

THE EFFECT OF WORK FLEXIBILITY, COMPENSATION, WORKLOAD AND JOB SATISFACTION ON GOJEK DRIVER PERFORMANCE IN NORTH BEKASI

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ABSTRACT

This study is motivated by the results of pre-research on Gojek application users regarding the performance of Gojek drivers which shows that the performance is very good. Therefore, this study aims to measure and analyze whether there is an influence between work flexibility, compensation, workload and job satisfaction on the performance of Gojek drivers in North Bekasi. The results of this study indicate that the Job Flexibility variable has no effect on the performance of Gojek drivers. Whether The Compensation, Workload and Job Satisfaction variables have an effect on the performance of Gojek drivers

INTRODUCTION

Along with the development of the times, technological advances also develop rapidly and provide many conveniences for humans in terms of transactions, education, information and patterns of daily life. Transportation is one sector that is developing in the growth of technology in Indonesia. Online motorcycle taxis are an example of the development of transportation technology in Indonesia. This innovation arises as a result of the rapid mobility of society and requires transportation that has easy access and efficiency. (Sari et al., 2022)

According to (Azka, 2019) the number of online motorcycle taxi drivers is currently estimated at 2.5 million drivers and for the JABODETABEK area an estimated 1.25 million drivers, which means the development of online motorcycle taxi applications has developed very rapidly in the last 3 years until now. In practice, the Gojek company applied a partnership-based system for drivers, where the company and drivers work together in terms of providing services to application users. For the community, becoming a Gojek driver it can open up quite a large number of job opportunities (Wulandari et al., 2016).

Moreover, there are no special requirements to become a Gojek driver. People only need to own a motorcycle and understand how to use a smartphone.

Based on research conducted by (Lembaga Demografi Fakultas Ekonomi dan Bisnis et al., 2021) conducted on 10,837 Gojek drivers, 9,756 GoCar drivers, 7,228 GoSend and GoKilat drivers in Greater Jakarta, it shows that flexible working hours provide benefits for the balance of driver's life and work. According to (Carlson et al., 2010) schedule flexibility is a regulation in work that is carried out flexibly, includes freedom in choosing a place and time to work, both formal and informal, and provides policies for employees regarding how long (time flexibility), when (timing flexibility), and where (place flexibility) employees work.

Also, the compensation provided by the Gojek company is also very useful for driver's life. In research conducted by (Ramadhan et al., 2020) shows that the income received by Gojek drivers within a month in the condition of COVID-19 is the majority above the UMR (Regional Minimum Wage) for Bekasi City. In addition to providing financial compensation, Gojek also providing financial compensation and provides non-financial compensation, such as pulses or internet packages, gasoline vouchers, oil vouchers, food vouchers, basic food vouchers, shopping vouchers, health programs, and many more.

Furthermore, Gojek drivers have a lighter workload compared to other jobs, because drivers didn't need to report to their superiors and they can work within their abilities. From the results of that research, it indirectly shows that partnering with the Gojek company provides job satisfaction for drivers. According to Ricardianto in (Putri, 2020) states job satisfaction is the result of employees perceptions of how well their work provides things that are considered important and states that there are a number of factors that influence job satisfaction. This includes the type of job, salary or benefits, promotions, and more.

To find out whether the performance of gojek drivers in North Bekasi is increasing or decreasing, researchers conducted pre-research on 20 users of the Gojek service application. The results of the pre-research showed that the majority of respondents felt that the performance of Gojek drivers was satisfactory and good. It's mean that the performance of gojek drivers in North Bekasi is increasing.

Based on the phenomena that have been described, this study will use the title, "The Influence of Work Flexibility, Compensation, Workload and Job Satisfaction on the Performance of Gojek Drivers in North Bekasi."

THEORETICAL REVIEW

Performance

Based on (Fahmi, 2018) that performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time. Meanwhile (Arisanti et al., 2019) states that performance is the willingness of a person or a group to carry out activities and perfect them in accordance with their responsibilities with the expected

results. According to (Ricardianto, 2018) performance is an illustration of the level of achievement of the implementation of a job or policy in realizing the goals, objectives, vision and mission of the company as outlined through strategic planning. Thus, performance is a level of results from work carried out by employees in accordance with what is expected by the company.

Work Flexibility

In general, the Flexible Working Arrangement or FWA is a concept of flexible work arrangements by changing work patterns that allow employees to be able to choose the time to work. These arrangements include 1) Flexibility in scheduling working hours (Flexy Time); 2) Flexibility in the number of working hours (Shifting, Job Sharing); and 3) Workplace flexibility, Georgetown University Law Center, in (Fadhila & Wicaksana, 2020). The application of this flexibility has benefits for both employees and the company. According to Casper and Harris in (Wicaksono, 2019) for companies, providing flexibility in terms of work can attract, get, and be able to retain employees with good quality within the company.

Compensation

Based on (Enny, 2019) compensation can be defined as a form of remuneration given to employees as a form of appreciation for their contributions and work to the company. Employees have given all their work capabilities to the company, so the company should appreciate the efforts of these employees by giving appropriate compensation. (Herawati et al., 2021). According to Supomo & Nurhayati in (Chusminah et al., 2021) it is explained that within an organization or institution the goal of providing compensation is to meet the economic needs of employees, increase work productivity, advance the organization or company and create balance and justice for employees.

Workload

According to (Monika, 2015) workload is a process carried out by employees in completing tasks from a job or a group that is carried out under normal circumstances within a certain period of time. Whereas Yusuf (Lukito & Alriani, 2018) stated that employee workload is one of the factors that guides employee performance.

Job Satisfaction

(Handoko, 2018) defines job satisfaction as employee income that is pleasant or not about work, this feeling can be seen from the good behavior of employees towards work and all things that are experienced in the work environment. This is similar to the opinion (Prayogo et al., 2019) that job satisfaction is a pleasant emotional attitude and loves his job. Companies must be able to provide the best possible job satisfaction for employees so that employees have the enthusiasm to carry out and complete the work given.

HYPOTHESIS

The Effect of Work Flexibility on Performance

Based on research conducted by (Yohanes, 2020) work flexibility has a significant positive effect on employee job satisfaction at PT. PLN (persero) Distribution Regulatory Implementing Unit (Up2d) Makassar. This is similar to research (Wahyuni & Cahyono, 2022) that work flexibility has a positive and significant effect on driver performance.

H1: There is an effect of work flexibility on performance

The Effect of Compensation on Performance

Based on research conducted by (Wirasto, 2019) compensation has a significant positive effect on performance. This is similar to research (Syardiansah & Maulana Rahman, 2022) that compensation has a significant effect on employee performance.

H2: There is an effect of compensation on performance

The Effect of Workload on Performance

Based on the research conducted (Siburian et al., 2021), the test results found that workload had an effect on employee performance. This is similar to research (Ohorela, 2021) that workload has a positive and significant effect on employee performance.

H3: There is an effect of workload on performance

The Effect of Job Satisfaction on Performance

Based on research conducted by (Wicaksono, 2019) Job satisfaction has a significant positive effect on the construct of employee performance. This is similar to research (Wirasto, 2019) that job satisfaction has a significant positive effect on performance.

H4: There is an effect of job satisfaction on performance

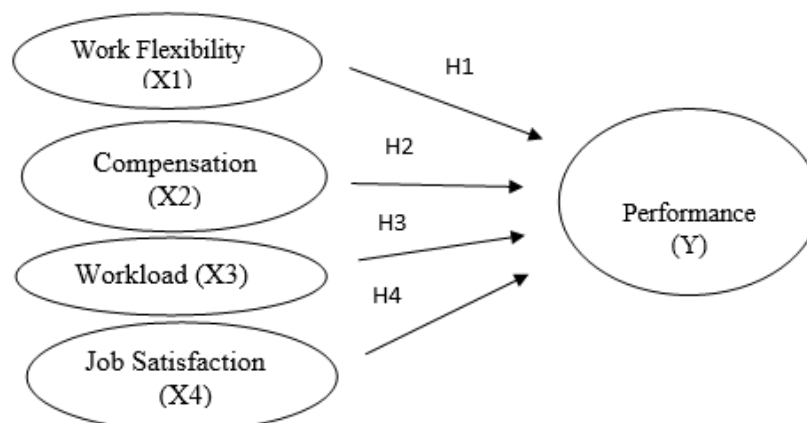


Figure 1. Conceptual Framework

METHODOLOGY

Research Design

The research used by researchers to compile this research is quantitative research. Quantitative research method is scientific research that emphasizes more systematic, planned, and clearly structured from beginning to end. Another meaning of quantitative research is research that involves a lot of numbers, starting from the stages of data collection, data interpretation, to research output. In its measurement, every phenomenon that occurs is described in several problem components, variables, and indicators. Each selected variable is then measured by giving certain number symbols according to the information related to these variables to be calculated mathematically so as to produce a general conclusion (Siyoto & Ali, 2015).

Population and Sample

The number of population in this study is not known with certainty and the object in this study were Gojek drivers in North Bekasi. In this study, the sampling used accidental sampling technique. (Sugiyono, 2018) defines accidental sampling as a technique in sampling based on chance, that is, any driver who is encountered by chance can be used as a sample and is suitable as a data source. The criteria for taking this sample are Gojek drivers who are domiciled or live in North Bekasi. Based on (Hair et al., 2017) to determine the minimum sample size, using number of indicators multiplied by 5 to 10. the number of samples in this study is a 90 respondent.

RESULTS

This study using SmartPLS version 4.0 for data processing with the outer model test, inner model and hypothesis test.

Outer Model

In measuring the outer model there are 4 stages of testing, is convergent validity test, discriminant validity, composite reliability, and cronbach's alpha.

1. Convergent Validity

An indicator can be said to meet convergent validity and have a high level of validity if the outer loadings value is > 0.7 (Ghozali, 2016). The following convergent validity value of each variable is:

Table 1. Valid Outer Loading Results

Table 2. Invalid Outer Loading Result

Item	Compensation	Result
KO1	0.694	Invalid
KO2	0.668	Invalid
KO5	0.665	Invalid

2. Discriminant Validity

To knowing discriminant validity, another method can be used is

Item	Workload	Work Flexibility	Job Satisfaction	Performance	Compensation	Result
BK1	0.882					Valid
BK2	0.831					Valid
BK3	0.762					Valid
FK1		0.874				Valid
FK2		0.852				Valid
FK3		0.866				Valid
K1				0.891		Valid
K2				0.794		Valid
K3				0.837		Valid
K4				0.846		Valid
KK1			0.831			Valid
KK2			0.883			Valid
KK3			0.814			Valid
KK4			0.796			Valid
KO3					0.910	Valid
KO4					0.855	Valid

testing the AVE value. The requirement for a good AVE value is > 0.5 (Ghozali, 2016). The following discriminant validity value of each variable is:

Table 4. Average Variance Extraction Results (AVE)

Variable	Average variance extracted (AVE)
Work Flexibility	0.747
Compensation	0.779
Workload	0.683
Job Satisfaction	0.692
Performance	0.710

3. Composite Reliability

Composite reliability is used to measure the real value of the reliability of a variable. The requirement for a good composite reliability value is > 0.7 (Ghozali, 2016). The following composite reliability value of each variable is:

Table 5. Composite Reliability Results

Variable	Composite reliability	Result
Work Flexibility	0.898	Reliable
Compensation	0.876	Reliable
Workload	0.865	Reliable
Job Satisfaction	0.900	Reliable
Performance	0.907	Reliable

4. Cronbach's Alpha

Cronbach's alpha is used to measure the lower limit of the reliability value of a variable. The requirement for a good Cronbach's alpha value is > 0.7 . (Ghozali, 2016). The following cronbach's alpha value of each variable is:

Table 6. Cronbach's Alpha Results

Variable	Cronbach's alpha	Result
Work Flexibility	0.830	Reliable
Compensation	0.720	Reliable
Workload	0.766	Reliable
Job Satisfaction	0.855	Reliable
Performance	0.863	Reliable

Inner Model

This model is used to predict the feasibility of indicators between latent variables. To testing this model is using:

1. R-Square

R-Square (R²) is carried out to determine the strength of the independent variable on the dependent variable with the conditions that are: 0.75 strong, 0.50 moderate, and 0.25 weak (Ghozali & Latan, 2014).

Table 7. R-Square Results

Variable	R-Square
Performance	0.635

Based on the table above it can be seen that the R-Square value in this study is equal to 0.635 (63.5%) so it can be concluded that each independent variable has a moderate influence on the dependent variable.

2. Q-Square

Q square is used to measure how positive the resulting observation value is. If the Q-Square value > 0 it is stated that the model has predictive relevance, but conversely if the Q-Square value ≤ 0 then the model does not have predictive relevance (Ghozali & Latan, 2014).

Table 8. Q-Square Results

Variable	Q-Square
Performance	0.635

Based on the table above it can be seen that the Q-Square value in this study is 0.635 (63.5%) so it can be concluded that Q2 in this study has a predictive relevance variable.

3. F-Square

The F-Square value is used to determine the impact of the independent variable on the dependent variable. The f square value has the following conditions: 0.02 small, 0.15 medium, and 0.35 large. Values less than 0.02 can be ignored or considered to have no effect (Ghozali & Latan, 2014).

Table 9. F-Square Results

Variable	F-Square	Result
Work Flexibility	0.025	Small
Compensation	0.076	Small
Workload	0.116	Small
Job Satisfaction	0.109	Small

Based on the table above, the workload variable has a small impact on the performance variable, which is equal to 0.116. Then the flexibility variable has a small impact on employee performance variables, namely 0.025. The job satisfaction variable also has a small impact, namely 0.109 and the compensation variable has a small impact on performance variables, namely 0.076.

DISCUSSION

Hypothesis Test Results

Table 10. Results of Hypothesis Test

Variable	Original sample	Sample mean	Standard deviation	T statistics	P values
Work Flexibility -> Performance (H1)	0.160	0.154	0.123	1.300	0.194
Compensation -> Performance (H2)	0.236	0.237	0.103	2.287	0.022
Workload -> Performance (H3)	0.334	0.331	0.101	3.313	0.001
Job Satisfaction -> Performance (H4)	0.245	0.251	0.082	2.993	0.003

The results of hypothesis testing are used to determine the magnitude of the influence of the independent variables on the dependent variable. Of the four hypotheses proposed in the study, namely H2, H3, H4, can be accepted because the P-Value is < 0.05 . but on H1 it was rejected because the value of the P-Value was > 0.05 , which was 0.194.

CONCLUSIONS

1. Based on the results of data analysis, work flexibility doesn't have an effect on the performance of Gojek drivers. This means, that the existence of work flexibility within the Gojek company will not affect the increase or decrease in the performance of the Gojek driver.
2. Based on the results of data analysis, compensation have an effects on the performance of Gojek drivers. This means, the more compensation they receive will improve the performance of Gojek drivers.
3. Based on the results of data analysis, workload have an effects on the performance of Gojek drivers. This means, that the workload received will improve the performance of Gojek drivers.
4. Based on the results of data analysis, job satisfaction have an effects on the performance of Gojek drivers. This means, if Gojek drivers are satisfied with their work, their performance will increase.

FURTHER STUDY

Based on the results of data analysis and conclusions, this research still has limitations and shortcomings that must be considered and corrected for further research. Hoped that future researchers will added the number of respondents and other variables that not included in this research, such as work motivation and work environment, in order to provide more comprehensive results related about performance.

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