

The Work Environment and Information Technology on the Performance of Outsourcing Personnel through Motivation

Akmal, Baharuddin Baharuddin, Akhmad Syarifuddin, A. Aminullah and Muhammad Yunus

Sekolah Tinggi Ilmu Ekonomi Amkop Makassar, Indonesia
sayeedakhmad@gmail.com, burhanuddin@gmail.com, akhmadsyarifuddin@gmail.com,
aminullah@gmail.com, yunus@gmail.com

Jumida Maming

Universitas Hasanuddin, Makassar, Indonesia
jumidamaming@gmail.com

Emmi Azis

Universitas Muhammadiyah Bone, Makassar, Indonesia
emmiazis@gmail.com

Abstract

The purpose of the study is to explain 1) the influence of the work environment on motivation; 2) knowing and analyzing the influence of information technology on motivation; 3) knowing and analyzing the influence of motivation on performance; 4) knowing and analyzing the influence of the work environment on performance; 5) knowing and analyzing the influence of information technology on performance; 6) knowing and analyzing the influence of the work environment on performance through motivation, knowing and analyzing the influence of information technology on performance through motivation. The research was designed in the form of an online quantitative research survey. The population in this study is 150 total performance of Outsourcing Power PT. Personnel Outsourcing (Persada) Makassar. A simple random sampling technique does sampling. The questionnaire was circulated using a google form and complete the return questionnaire for a month. Using Path Analysis (path analysis), data analysis is processed using SPSS software. The results showed (1) The work environment has a positive effect on motivation, (2) Information technology has a positive and very significant effect on motivation, (3) Motivation has a positive and significant effect on performance, (4) The work environment has a positive and insignificant effect on performance, (5) Information technology has a positive and very significant effect on performance, (6) The work environment has a positive effect on performance, (6) The work environment has a positive effect on performance insignificant to performance through motivation as an intermediate variable, (7) Information technology has a positive and very significant effect on performance through motivation as an intermediate variable. Improve performance through motivation; information technology has a positive and significant influence on performance improvement through motivation.

Keywords

Work environment, Information Technology, Motivation, Performance

1. Introduction

An agency is considered successful if the agency's performance has employees or employees who have high competence. Good performance will directly impact the progress of the company or agency and vice versa. Good performance is supported by a good work environment to mobilize these human resources. Organizations certainly want high productivity from their employees because, with high performance, their goals will be easier to achieve. Organizational management always craves a situation in which its employees have high performance (Ansar et al., 2019) "explained if it consists of 6 indicators of performance, namely: quality of work, productivity, knowledge of work, competence, availability, and freedom".

Information Technology According (Awaluddin et al., 2019), one type of technology Information technology refers to a variety of processes that serve as a means of collecting data or information and storing, manipulating, and disseminating information. In the globalization period, information technology is seeing rapid growth, accompanied by the development of new technologies and the expansion of existing ones. With the advancement of information technology, human activities may be more efficient and effective, yielding maximum results.

According to (Sahabuddin et al., 2019), "There are several elements of performance found in employees, among others: quantity of results, quality of results, timeliness of results, attendance, ability to cooperate (Ms et al., 2021; Prakoso et al., 2021; Sadapotto et al., 2021; Tamsah et al., 2021; Yusriadi et al., 2019, 2020).

When employees' needs are met, the creation of motivation in employees can encourage them to have work enthusiasm and be motivated in carrying out their duties and obligations. The fulfillment of the need will result in satisfaction with what is obtained in the organization (Misnawati et al., 2021).

2. Literature Review

The work environment referred to in this study is where employees carry out all their activities at work. The work environment will positively and negatively impact employees to achieve the results of work set in the company. The success of a company PT Makassar Outsourcing Personnel in achieving their goals, this is because the environment can also affect employees in the implementation of a job, especially the work environment that is psychological. as for indicators that can be used as a reference, according to (Nellyanti et al., 2021) quoted by (Zamad et al., 2021) revealed: "Lighting, Air temperature, noise, Use of Color, Space needed, Job security, employee relations." The information technology referred to in this study is the technology used by employees to facilitate all their work activities with an application system in processing and processing company data using electronic media, especially computers, to make the work process more effective and efficient (Sabrang et al., 2021) states that there are two categories in information technology: "usefulness and effectiveness."

According to (Ansar et al., 2019), information technology understands that technology combines computing (computers) with a high communication line system that carries data, voice, and video. Meanwhile, according to (Awaluddin A et al., 2019), defining Information Technology is one of the tools managers use to cope with changes. Meanwhile, according to (Sahabuddin et al., 2019), "the amount of funds invested and the possibility of risks in the use of information technology, especially in developing information systems within an organization, causes information system developers to need to understand factors." According to (Yusriadi et al., 2019) explains: "Motive is a stimulant of desire or desire and is the driving force of one's willingness to work, and every motive has a goal that wants to be achieved." Berelson, Bernard A motivation is an inner condition that energizes, activates, or propels people and directs or channels their behavior toward certain goals. (a motive is a drive from within to move or move and directly or towards the final goal)

According to (Yusriadi et al., 2020), motivation encourages a series in human behavior in achieving a goal. Ms et al. (2021) explained that motivation is "a factor that encourages a person in doing certain activities; therefore, motivation is often interpreted as a driving factor of one's behavior. According to Sadapotto et al. (2021), performance in quality and quantity are achieved by an employee in carrying out his duties by the responsibilities given to him.

3. Methods

3.1 Sample Criteria

The sample in this study was as many as 150 people who were employees at PT. Power Transfer. Respondents with bachelor's degree education level as many as 18 people (12.00%), and master's as many as one person (0.7%). The respondents were 140 men (35.56%) and 261 women (64.44%). Furthermore, the age of respondents in the range of 1) 21 - 30 years, as many as 53 people (35.3%); 2) the range 31 - 40 years, as many as 70 people (46.7%); and 3) the range 41 - 50 years as many as 23 people (15.3%).

3.2 Measurement

According to (Prakoso et al., 2021), the research design used in this study is quantitatively distractable. Quantitative research method research is a type of research that, on the surface, uses deductive-inductive descriptors. This approach departs from the theoretical framework, ideas from experts, or researchers' understanding based on their experiences, which are proposed to obtain justification (verification) or assessment in the form of empirical support in the field.

Quantitative research methods solve research problems using numerical data and statistical software. A thorough understanding of each concept is required to provide accurate information about the scope and type of research, population and sample size, research instruments, data collection techniques, and data analysis in each research proposal (Tamsah et al., 2021).

Persada Outsourcing Makassar uses a saturated sample. That is, the entire population is sampled. The population is employees at PT. Each incoming questionnaire is given a respondent number if all the statements in the questionnaire are filled out completely. Thus, only the completed questionnaires will be included in the data analysis until it is determined that the time limit is too much for one month, which is as many as 150 employees.

The measurement of variables in this study uses the value of the Likert range of 1 to 5. The criteria's number 1 (one) indicates strongly disagree, and a scale of 5 (five) shows strongly agree in questions and statements in questionnaires. An operational understanding of each variable is developed in this study. Besides that, the measurements carried out by the Likert scale indicators in this research are divided into independent, intervening, and dependent variables. Work Environment Variables intended in this study are the environment in which employees do all their activities at work. The work environment will have a positive and negative impact on employees to achieve the results of work that has been determined in the company. The work environment is an important thing to be carried out by the company's management because the work environment is one of the determinants of the success of a company PT Makassar Outsourcing Personnel in achieving its goals. This is because the environment can also affect employees in implementing a job, especially the psychological work environment. As for the indicators that can be used as a reference, Misnawati et al. (2021) quoted (Nellyanti et al., 2021) revealed: Information Technology As for information technology referred to in this research is the technology used by employees in this study. In facilitating all work activities with an application system in processing and processing company data using electronic media, especially computers, the work process becomes more effective and efficient. including: making workers easier, useful, increase productivity. "Effectiveness includes heightening effectiveness, developing job performance." Intervening Variable: Motivation (Y1).

Table1. Measurement of variables

Variable/ Dimension	Indicator	Item
Work Environment (X1)	Temperature	The air temperature in my workroom is cold
	Lighting	The lighting in my workroom is good because it is dictated with bright lights and the help of sunlight
	Working Relationship	I interact with all employees.
Information Technology (X2)	Time Effectiveness	Timeliness of completion of work become a mainstay so that computer technology is expected to meet the
	Efficiency	Information technology used can help in communicating information to other people or other locations
	Accuracy	Utilization of information technology
Motivation (Y1)	Initiative	I have the initiative to improve poor work results
	Accuracy	I always work well carefully, both at the beginning of work and the working hours are over.
	Appreciation	Rewards given to outstanding employees will motivate the work employees.
Performance (Y2)	Quality	I do tasks according to procedures and by organizational standards.
	Quantity	I was able to achieve the work targets set by the organization
	Timeliness	I completed the task according to the predetermined time/on time

Measurement of the variables and dimensions and indicators of the whole variable cell in this study can be seen in Table 1. The table also shows the main references used as the basis for determining the indicators for each of these variables, which become the basis for making the spread questionnaire.

4. Results

In this study, in testing whether a questionnaire uses the validity test to test the validity of research data using SPSS using Pearson correlation. The results obtained show that the entire item on each variable is declared valid where the r-count value > r-table. Then by conducting a rehabilitation test to determine whether a questionnaire is reliable, conducting a rehabilitation test of the test results that are contested to show that the entire item on each variable is reliable or real.

The results of the SPSS-Amos test are carried out after ensuring that all indicators can be used for the next process. The results show that all direct relationships built in the model have positive and significant values (sig. > 0.05).

In the test of the resulting hypothesis, namely: work environment and information technology have a positive and insignificant effect on motivation; work motivation has a positive effect on performance, the work environment has a positive effect and is not significant to performance, the environment

To see the indirect influence can be seen in the image below in Figure 1:

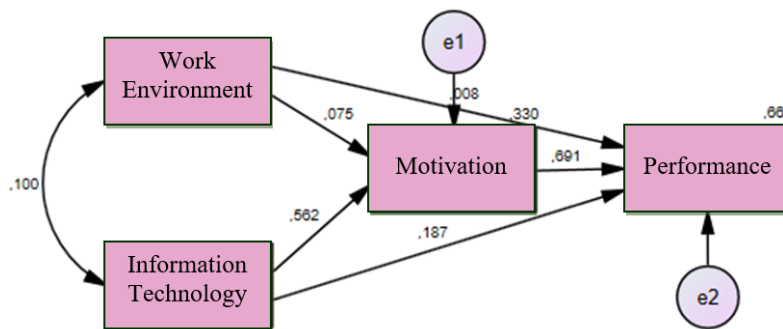


Figure 1. Direct and Indirect Effect Analysis

This study used validity and rehabilitation testing to measure the overall questionnaire items distributed through questionnaires by using google form the entire items and then Analyses to find out or measure each variable's contribution (Figure 1).

Table2 Validity Test

No.	Variable	R-count	R-table	Information
1	Work Environment	0,61	0,159	Valid
2	Information Technology	0,79	0,159	Valid
3	Motivation	0,788	0,159	Valid
4	Performance	0,801	0,159	Valid

From the Table 2 above, it can be seen in the validity test that in the absenteeism variable, the value of r-count > r-table. So it can be declared valid, the information technology variable shows that the r-count value is greater than r-table can be declared valid. The performance variable with the results obtained r-count is greater than the r-table to be declared valid. In contrast, the motivation variable produces the value of r-count is greater than the r-table so that it is concluded that all variable items are valid.

Table33. Rehabilitation Test

Variable	N of Items	Cronbach's Alpha	Condition	Information
Work Environment (X1)	12	,682	,600	Reliable
Information Technology (X2)	10	,862	,600	Reliable
Motivation (Y1)	12	,905	,600	Reliable
Performance (Y2)	11	,915	,600	Reliable

Table 3 is a design of the results of reliability statistics testing that displays the four variables, namely the first working environment variable with N of items 12, the Cronbach alpha value of 0.682 above 0.60 so that the variable is concluded reliably. The second is the information technology variable within 10 items with a Cronbach alpha value of 0.862 above 0.60. Information technology variables have qualified to be called reliable. The third is a motivational variable with N of items 12 with a Cronbach alpha value of 0.905 above 0.60. This condition is qualified to be called reliable. The fourth is a performance variable with N of Items 11 with an alpha Cronbach's value obtained of 0.915 above 0.60, so it can be said that the performance variable can be reliably attached.

Table 4. Model Hypothesis Testing 1

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,321	6,705		2,285	,024
	Work Environment	,121	,109	,075	1,111	,268
	Information Technology	,742	,090	,562	8,281	,000

a. Dependent Variable: Motivation

The explanation of the results in the Table 4 is:

- 1) The working environment variable (X1) in the standardized coefficient (Beta) column has a positive number of 0.075, and in the sig calculated column, several 0.268 is obtained. Sig calculates $0.268 > 0.05$. The results explain that the work environment variable (X1) has an insignificant effect on motivation (Y1).
- 2) Information technology variables (X2) in the standardized coefficient column obtained a positive number of 0.562 with a value of Sig.= 0.000 smaller than 0.05, so it can be concluded that the information technology variable (X2) to motivation (Y1) has a very significant effect at the level of 0.000 below 0.01. The magnitude of the error value in model 1 (structure 1) is SQRT (1-0.33), then e1 is 0.818.

Based on the above interpretation, the analysis path equation substructure 1 (model 1) is as follows:

$$Y=0.562X1+0,330X2+e1$$

Table45. Model Hypothesis Testing 2

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,612	4,584		,570	,570
	Work Environment	,012	,074	,008	,168	,867
	Information Technology	,233	,073	,187	3,198	,002
	Motivation	,652	,055	,691	11,769	,000

a. Dependent Variable: Performance

Based on Table 5, the calculation of the Coefficient of model path two can be seen in the coefficient table and summary with the following interpretation:

- 1) The standardized Coefficient (Beta) column shows working environment variables with path coefficients with a positive value of 0.008 with sig. = 0.867. By looking at the calculated sig value of 0.867 greater than 0.05, it can be concluded that the working environment variable (X1) has an insignificant effect on the performance variable (Y2).
- 2) Information technology variables with path coefficients can be seen in the standardized Coefficient (Beta) column with a positive value of 0.187 with sig. Calculate = 0.02 smaller than 0.05, so it can be said that the information technology variable (X2) has a significant effect on performance variables.
- 3) The motivation variable with the path coefficient can be seen in the standardized Coefficient (Beta) column with a positive value of 0.691 with sig. Calculate = 0.000 smaller than 0.05, so it can be said that the information technology variable (X2) has a significant effect on performance variables.
- 4) The magnitude of R2 or R Square in the Summary model is 0.662, indicating that the contribution or contribution of X1 and X2 influence Y2 is 66.2%, and the remaining 0.378 or 37.8% is a contribution of other variables that were not included in the study.
The error value (e2) obtained is SQRT (1-0.662) of 0.581,

4.1 Calculating Direct Influence

The above equation is the magnitude of the direct influence of each free variable on the bound variable; the same can be seen in the summary in the Standardized Regression Weights Table 6 as follows:

Table 6. Standardized Regression Weights

			Estimate
Y1	←-	X1	,075
Y1	←-	X2	,562
Y2	←-	Y1	,691
Y2	←-	X1	,008
Y2	←-	X2	,187

Based on the standardized Regression Weights table, the estimate of the direct influence of free variables (Exogen) on bound variables (Endogenous) is as follows:

- 1) The direct effect of variable X1 --->Y1 of 0.075 (positive)
- 2) The direct effect of variable X2 ---->Y1 of 0.562 (positive)
- 3) The direct effect of variable Y1---->Y2 of 0.691 (positive)
- 4) The direct effect of variable X1---->Y2 of 0.008 (positive)
- 5) The direct effect of variable X2 ---->Y2 of 0.187 (positive)

4.2 Calculating Indirect Effects

Table5. Standardized Indirect Effects

	X2	X1	Y1
Y1	,000	,000	,000
Y2	,389	,052	,000

Based on the Table 7 can be calculated how much indirect influence of each variable through motivation is as follows: The indirect influence of work environment variables (X1) on Performance (Y2) through motivation (Y1) amounted to 0.052. The indirect influence of information technology variables (X2) on performance (Y1) through motivation (Y2) amounted to 0.359.

4.3 Sobel Test

Sobel Test calculation determines the indirect influence of free variables (Exogenous) on bound variables (Y) through intervening variables. As a basis in the Sobel test, indirect impact requires path coefficient data from the unstandardized coefficient table, as can be seen in the following Table 8:

Table 6. Unstandardized Coefficient

Direct Effect	(Unstandardized Coefficient)	S.E.
Work Environment to Motivation	0,121	0,108
Information Technology to Motivation	0,742	0,089
Motivation to Performance	0,652	0,055
Work Environment to Performance	0,012	0,073
Information Technology to Performance	0,233	0,072

Furthermore, calculating the indirect influence of the path coefficient table (unstandardized Coefficient) with the results obtained can be seen in the AMOS output Table 9 as follows:

Table 9. Indirect Effects

	X2	X1	Y1
Y1	,000	,000	,000
Y2	,484	,079	,000

Source: AMOS Output

Based on Table 8 and Table 9 and Table 10, the following is made Sobel test using Calculation for The Sobel Test with the following formula: $z\text{-value} = a*b/\text{SQRT}(b^2*sa^2 + a^2*sb^2)$

Table710. Sobel Test

Indirect Effect		Z Sobel	Information
Work Environment ---> Motivation ---> Performance	0,079	1,115	Z Sobel<+/-1,96 (Not significant/not mediator)
Information Technology ---> Motivation ---> Performance	0,484	6,412	Z Sobel>+/-1,96 (Not significant/not mediator)

Source: Calculation for The Sobel (<http://quantpsy.org>)

5. Discussion

In the section discussing the results of hypothesis testing, namely 1) The influence of the work environment (X1) on motivation, 2) the influence of Information Technology (X2) on motivation, 3) The influence of motivation on performance, 4) The influence of the work environment on performance, 5) The influence of information technology on performance, 6) The influence of the work environment on performance through motivation, 7) The influence of information technology on performance through motivation. Discussion of the results of the study are as follows:

5.1 The Effect of the Work Environment (X1) on Motivation (Y1)

Based on the results of regression tests in the Coefficients table in the Standard Coefficients (Beta) column, the Coefficient of regression of the working environment variable to motivation was obtained of 0.109 with a value of Sig 0.268. The regression coefficient column of 0.109 was tested positively and during sig. Calculate $0.269 > 0.05$ (greater than the degree of error 0.05). The result is declared insignificant. After the data is analyzed, it can be concluded that, directly, work environment variables have a positive but insignificant effect on motivational variables. The proposed hypothesis (H1) is rejected, or H0 is accepted based on the analysis. The meaning of positive and insignificant influences can be explained by the increase or decrease of work environment variables affecting employee motivation. Still, the perceived influence or implications do not have a meaningful impact felt by outsourcers on PT Makassar Outsourcing Personnel. The test results align with previous research conducted by (Zamad et al., 2021). At the same time, the results of previous studies that are not in line with this study are (Jufri et al., 2021; Sabrang et al., 2021), which concluded the influence of the work environment on motivation.

5.2 The Effect of Information Technology (X2) on Motivation (Y1)

Based on the results of regression tests in the Coefficients table in the Standard Coefficients (Beta) column, the Coefficient of regression of the working environment variable to motivation was obtained of 0.109 with a value of Sig 0.268. The regression coefficient column of 0.109 was tested positively and during sig. Calculate $0.269 > 0.05$ (greater than the degree of error 0.05). The result is declared insignificant. After the data is analyzed, it can be concluded that, directly, work environment variables have a positive but insignificant effect on motivational variables. The proposed hypothesis (H1) is rejected, or H0 is accepted based on the analysis. The meaning of positive and insignificant influences can be explained by the increase or decrease of work environment variables affecting employee motivation. Still, the perceived influence or implications do not have a meaningful impact felt by outsourcers on PT Makassar Outsourcing Personnel. The test results align with previous research conducted by (Triono et al., 2021), which concluded that the work environment has a positive and insignificant effect on motivation. At the same time, the results of previous studies that are not in line with this study are (Aci et al., 2021; Sukri et al., 2021), which concluded the influence of the work environment on motivation.

5.2 Effect of Motivation (Y2) on Performance (Y2)

The coefficients table in the standardized Coefficients Beta) column obtained the number 0.187 and in the Sig column. $0,000 < 0.05$. The Beta value column shows the number 0.187, marked positive, which means motivation positively affects performance, while in the sig column. It produces a value of 0.000, smaller than 0.05, which means significant motivation towards performance. The results conclude that the motivation variable has a positive (+) significant effect on performance. The test results showed that the proposed hypothesis (H1) was accepted, and Ho was rejected. The meaning of positive and significant influence is explained that if the motivation variable increases, it will have a very significant (very meaningful) effect on employee performance and vice versa. If employee motivation decreases, a very significant effect on the decline in the performance of outsourcing personnel. "The motivation factor is an important thing to be used in improving the performance of employees or employees. Things that become an obstacle to motivation are less able to encourage employees. The work atmosphere is usually less comfortable due to the unavailability of good facilities and infrastructure to reduce employee work interest."

According to Zam et al. (2021) revealed that "high motivation in work will produce a high performance as well, employees who enjoy their work will try to complete the task as well as possible. The results of this study are in line with the study conducted by (Mulyana et al., 2021) obtained the results of research that work motivation positively influences performance.

5.3 Effect of the Work Environment (X1) on Performance (Y2)

The Coefficient's table is in the standardized Coefficient's (Beta) column of 0.008 and the Sig column. $0.867 > 0.05$. The results provide information at a confidence level of 95% or an error of 0.05 or 5%. From the results obtained in the Beta 0.008 column marked positively, it can be stated that the work environment has a positive effect on performance, but from the acquisition of sig values. Calculate that 0.867 is greater than the probability of 0.05. It can be stated that the work environment has an insignificant effect on employee performance which means that the work environment has a positive effect (+) and is insignificant to performance, and H1 is rejected, and Ho is accepted. It can be explained that the influence on a good work environment (increased) has no significant effect or does not affect the significant increase in employee performance. Conversely, the decline in the value of the work environment has no significant (real) effect on the decline in the performance of outsourcing personnel. The results of previous research conducted by (Reynilda et al., 2021) with the results of research obtained stated that the work environment has a positive impact on employee performance.

5.4 Effect of Information Technology (X2) on Performance (Y2)

Based on the regression test results in the standardized coefficients (Beta) column obtained a value of 0.187 (+), which can be interpreted that information technology has a positive effect on performance in PT Makassar Outsourcing Personnel and in the Sig, column obtained a figure of 0.02 which means that information technology significantly affects employee performance. Beta values of 0.187 and sig calculated at $0.02 < 0.05$, the results can be concluded that H1 was accepted, Ho was rejected, or information technology had a positive (+) and significant effect on performance. It can be explained that a better or increased value of information technology will have a significant (real) effect on improving employee performance or decreasing the value of information technology resulting in a decrease in the value of employee performance.

According to (Kuka et al., 2021) state that information technology is "a separating tool that helps you in working with information and helps you perform tasks related to information processing." It means that information technology combines computer technology and information technology". The study results align with previous research conducted by (Fatmawati et al., 2021). The research title is the Influence of the Use of Information Technology on Employee Performance. The results showed that information technology positively and significantly affected employee performance partially and simultaneously on employee performance.

5.5 Effects of the Work Environment (X1) on Performance (Y2) Through Motivation (Y1)

Based on the results of the Sobel test, it was obtained that the indirect influence of work environment variables on performance through motivation as intervening variables (between) 0.079 (+) and Z Sobel of 1.115. Sobel's Z value obtained is $1.115 < 1.96$, so it can be concluded that the variable or predictor of motivation is not a mediation variable, the proposed hypothesis (H1) is rejected, and Ho is accepted. It can be further explained that the motivation variable as an intervening variable has not been able to influence the work environment variables on the performance variables significantly. These results are in line with previous research conducted by (Fauzi et al., 2021).

5.6 The Effect of Information Technology (X2) on Performance (Y2) Through Motivation (Y1)

In the summary table of the Sobel test, an indirect influence number of 0.484 and Z Sobel of $6.412 > 1.96$ was obtained so that it can be concluded that the hypothesis (H1) was accepted and H0 was rejected, namely, information technology indirectly affects performance through motivation positively and significantly. The study results indicate that the motivational variable is a mediating variable. It can be explained that information technology through motivation has a positive influence or a very significant influence. It means that if information technology through motivation increases, it will linearly affect Employee performance improvements. Information technology is a connected network, the thing that is very important for information technology is data. Data that has been processed into information. An IT in human life, especially a company, exerts influence on activities. Companies urgently need systematic devices ranging from managerial to staff to achieve vision and mission. And the benefits that can be obtained to visualize time, cost, and effort. The technology is successful if it achieves several aspects that can be minimized, among which the most important is the lower cost incurred (no longer need to spend user costs). The development of technology helps humans argue and display information without limits, but IT produces positive and negative impacts behind it all. The results of this study are in line with research that has been carried out by (Wirdawati et al., 2021).

6. Conclusion

This study proposed seven hypotheses, and only four were accepted, while the other three were rejected. The research results showed that the work environment had a positive and insignificant effect on the motivation of outsourcing

workers PT Makassar Outsourcing Personnel (Persada). The work environment affects motivation positively, but the effect is not significant, which means that the increased work environment does not significantly influence motivation in carrying out tasks as an outsourcer in the company. Information technology has a positive and very significant effect on the motivation of outsourcing personnel of Persada. These results mean that the improvement of information technology has a positive and very significant effect on the increase in motivation of outsourcing personnel; motivation has a positive and very significant effect on the performance of outsourcing personnel of Persada. The results give the meaning that with increased motivation in outsourcing personnel to influence the performance of outsourcing personnel, the work environment has a positive and insignificant effect on the performance of outsourcing personnel of PT Makassar Outsourcing Personnel. The results mean that the improvement of the work environment has an effect but is not significant on the improvement of the performance of outsourcing personnel; information technology has a positive and significant impact on the performance of outsourcing personnel of PT Makassar Outsourcing Personnel (Persada).

Outsourcing Personnel (Persada). The results mean that the improvement of information technology directly affects outsourcing workforce performance; the work environment indirectly has a positive and insignificant effect on performance through the motivation of PT Makassar Outsourcing Personnel. The results mean that motivation as an intervening variable has not significantly influenced the work environment to improve performance in outsourcing personnel; information technology indirectly has a positive and very significant effect on performance through the motivation of outsourcing personnel PT Makassar Outsourcing Personnel (Persada). The results show that motivation as an intervening variable can mediate information technology positively and very significantly to the performance of outsourcing personnel.

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Biographies

Akmal is a student at Magister Program of Economic Science of Sekolah Tinggi Ilmu Ekonomi AMKOP, Makassar, Indonesia. His areas of interest and research include social science and economic.

Jumida Maming is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. Her areas of interest and research include economic, management, management human resource.

Baharuddin Baharuddin is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

Emmi Azis is a Lecturer at Universitas Muhammadiyah Bone, Makassar, Indonesia. The research conducted has been published in international and national journals, international and national proceedings in the economic and management sector.

Akhmad Syarifuddin is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

A. Aminullah is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

Muhammad Yunus is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.