (Y2)	0.898	0.901	0.711	Reliabel

Source: Data processed by SmartPLS 2025

Based on Table 4, it can be explained that (Cronbach's Alpha, Composite Reliability) all constructs have values greater than 0.70, indicating that all constructs are very good and can be trusted in terms of measurement quality in the model.

#### Structural Model Testing (Inner Model)

Structural Model Testing (Inner Model) was conducted to see the relationship between constructs, or in other words, to determine the contribution of exogenous variables to endogenous variables. Model goodness of fit in PLS analysis was conducted using the coefficient of determination (R-Square). The results of the Inner Model calculations, based on the coefficient of determination (R-square) in the table below, are as follows:

**Table 5. R-Square Calculation Results**

Variabel	R-Square	R-Square Adjs
Employee performance (Y1)	0.735	0.731
Satisfaction (Y2)	0.742	0.737

Source: Data processed by SmartPLS 2025

Based on Table 5, the R-Square value for employee performance variables was 0.735. This result indicates that 73.5% is a strong influence (according to Hair et al., 2021). This means that there is a strong effect of the exogenous variables (digital literacy, organisational culture, work environment) on satisfaction, while the remaining 26.5% is influenced by other variables outside the scope of this study.

#### Prediction Relevance (Q-Square) or known as Stone Geisser's

This test was conducted for endogenous constructs with reflective indicators. The Q-square value has the same meaning as the coefficient of determination (R-Square) in regression analysis. Where  $R\text{-Square}_1 = 0.735$ ,  $R\text{-Square}_2 = 0.742$  are the Rsquare of endogenous variables in the equation model. The  $Q^2$  value has a range of  $0 < Q^2 < 1$ , where the closer it is to 1, the better the model (Chin, 1998).

#### Effect size (f square), performed to determine the goodness of the model

Do latent variable predictors have a weak, medium, or strong influence at the structural level? According to Hair et al (2021), f square (0.02) is low, (0.15) is moderate, and (0.35) is high. For more details, we can refer to Table 6 below.

**Table 6. F-square results**

f-square		
Variable	Job satisfaction (Y1)	Employee performance (Y2)
Digital literacy (X1)	0.382	0.221
Organisational culture (X2)	0.358	0.006
Work environment (X3)	0.641	0.359
Employee Performance (Y1)		0.413

Source: SEM PLS Output, 2025

#### Fit Model

The evaluation of model fit in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach shows that the Standardized Root Mean Square Residual (SRMR) value is 0.095, both in the saturated and estimated models. This value slightly exceeds the ideal threshold of 0.08, but is still in the



marginally acceptable fit category. SRMR is an absolute model fit indicator commonly used to assess the suitability between the observed and predicted covariance matrices. According to Hair et al. (2021), an SRMR value below 0.10 is still considered adequate, especially in the context of exploratory or predictive models such as PLS-SEM.

Meanwhile, the Normed Fit Index (NFI) value was recorded at 0.958, indicating excellent model fit. NFI measures the improvement in the estimated model fit compared to the null model (without any relationships between variables), where a value  $\geq 0.90$  is generally considered to indicate high model fit (Henseler et al., 2016). Therefore, although the SRMR is at the upper tolerance limit, the very high NFI value reinforces the conclusion that the model developed in this study has excellent fit and is reliable for further predictive analysis.

Table 7. Fit Model

Fitness Indicators	Saturated Model	Estimated Model	Interpretation
SRMR	0.095	0.095	Marginal Fit
NFI	0.958	0.958	Very good ( $>90$ )

Source: PLS-SEM output

Direct hypothesis testing is used to test whether there is a direct effect of the exogenous variable on the endogenous variable. The testing criteria state that if the T-statistics value is  $\geq$  T-table (1.96) or if the p-value is less than 0.05, then there is a significant effect of the exogenous variable on the endogenous variable. The following table shows the estimation output for the structural model testing.

Table 8. Direct influence between variables

Hypothesis	Variable Relationships	Original sample (O)	T statistics ( $ O/STDEV $ )	P-values	Description
H-1	Digital literacy (X1) $\rightarrow$ Employee satisfaction (Y)	0.296	5.336	0.000	Significant
H-2	Organisational culture (X2) $\rightarrow$ Employee satisfaction (Y)	0.076	0.765	0.222	Not significant
H-3	Work environment (X3) $\rightarrow$ Employee satisfaction (Y)	0.153	2.563	0.005	Significant
H-4	Digital literacy (X1) $\rightarrow$ Employee performance (Z)	0.168	3.440	0.000	Significant
H-5	Organisational culture (X2) $\rightarrow$ Employee performance (Z)	0.604	7.397	0.000	Significant
H-6	Work environment (X3) $\rightarrow$ Employee performance (Z)	0.196	2.563	0.005	Significant
H-7	Employee performance (Z) $\rightarrow$ Employee satisfaction (Y)	0.467	4.014	0.000	Significant

Source: Primary data processed, 2025

### Direct Effect Hypothesis Testing

Direct hypothesis testing is used to test whether there is a direct effect of the exogenous variable on the endogenous variable. The testing criteria state that if the T-statistics value is  $\geq$  T-table (1.96) or if the p-value is less than 0.05, then there is a significant effect of the exogenous variable on the endogenous variable. The following table shows the estimation output for the structural model testing:

Table 9. Direct influence between variables

No.	Variable			Coefficient			Total effect	Description
	Exogenous	Intervening	Endogenous	Direct Effect	Indirect effect	p-value		
H-8	Digital literature (X1)	Job satisfaction (Y1)	Employee performance (Y2)	0.168	0.078	0.036	0.246	Significant
H-9	Organisational culture (X2)	Job satisfaction (Y1)	Employee performance (Y2)	0.604	0.282	0.027	0.886	Significant
H-10	Work environment (X3)	Job satisfaction (Y1)	Employee performance (Y2)	0.153	0.091	0.040	0.244	Significant

Source: Secondary data processed, 2025

## DISCUSSION

This discussion will answer the research questions posed in Chapter I. Based on the significance test results, the hypotheses proposed in Chapter III will be discussed, whether they are accepted (supported by facts) or rejected, accompanied by an explanation of their empirical and theoretical meanings.

The results of the study indicate that digital literacy has a significant impact on employee job satisfaction. This shows that improving employees' capacity to access, understand, and utilise digital technology is positively correlated with an increase in their job satisfaction levels. Digital literacy empowers employees to perform their tasks with greater efficiency, boosts their confidence, and expands their access to relevant information and work-related resources. These findings are consistent with the results of a study conducted by Park and Kim (2020), which showed that improved digital literacy can directly increase job satisfaction by facilitating increased productivity and easing adaptation to digital systems in the workplace. Organisational culture has a profound impact on employee job satisfaction, as the values, norms, and practices embedded within an organisation directly shape individuals' perceptions, attitudes, and behaviours in the professional environment. An affirmative organisational culture, characterised by a collaborative workplace, transparent communication, recognition of achievements, and nurturing leadership, can increase employees' overall sense of belonging, engagement, and job satisfaction. This study is consistent with the findings of Khan et al. (2020), which indicate that a strong organisational culture has the capacity to foster a harmonious work environment, increase intrinsic motivation, and reduce stress and conflict levels in the workplace, thereby directly contributing to increased job satisfaction. This statement is further supported by Schein's (2010) organisational culture theory, which explains that organisational culture is a collective value system that influences employee behaviour and gives meaning to their work. As a result, a developed organisational culture acts as an important foundation for fostering long-lasting job satisfaction. The most important indicator in the realm of organisational culture variables is exemplified by the statement, 'My leadership encourages employees to increase creativity so that work can be completed quickly and safely,' which underlines the significant influence of leadership in fostering an innovative and supportive organisational culture. Leadership commitment to fostering creativity symbolises the principles of an adaptive and progressive organisational culture, where innovation is considered an important component of operational processes.

A conducive work environment has a significant influence on employee job satisfaction because physical and psychosocial conditions in the workplace play an important role in shaping comfort, motivation, and work enthusiasm. Factors such as lighting, ventilation, cleanliness, space, and relationships between employees and support from superiors are key components that determine employees' perceptions of their work environment. The main indicator among the variables related to the work environment is encapsulated in the statement, 'The temperature in my workspace, lighting, and colour scheme in the room do not significantly hinder my work,' which underlines the critical significance of the quality of the physical environment on personnel comfort and productivity. A work environment designed with ergonomic and aesthetic considerations, including adequate lighting, comfortable temperature, and

harmonious colour schemes, can significantly enhance concentration, reduce stress, and foster a more conducive atmosphere for work. A conducive work environment has a significant influence on employee job satisfaction because both physical and psychosocial conditions at the workplace play a crucial role in shaping comfort, motivation, and work enthusiasm. Factors such as lighting, ventilation, cleanliness, space, and relationships between employees and support from superiors are the main components that determine employees' perceptions of their work environment. The primary indicator among variables related to the work environment is encapsulated in the statement, 'The temperature in my workspace, lighting, and colour scheme in the room do not significantly hinder my work,' highlighting the critical significance of physical environment quality on personnel comfort and productivity. A work environment designed with ergonomic and aesthetic considerations, including adequate lighting, comfortable temperature, and harmonious colour schemes, can significantly enhance concentration, reduce stress, and foster a more conducive atmosphere for work.

The results of the study indicate that digital literacy has a significant influence on employee job satisfaction. This shows that improving employees' capacity to access, understand, and utilise digital technology is positively correlated with an increase in their job satisfaction levels. Digital literacy empowers employees to perform their tasks with greater efficiency, boosts their confidence, and expands their access to relevant information and work-related resources. These findings are consistent with the results of a study conducted by Park and Kim (2020), which showed that increased digital literacy can directly improve job satisfaction by facilitating increased productivity and easing adaptation to digital systems in the workplace. The work environment has a significant impact on employee performance because the physical, social, and psychological conditions of the workplace directly affect individual comfort, focus, and work motivation.

A clean, safe, ergonomic environment, accompanied by healthy interpersonal relationships and strong managerial support, creates a work atmosphere that supports employee productivity and efficiency. Employee job satisfaction significantly affects employee performance because individuals who are satisfied with their jobs tend to show high commitment, optimal productivity, and loyalty to the organisation.

Satisfied employees are usually more motivated to deliver the best results, work with high efficiency, and contribute positively to the work team. This study aligns with the findings of Judge et al. (2001), which showed a strong positive correlation between job satisfaction and individual performance, indicating that workplace satisfaction has a direct impact on improved work outcomes.

Based on the results of this study, it shows that the influence of digital literacy on employee performance is a direct effect with a magnitude of 0.168, to test the indirect influence of digital literacy on employee satisfaction (Y) through employee performance using (Specific indirect effect) facilities in SEM PLS 4. The test yielded a value of 0.078, with a significance level of  $0.006 < 0.050$ , indicating that digital literacy has a positive and significant effect on job satisfaction (Y2) through employee performance.

This indicates that the employee performance variable is able to mediate digital literacy on employee satisfaction (Y) with a total effect value of 0.246 ( $0.168 + 0.078$ ). (indirect effect) is significant. Digital literacy contributes positively to employee satisfaction through employee performance

Based on the results of this study, it shows that the influence of the work environment on employee performance has a direct effect with a value of 0.604. To test the indirect influence of organisational culture on employee satisfaction (Y) through employee performance, we used (Specific indirect effect) facilities in SEM PLS 4. The test yielded a value of 0.282, with a significance level of  $0.000 < 0.050$ , indicating that organisational culture has a positive and significant effect on job satisfaction (Y) through employee performance. This indicates that employee performance is capable of mediating organisational culture on employee satisfaction (Y) with a total effect value of 0.886 ( $0.604 + 0.282$ ). (indirect effect) is significant. Organisational culture contributes positively to employee satisfaction through employee performance.

This study confirms the crucial role of employee performance as a mediating variable that significantly bridges the influence of organisational culture on employee satisfaction. These results provide deep insights that positive organisational culture does not directly influence employee satisfaction but rather through the process of improving their performance. This finding goes beyond the direct relationship often discussed in the literature and offers a more comprehensive understanding of the psychological and organisational dynamics in the workplace.

Organisational culture, according to Schein (2017), is a set of shared values, beliefs, and norms that consistently influence how employees The Influence of Work Environment on Job Satisfaction through

**Employee Performance** Based on the results of this study, it shows that the influence of work environment on employee performance has a direct effect with a magnitude of 0.196. to test the indirect influence of digital literacy on employee satisfaction (Y) through employee performance using (Specific indirect effect) facilities in SEM PLS 4. The test obtained a value of 0.091, with a significance level of  $0.030 < 0.050$ , This means that the work environment has a positive and significant influence on job satisfaction (Y) through employee performance. This indicates that the employee job satisfaction variable is able to mediate digital literacy on employee performance (Y2) with a total effect value of 0.244 ( $0.153 + 0.091$ ). (indirect effect) is significant. The work environment contributes positively to employee performance through job satisfaction. The work environment has a significant influence on employee performance through the mechanism of job satisfaction, as conducive conditions—both physically and psychosocially—create a sense of comfort, security, and recognition of employees' value, thereby fostering job satisfaction.

## CONCLUSION

The results of this study indicate that digital literacy exerts a positive and significant influence on employee performance through the enhancement of job satisfaction. Competence in utilizing applications such as WhatsApp, Instagram, and other digital platforms increases employees' efficiency and self-confidence, enabling them to access and utilize work-related information effectively. Thus, digital literacy not only accelerates performance but also serves as a catalyst for job satisfaction, which directly impacts employee productivity. Organizational culture, however, does not demonstrate a significant effect on employee performance. While organizational culture is theoretically important, in the context of this study its impact is not directly perceived by employees. This may be due to a mismatch between the type of culture implemented and the actual needs of the organization, as explained in the Competing Values Framework by Cameron and Quinn (2006).

A supportive work environment—including physical aspects such as lighting, ventilation, cleanliness, temperature, and aesthetics, as well as psychosocial aspects such as supervisor support and coworker collaboration—was found to significantly influence employee job satisfaction. These favorable conditions not only improve productivity but also foster a sense of safety, appreciation, and emotional well-being among employees. It can be concluded that digital literacy significantly affects employee performance by enhancing job satisfaction, task efficiency, and adaptability to technological changes. Employees with digital competence, particularly those skilled in using mainstream applications and communication platforms, tend to be more confident and productive. This finding aligns with the work of Park and Kim (2020) and Herzberg's Two-Factor Theory, both of which emphasize digitalization as a key motivational factor in the modern workplace. Nevertheless, despite technical proficiency, weaknesses in critical thinking toward digital information remain a challenge, as highlighted by List et al. (2021). Therefore, efforts to improve digital literacy should not only focus on operational skills but also strengthen critical evaluation of information to support accurate and ethical decision-making in the workplace.

The research further suggests that the influence of organizational culture on employee performance is not always significant, even though such culture generally creates a positive work environment. The ineffectiveness may stem from the culture being more symbolic than functional, lack of value internalization among employees, or misalignment with organizational strategies, structure, and individual motivation. In this context, the effectiveness of organizational culture greatly depends on the alignment of cultural values with job characteristics, leadership, and external environmental demands, as described in the Competing Values Framework and Contingency Theory. Without this alignment, organizational culture is unlikely to deliver tangible benefits to employee performance.

The study also demonstrates that a conducive work environment has a significant influence on employee performance, as physical, social, and psychological aspects of the workplace directly affect comfort, focus, and motivation. A clean, safe, and ergonomic environment, complemented by positive interpersonal relationships and management's concern for employee well-being, increases productivity and encourages proactive attitudes. These findings are consistent with Haynes (2008) and Elton Mayo's Human Relations Theory, both of which stress the importance of work conditions and employee welfare. Thus, strategic management of the work environment is key to creating a supportive atmosphere that enhances overall human resource performance.

Job satisfaction was found to be a major determinant of employee performance. Employees who are satisfied with their jobs tend to show higher motivation, productivity, and commitment, as supported by Judge et al. (2001) and the Job Characteristics Model by Hackman and Oldham. Alignment between

educational background and job duties is a critical factor in boosting confidence and enthusiasm, while discrepancies or lack of recognition and fairness in workload distribution can decrease motivation and work quality. The Affective Events Theory also reinforces that negative emotions arising from job dissatisfaction can significantly influence work behaviors. Therefore, sustainable improvement of employee performance requires organizations to foster a work environment that supports job satisfaction through empowerment, fair recognition, and clear role definitions.

The findings underscore that digital literacy significantly enhances employee performance through the ability to access, evaluate, and utilize information technology effectively. Digitally proficient employees can work faster, more accurately, and adaptively, as well as collaborate better through various software, communication platforms, and information systems, thus supporting decision-making and overall productivity.

Additionally, organizational culture exerts a positive and significant influence on job satisfaction through employee performance as a mediating variable. Although organizational culture does not directly improve job satisfaction, a positive culture creates an environment that enhances performance, which in turn becomes the main source of employee satisfaction. This supports theoretical frameworks such as the Resource-Based View—which identifies culture as an intangible asset driving competitive advantage—and classic motivation theories like Maslow, Herzberg, and Self-Determination Theory, which emphasize that performance achievements contribute to psychological satisfaction, recognition, and fulfillment. With a total effect of 0.886 and a strong significance value, this research highlights the crucial mediating role of employee performance in linking organizational culture and job satisfaction.

Finally, the study concludes that the work environment has a positive and significant impact on job satisfaction through employee performance, with an indirect effect value of 0.091 and a significance level of 0.030 ( $<0.050$ ), resulting in a total effect of 0.244. These results indicate that employee performance serves as an effective mediator in the relationship between work environment and job satisfaction, where a supportive environment—both physically (lighting, ventilation) and psychosocially (interpersonal relationships)—creates a sense of comfort, security, and appreciation among employees. This is in line with Herzberg's Two-Factor Theory (1966), which highlights the importance of working conditions as hygiene factors that can reduce dissatisfaction and foster intrinsic motivation. Therefore, effective management of the work environment not only increases job satisfaction but also makes a significant contribution to the overall improvement of employee performance.

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