

The Effect of Work Motivation and Flexibility on Performance through Job Satisfaction as an Intervening Variable (A Study on Gojek Partner Drivers in Surabaya)

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ABSTRACT

This research aims to determine and analyze the influence of work motivation and flexibility on performance through job satisfaction as an intervening variable. This research is an associative type with a quantitative approach. Through SEM-PLS analysis, path analysis, bootstrapping analysis, and mediation analysis, it was found that partially, work motivation and flexibility had a positive and significant effect on performance, work motivation had a positive and significant effect on job satisfaction, flexibility had a negative and insignificant effect on satisfaction. work, as well as work motivation and flexibility partially do not have a significant effect on performance through job satisfaction.

INTRODUCTION

PT Gojek Indonesia is a start up in various service sectors packaged within the SuperApp to accommodate multiple services. Gojek emerged on October 5, 2010, based on observations by Nadiem Makarim, who at the time was working in Jakarta and frequently used motorcycle taxis instead of private vehicles to alleviate traffic congestion. Over the years, Gojek's orders have significantly increased. The popularity of Gojek is inseparable from the performance of Gojek drivers in completing orders.

Table 1. Driver Performance in Surabaya Based on Ratings

| Number | Driver's Name | Rating | Target Rating |
|--------|-------------------|--------|---------------|
| 1 | Imam | 4,98 | 5,00 |
| 2 | Ivan | 4,95 | 5,00 |
| 3 | Har | 5,00 | 5,00 |
| 4 | Eko Prasetyo | 4,94 | 5,00 |
| 5 | Abadi | 5,00 | 5,00 |
| 6 | Bagus | 4,98 | 5,00 |
| 7 | Angga Nurdiansyah | 5,00 | 5,00 |
| 8 | Dwi Antoro | 5,00 | 5,00 |
| 9 | Toni | 5,00 | 5,00 |
| 10 | Dimas | 5,00 | 5,00 |
| 11 | Haris | 4,98 | 5,00 |
| 12 | Rio | 5,00 | 5,00 |
| 13 | Imbar | 4,98 | 5,00 |
| 14 | Aziz | 5,00 | 5,00 |
| 15 | Ahmad | 4,98 | 5,00 |
| 16 | Gunawan | 4,97 | 5,00 |
| 17 | M. Effendy | 4,94 | 5,00 |
| 18 | Bima | 5,00 | 5,00 |
| 19 | Iyan | 5,00 | 5,00 |
| 20 | Indra | 5,00 | 5,00 |
| 21 | Syamsi | 4,98 | 5,00 |
| 22 | Sutoni | 4,96 | 5,00 |
| 23 | Singgih | 5,00 | 5,00 |
| 24 | Sugeng | 4,98 | 5,00 |
| 25 | Wati | 5,00 | 5,00 |
| 26 | Agung | 4,97 | 5,00 |
| 27 | Adi | 5,00 | 5,00 |
| 28 | Siti | 5,00 | 5,00 |
| 29 | Maulana | 5,00 | 5,00 |
| 30 | Ardian | 5,00 | 5,00 |

Source: Processed by researchers

From the pre-research survey conducted on October 24, 2023, it was found that 13 out of 30 Gojek drivers in Surabaya had ratings below 5.00 but still fell within the good category. Meanwhile, 57% of Gojek drivers were able to maintain their performance. Performance is influenced by many factors, including work motivation and flexibility. According to Hidayat, et al. (2022), performance is predicted to be related to job satisfaction.

LITERATURE REVIEW

Work Motivation

Motivation is a management process used to influence an employee's behavior. In a broader sense, work motivation is defined by Luthans in Ajabar et al. (2021) as the process of arousing energy, providing encouragement, and directing employee behavior. According to Ardiyanta's Theory (2021), work motivation can be measured by the following three indicators: 1) Enthusiasm in working, 2) Feeling unburdened, 3) Accepting all assigned tasks.

Flexibility

Flexibility is the ability of employees to determine and arrange when, where, and for how long they perform tasks or work (Sopiah, 2022). Researchers measure the flexibility variable based on the Posner & Schmidt theory in Putri & Setiawan (2022:6): 1) time flexibility, 2) timing flexibility, 3) place flexibility.

Performance

Performance is the output produced by employees with full responsibility and in accordance with the directions from superiors (Abdullah in Riyanto & Nawarcono, 2022). Researchers measure the flexibility variable based on the Mangkunegara theory in Ainanur & Tirtayasa (2018): 1) quality of works, 2) quantity of works, 3) work reliability, 4) attitude.

Job Satisfaction

Job satisfaction is an emotional state that can lead someone to have a positive attitude in evaluating issues and everything within their work environment (Farooqui & Nagendra in Indrayani et al, 2023). Researchers measure the job satisfaction variable based on the Afandi theory in Santoso & Yuliantika (2022): 1) satisfaction with the job, 2) satisfaction with salary, 3) satisfaction with superiors, 4) satisfaction with coworkers.

Conceptual Framework.



Figure 1. Conceptual Framework

Table 2. Hypothesis

| | | |
|----|---|--|
| H1 | : | Work Motivation has a significant effect on the Performance of Gojek drivers in Surabaya |
|----|---|--|

| | | |
|----|---|---|
| H2 | : | Flexibility has a significant effect on the Performance of Gojek drivers in Surabaya |
| H3 | : | Work Motivation has a significant effect on Job Satisfaction of Gojek drivers in Surabaya |
| H4 | : | Flexibility has a significant effect on Job Satisfaction of Gojek drivers in Surabaya |
| H5 | : | Job Satisfaction has a significant effect on the Performance of Gojek drivers in Surabaya |
| H6 | : | Work Motivation has a significant effect on Performance through Job Satisfaction of Gojek drivers in Surabaya |
| H7 | : | Flexibility has a significant effect on Performance through Job Satisfaction of Gojek drivers in Surabaya |

METHODOLOGY

This study is associative research with a quantitative approach. The population of this study consists of GoRide drivers in Surabaya. Due to the unknown population size, the researcher took a sample using non-probability sampling with a convenience sampling approach. Convenience sampling is the selection of samples encountered by chance by the researcher, and the individuals involved are willing to be respondents (Duryadi, 2021). Sample calculation was based on Ferdinand's theory, resulting in 98 respondents (rounded up to 100). Research data was taken through a questionnaire and measured using a 5 Likert scale. According to Alim and Prabowo (2023), the Likert scale is the value or score of the answers given by respondents.

RESEARCH RESULTS

This research utilizes the statistical software tool SmartPLS 4.1. The researcher employs the SEM-PLS data processing technique to conduct path analysis. The respondents in this study are predominantly male Gojek drivers, accounting for 97%, aged between 26 to 45 years old, comprising 47% of the sample, education final majority respondent that is SMA/SMK with a total 58%, and receive orders in East Surabaya, which accounts for 34% of the total.

SEM-PLS Analysis

In SEM-PLS analysis, there are assessments of measurement and structural models (Pranoto, 2019). The measurement model (outer model) consists of validity and reliability tests. The model meets the validity test if it has factor loadings greater than 0.7 and AVE values greater than 0.5. Meanwhile, reliability testing is assessed through Cronbach's alpha and composite reliability values (which should be greater than 0.7). The inner model includes R square, F square, Q square, and model fit. The researcher does not need to evaluate the constructs if the results do not meet the inner model criteria.

Table 3. Outer Loading Value After Execution in SmartPLS 4.1

| Indicator | Work Motivation (X1) | Flexibility (X2) | Performance (Y) | Job Satisfaction (Z) | AVE |
|-----------|----------------------|------------------|-----------------|----------------------|-------|
| X1.1 | 0,744 | | | | 0,720 |

| | | | | | |
|------|-------|-------|-------|-------|--|
| X1.2 | 0,897 | | | | |
| X1.3 | 0,908 | | | | |
| X1.4 | 0,909 | | | | |
| X1.5 | 0,867 | | | | |
| X1.6 | 0,746 | | | | |
| X2.1 | | 0,891 | | | |
| X2.2 | | 0,909 | | | |
| X2.3 | | 0,900 | | | |
| X2.4 | | 0,860 | | | |
| X2.5 | | 0,841 | | | |
| X2.6 | | 0,789 | | | |
| Y1.1 | | | 0,875 | | |
| Y1.2 | | | 0,839 | | |
| Y1.3 | | | 0,845 | | |
| Y1.4 | | | 0,807 | | |
| Y1.5 | | | 0,816 | | |
| Y1.8 | | | 0,750 | | |
| Z1.1 | | | | 0,860 | |
| Z1.2 | | | | 0,812 | |
| Z1.3 | | | | 0,776 | |
| Z1.4 | | | | 0,871 | |
| Z1.5 | | | | 0,873 | |

Table 3 shows the outer loading results after the elimination process of constructs Y1.6, Y1.7, Z1.6, Z1.7, Z1.8. These five constructs had to be eliminated because they were not valid or did not meet the testing criteria. The elimination process of invalid constructs will affect the AVE value.

Table 4. Cross Loading Value in SmartPLS 4.1

| Indicator | Work Motivation (X1) | Flexibility (X2) | Performance (Y) | Job Satisfaction (Z) |
|-----------|----------------------|------------------|-----------------|----------------------|
| X1.1 | 0,744 | 0,457 | 0,579 | 0,557 |
| X1.2 | 0,897 | 0,533 | 0,740 | 0,676 |
| X1.3 | 0,908 | 0,458 | 0,636 | 0,700 |
| X1.4 | 0,909 | 0,506 | 0,640 | 0,718 |
| X1.5 | 0,867 | 0,558 | 0,670 | 0,653 |
| X1.6 | 0,746 | 0,627 | 0,842 | 0,604 |
| X2.1 | 0,480 | 0,891 | 0,573 | 0,340 |
| X2.2 | 0,521 | 0,909 | 0,590 | 0,392 |
| X2.3 | 0,559 | 0,900 | 0,595 | 0,380 |
| X2.4 | 0,502 | 0,860 | 0,540 | 0,381 |
| X2.5 | 0,454 | 0,841 | 0,539 | 0,337 |
| X2.6 | 0,667 | 0,789 | 0,651 | 0,512 |
| Y1.1 | 0,687 | 0,615 | 0,875 | 0,629 |
| Y1.2 | 0,667 | 0,628 | 0,839 | 0,522 |
| Y1.3 | 0,722 | 0,564 | 0,845 | 0,580 |
| Y1.4 | 0,658 | 0,571 | 0,807 | 0,557 |

| | | | | |
|------|-------|-------|--------------|--------------|
| Y1.5 | 0,725 | 0,546 | 0,816 | 0,637 |
| Y1.8 | 0,542 | 0,393 | 0,750 | 0,523 |
| Z1.1 | 0,720 | 0,527 | 0,705 | 0,860 |
| Z1.2 | 0,610 | 0,418 | 0,570 | 0,812 |
| Z1.3 | 0,576 | 0,301 | 0,467 | 0,776 |
| Z1.4 | 0,665 | 0,311 | 0,560 | 0,871 |
| Z1.5 | 0,649 | 0,338 | 0,604 | 0,873 |

Table 4 shows that the cross-loading values have met the discriminant validity testing criteria because the measured variable values are greater than the correlation values of other variables.

Table 5. Reliability Test in SmartPLS 4.1

| Variable | Cronbach's Alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|------------------|------------------|-------------------------------|-------------------------------|
| Work Motivation | 0,920 | 0,923 | 0,939 |
| Flexibility | 0,933 | 0,936 | 0,947 |
| Performance | 0,904 | 0,909 | 0,926 |
| Job Satisfaction | 0,895 | 0,902 | 0,922 |

Table 5 shows that all Cronbach's alpha and composite reliability values are above 0.7, indicating that all variables are considered to have passed the reliability test.

Path Analysis

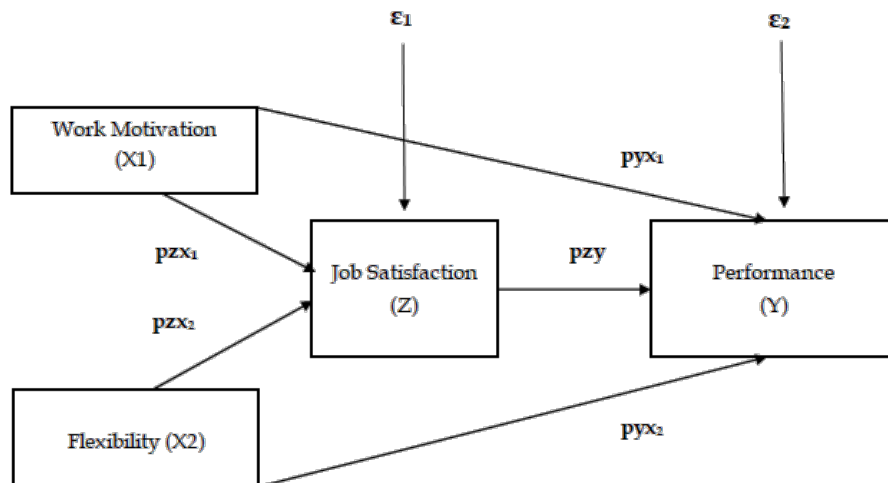


Figure 2. Path Diagram

From the path diagram above, it can be observed that there are two structural relationships, namely the relationship between exogenous variables (X) and mediating variables (Z), as well as the relationship between exogenous variables (X) and endogenous variables (Y). Therefore, it can be formulated in the following structural form.

$$Z = Pz_{x1}X_1 + Pz_{x2}X_2 + \epsilon_1 \dots\dots\dots (1)$$

$$Y = Py_{x1}X_1 + Py_{x2}X_2 + \epsilon_2 \dots\dots\dots (2)$$

Information:

Pz_{X_1} = koeficient path variable work motivation on job satisfaction

Pz_{X_2} = koeficient path variable flexibility on job satisfaction

Py_{X_1} = koeficient path variable work motivation on performance

Py_{X_2} = koeficient path variable flexibility on performance

Pzy = koeficient path variable job satisfaction on performance

ε = Error

Bootstrapping Analysis

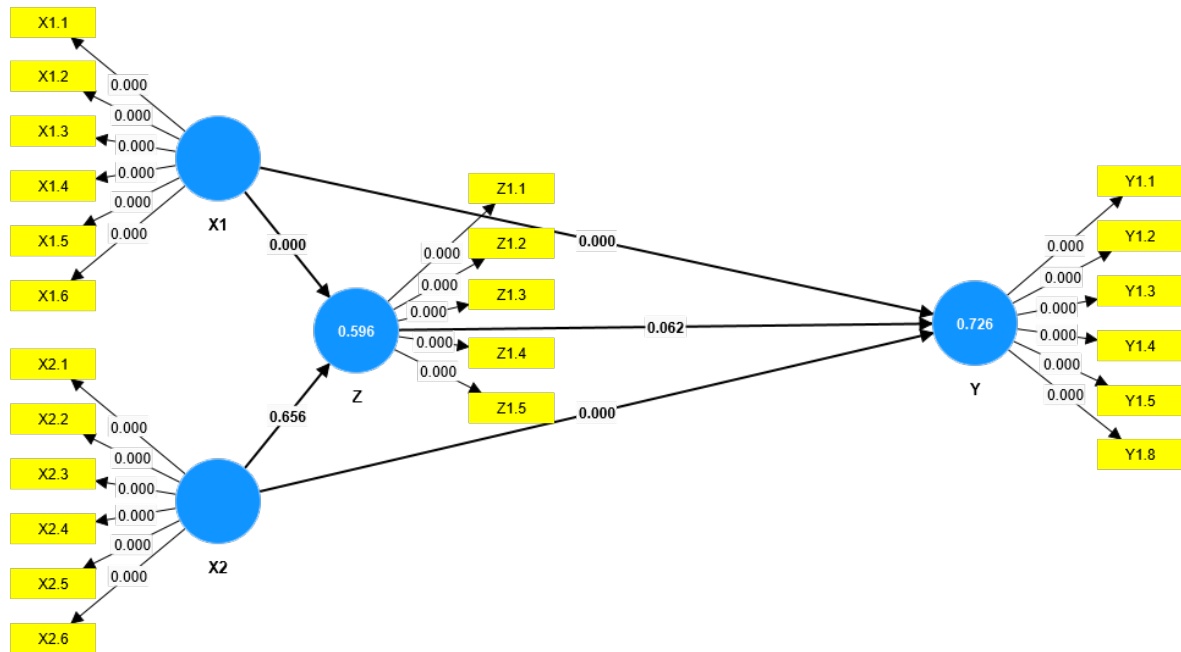


Figure 3. Bootstrapping Graphic in SmartPLS 4.1

Table 6. Path Coefficient in SmartPLS 4.1

| Effect | Original Sample (O) | Sample Mean (M) | STDEV | T Statistic | P Value |
|--------|---------------------|-----------------|-------|-------------|---------|
| X1 → Y | 0,490 | 0,499 | 0,121 | 4,044 | 0,000 |
| X1 → Z | 0,793 | 0,789 | 0,086 | 9,172 | 0,000 |
| X2 → Y | 0,285 | 0,285 | 0,076 | 3,767 | 0,000 |
| X2 → Z | -0,034 | -0,040 | 0,077 | 0,446 | 0,656 |
| Z → Y | 0,191 | 0,177 | 0,103 | 1,863 | 0,062 |

The result of the path coefficient are:

- The influence of work motivation (X1) on performance (Y) has an original sample value that is positive (0.490), indicating that the direction of the relationship between work motivation (X1) and employee performance (Y) is **positive**. The T statistic (4.044) > T table (1.98) and P value (0.000) < 0.05, thus it can be concluded that work motivation (X1) **significantly** influences employee performance (Y).
- The influence of flexibility (X2) on performance (Y) has an original sample value that is **positive** (0.285), indicating that the direction of the relationship between flexibility (X2) and performance (Y) is positive. The

T statistic (3.767) > T table (1.98) and P value (0.000) < 0.05, thus it can be concluded that flexibility (X2) **significantly** influences employee performance (Y).

- c. The influence of work motivation (X1) on job satisfaction (Z) has an original sample value that is positive (0.793), indicating that the direction of the relationship between work motivation (X1) and job satisfaction (Z) is **positive**. The T statistic (9.172) > T table (1.98) and P value (0.000) < 0.05, thus it can be concluded that work motivation (X1) **significantly** influences job satisfaction (Z).
- d. The influence of flexibility (X2) on job satisfaction (Z) has an original sample value that is negative (-0.034), indicating that the direction of the relationship between flexibility (X2) and job satisfaction (Z) is **negative**. The T statistic (0.446) < T table (1.98) and P value (0.656) > 0.05, thus it can be concluded that flexibility (X2) does **not significantly** influence job satisfaction (Z).
- e. The influence of job satisfaction (Z) on performance (Y) has an original sample value that is positive (0.191), indicating that the direction of the relationship between job satisfaction (Z) and performance (Y) is **positive**. The T statistic (1.863) < T table (1.98) and P value (0.062) > 0.05, thus it can be concluded that job satisfaction (Z) does **not significantly** influence performance (Y).

Mediation Analysis

The researcher needs to analyze the direct effect and indirect effect relationships to understand the role of intervening variables in mediating relationships between variables.

Table 7. Mediation Analysis through Bootstrapping

| <i>Relation</i> | <i>P Value</i> | <i>Information</i> | <i>Mediation</i> |
|--|----------------|--------------------|------------------|
| <i>Direct Effect</i> Work Motivation (X1) on Performance (Y) | 0,000 | Significant | No Mediation |
| <i>Indirect Effect</i> Work Motivation (X1) on Performance (Y) through Job Satisfaction (Z) | 0,053 | Not Significant | |
| <i>Direct Effect</i> Flexibility (X2) on Performance (Y) | 0,000 | Significan | No Mediation |
| <i>Indirect Effect</i> Flexibility (X2) on Performance (Y) through Job Satisfaction (Z) | 0,663 | Not Significant | |

The result of the mediation analysis are:

- a. Job satisfaction is unable to mediate the influence of work motivation on the performance of Gojek drivers in Surabaya. This can be observed from the initial significant direct effect, which becomes not significant in the indirect effect. According to the theory by Wawas Bangun (2020), a relationship is said to have no mediation effect at all if the direct effect is significant and the indirect effect is not significant. This means that the mediator is unable to mediate the influence of exogenous and endogenous factors.

- b. Job satisfaction is unable to mediate the influence of flexibility on the performance of Gojek drivers in Surabaya. This can be observed from the initial significant direct effect, which becomes not significant in the indirect effect. This means that the mediator is unable to mediate the influence of exogenous and endogenous factors.

DISCUSSION

The Effect of Work Motivation (X1) on Performance (Y)

The first hypothesis (H1), which states that work motivation has a positive and significant effect on performance, can be **accepted and proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this research support previous studies by Umi Wahidatul Lailiyah and Tri Harsini Wahyuningsih (2019), which stated that work motivation has a positive and significant effect on performance. The higher the work motivation of Gojek drivers, the higher their performance will be, thus yielding optimal results.

The Effect of Flexibility (X2) on Performance (Y)

The second hypothesis (H2), which states that flexibility has a positive and significant effect on performance, can be **accepted and proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this research support previous studies by Bahtiar Herman, Idayanti Nursyamsi, and Yunus Amar (2020), which stated that the work flexibility variable has a positive and significant effect on the performance of Gojek drivers. Martadiani, et al. (2023) further added that higher work flexibility among Gojek drivers leads to increased employee performance

The Effect of Work Motivation (X1) on Job Satisfaction (Z)

The third hypothesis (H3), which states that work motivation has a positive and significant effect on job satisfaction, can be **accepted and proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this research support previous studies by James Renaldo and Kurniati W. Andani (2022), which stated that work motivation has a positive and significant effect on job satisfaction. Employee job satisfaction increases when they have good work motivation

The Effect of Flexibility (X2) on Job Satisfaction (Z)

The fourth hypothesis (H4), which states that flexibility has a positive and significant effect on job satisfaction, is **rejected and not proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this research support previous studies by Fatkhul Huda and Muhamad Ekhsan (2023), which stated that flexibility does not have a significant effect on job satisfaction. Even though employees are provided with a flexible working system, it will not affect their level of job satisfaction. Employees are forced to continue working according to the targets set by the company, even though the company allows them to achieve those targets

The Effect of Job Satisfaction (Z) on Performance (Y)

The fifth hypothesis (H5), which states that job satisfaction has a positive and significant effect on performance, is **rejected and not proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this study support previous research by Luis Praselliya Siregar, Adietya Arie Hetami, and Wira Bharata (2021), which stated that job satisfaction has a positive but non-significant effect on performance. Although Gojek drivers feel satisfied due to having positive companionship, it does not influence their performance.

The Effect of Work Motivation (X1) on Performance (Y) through Job Satisfaction (Z)

The sixth hypothesis (H6), which states that work motivation has a positive and significant effect on performance through job satisfaction, is **rejected and not proven**. This is based on the path coefficient analysis results as shown in Table 5. The findings of this study differ from previous research by Muhammad Al Hafidz and Arif Hartono (2022), which stated that job satisfaction can mediate the relationship between work motivation and performance. While this study found that job satisfaction cannot mediate the relationship between work motivation and performance. This is evident from the significant direct effect of work motivation on performance and the non-significant indirect effect of work motivation on performance through job satisfaction. Wawas Bangun (2020) stated that if the direct effect is significant and the indirect effect is not significant, it means that the intervening variable does not have a mediating effect (no mediation). The presence or absence of mediation will not affect the influence of work motivation on performance.

The Effect of Work Flexibility (X2) on Performance (Y) through Job Satisfaction (Z)

The seventh hypothesis (H7), which states that flexibility has a positive and significant effect on performance through job satisfaction, is rejected and not proven. This is based on the path coefficient analysis results as shown in Table 5. The findings of this study differ from previous research by Muhammad Al Hafidz and Arif Hartono (2022), which stated that job satisfaction can mediate the relationship between work motivation and performance. While this study found that job satisfaction cannot mediate the relationship between work motivation and performance. This is evident from the significant direct effect of work motivation on performance and the non-significant indirect effect of work motivation on performance through job satisfaction. Wawas Bangun (2020) stated that if the direct effect is significant and the indirect effect is not significant, it means that the intervening variable does not have a mediating effect (no mediation). The presence or absence of mediation will not affect the influence of work motivation on performance.

CONCLUSIONS AND RECOMMENDATIONS

The result of this study explain that work motivation and flexibility partially has a positive and significant effect on the performance of Gojek drivers in Surabaya. Work motivation has a positive and significant effect on

the job satisfaction of Gojek drivers in Surabaya. Flexibility has a negative and nonsignificant effect on the job satisfaction of Gojek drivers in Surabaya. Job satisfaction has a positive and nonsignificant effect on performance. Work motivation has a nonsignificant effect on performance through job satisfaction. Flexibility has a nonsignificant effect on performance through job satisfaction.

Based on the research results on Gojek drivers in Surabaya, the researcher recommends Gojek drivers in Surabaya to improve and maintain their performance by considering factors such as work motivation, flexibility, and job satisfaction. Work motivation also involves the commitment and responsibility of Gojek drivers to God Almighty, PT Gojek Indonesia, their families, and themselves. Flexible work should be balanced with a strong work ethic so that drivers do not feel burdened by their work.

ADVANCED RESEARCH

Future researchers are expected to adding other variables as exogenous or independent variables, so that future research that will be carried out will be able to find out other variables that greatly affect the performance Gojek drivers in Surabaya. This is important because from the results of coefficient determination in this study consisting of work motivation and flexibility was only able to predict 72,6% of the performance Gojek drivers in Surabaya. Meanwhile work motivation, flexibility, and performance was only able to predict 59,6% of the job satisfaction Gojek drivers in Surabaya.

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