

## Work Flexibility and Income as Determinants of Performance of Online Motorcycle Taxi Drivers in Medan City

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### ABSTRACT

This study aims to analyse the effect of work flexibility and income on the performance of online motorcycle taxi drivers in Medan City. Based on the results of data analysis, it was found that work flexibility has a significant influence on employee performance, with a t-count value of 2.789 greater than the t-table of 1.984 and a significance value of 0.000 which is smaller than 0.05. Income or salary also shows a positive and significant influence on driver performance, with a t-count value of 3.768 greater than the t-table 1.984 and a significance value of 0.012 which is smaller than 0.05. In addition, simultaneous hypothesis testing shows that work flexibility and income together have a significant effect on employee performance, with an F-count value of 3.675 which is greater than the F-table of 3.090 and a significance value of 0.000 which is smaller than 0.05. These results indicate that work flexibility and income have a significant influence on improving the performance of online motorcycle taxi drivers in Medan City.

## **INTRODUCTION**

The rapid development of technology today has brought many changes. One of the changes that is felt is the emergence of many startup companies. It is known that startup companies are organisations that usually focus on developing innovative products or services that can meet unmet market needs or solve problems in new and more efficient ways. Startups are often associated with technology and digitalisation. A startup company that is currently experiencing development and continues to innovate is an online motorcycle taxi startup. It is known that online motorcycle startups are companies that use digital technology, especially mobile applications, to connect motorcycle drivers with passengers or customers who need transport or delivery services. These companies operate with innovative business models, combining technology with traditional services such as motorbikes, food delivery, or goods delivery. Online motorcycle startup companies certainly have human resources or employees who help achieve organisational success. Human Resources (HR) plays a very crucial role in the development and success of a company or organisation. Human resources or employees not only function as operational executors, but also as key drivers of innovation, corporate culture, and business strategy. Human Resources (HR) in an online motorcycle startup company refers to all individuals who contribute to the operation and growth of the company, including drivers, employees, and management. All elements of HR must be able to work together in order to achieve maximum company goals. The current development of online motorcycle startups continues to show interesting dynamics, with several key trends affecting the industry, both locally and globally. One of the fastest growing online motorcycle startups, Motorcycle, has evolved into a super app, which means it offers a variety of services beyond transportation. These include food delivery, goods delivery and healthcare services as well as digital payments.

The services offered certainly need to be supported by all employees including drivers in order to achieve maximum performance. There are many factors that affect the performance of Online Motorcycle Drivers. One factor that is often known to be a trigger for enthusiasm to achieve maximum performance is work flexibility. Work flexibility is a concept in management and work arrangements that gives employees the freedom to determine how, when, and where to complete the tasks at hand. This flexibility can include various aspects, such as working time, work location, and work methods. Research on work flexibility on employee performance has been done before. Some studies prove that work flexibility has a significant positive effect on employee performance (Herman et al., 2020; and Sabuhari et al., 2020). Other studies prove different things, namely that work flexibility has no effect on the performance of Grab drivers (Saputra et al., 2021). This of course needs further research. Another factor that also triggers employee performance or the performance of online motorcycle drivers is the income earned. Employee income, which generally refers to the salary or compensation received by employees, has a significant influence on company performance. Adequate and competitive salaries help companies in retaining quality employees. High employee turnover due to low

compensation can be very costly to the company, considering the cost of recruitment, training, and loss of valuable experience and knowledge. Research on compensation on the performance of online motorcycle drivers has been conducted previously (Yazin, 2022) and the results prove that compensation has a positive and significant effect on company performance.

## **LITERATURE REVIEW**

### ***Online Motorcycle Driver Performance***

Employee performance refers to how well or effectively an employee performs the tasks and responsibilities assigned to these employees in the workplace. Employee performance can also mean how quickly and effectively employees complete tasks, using existing resources optimally (Tambunan, 2019). Managing employee performance well is very important for the success of the company, because employees who perform well can increase productivity and achieve organisational goals. Companies with high-performing employees have stronger competitiveness in the market. Furthermore, in this study, the performance of online motorcycle drivers is recognised. The performance of online motorcycle drivers in this case must be able to innovate, deliver superior products or services, and respond quickly to market changes. The performance of online motorcycle drivers should be evaluated frequently through formal processes such as performance reviews, where employees and leaders jointly assess achievements, strengths, and areas for improvement. The assessment of the performance of online motorcycle drivers should be directly perceived by consumers or service users because online motorcycle drivers have a direct assessment of what applications are used.

### ***Work Flexibility***

Work flexibility is a work arrangement that gives employees more choice over when, where and how they work. It is also an increasingly popular strategy that offers benefits to both employees and employers, but needs to be implemented with the right policies to ensure its success. The aim is to enable employees to better balance the demands of their work and personal lives, while still meeting the needs and goals of the organisation. Flexibility allows employees to better manage personal and professional responsibilities, improving well-being and job satisfaction. By reducing the pressure to work specific hours and locations, employees can experience reduced levels of stress and therefore improve performance.

### ***Employee Income***

Employee income is the total amount of money or reward received by an employee as a result of work or services provided to the company. Adequate income or compensation can reduce financial stress that may interfere with an employee's work focus and performance. Employees who feel financially stable tend to be more focused and productive thereby improving performance from within. Companies that do not offer competitive compensation may lose talented employees who could potentially seek better opportunities elsewhere. Overall,

employee income or compensation is an important factor in influencing performance. Fair and adequate compensation can increase morale, satisfaction, resulting in optimal performance and provide benefits to the company.

### *Theoretical Framework of the Study*

The theoretical framework serves as a foundation that outlines the key concepts and theories underpinning the research. It helps clarify the relationships between the variables being studied and offers a roadmap for data collection and analysis. Furthermore, this study uses a research method by examining the relationship between the independent variable and the dependent variable. The following conceptual

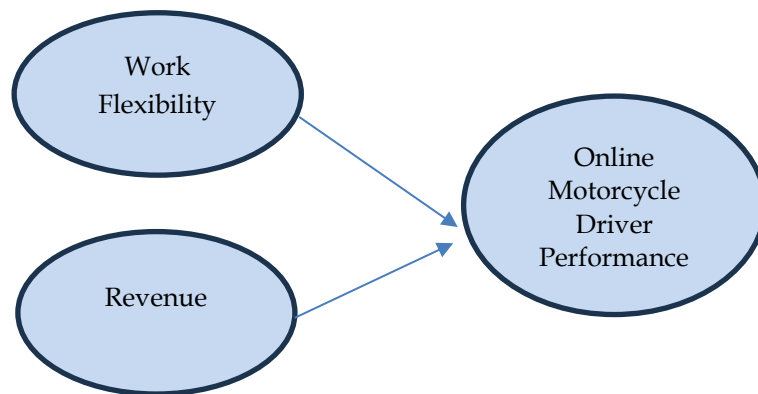


Figure 1  
Theoretical Framework  
Source: Data processed by researchers,2024

### **METHODOLOGY**

The research method used in this research is quantitative research method. Quantitative research method is a research approach used to measure variables that can be converted into numerical data and analysed statistically. The main purpose of quantitative research is to test hypotheses, find patterns, and make generalisations that apply to a wider population based on samples. It is known that the sample in this study cannot be known with certainty. This is of course because there are many online motorbikes spread across Medan City. In research where the sample cannot be known with certainty, sample determination can be done using the Unknown Population formula (Nguyen, 2018). The formula for Unknown Population that can be used in this study is:  $n = \frac{(Z)^2}{4(\pi)^2}$

Description:

n = Number of research samples

z = Nominal distribution level of significant level, 5% then Z = 1.96

μ = Margin of error or maximum error that can be correlated.

(In this study it was set at 10% or 0.1).

Furthermore, using the Unknown Population formula described above, the number of samples obtained in this study are:  $n = \frac{(Z)^2}{4(\pi)^2} = \frac{(1,96)^2}{4(0,1)^2}$

n = 96.4 or rounded up to 96 people

**RESEARCH RESULT DISCUSSION**

The next stage is the distribution of questionnaire data. The questionnaire data in this study was distributed using google form. Furthermore, by utilising social media and certainly spreading the network of researchers and networks of respondents who have relatives, friends or acquaintances who fit the criteria of the desired respondents in this study. From the results of distributing the questionnaire the total data collected was 96 people. With the results of distributing questionnaire questionnaires in this study, it can be seen in Table 1 below:

Table 1.  
 Questionnaire Distribution

Description	Total	Percentage
	(People)	(%)
Questionnaires obtained	96	100%
Number of questionnaires	96	100%

Source: Data processed, 2024

*Testing the Validity of Research Data*

Testing the validity of research data is a test that needs to be done before testing the hypothesis. The research questionnaire must be truly valid in order to measure the research indicators correctly. Furthermore, the results of data validity testing in this study can be displayed in the following table:

Table 2 Data Validity Testing Results

Variable	Statement Item	Rcount	rtable (0,05)	Description
Work Flexibility (X1)	P1	0,675	0,2006	Valid
	P2	0,854	0,2006	Valid
	P3	0,657	0,2006	Valid
	P4	0,765	0,2006	Valid
	P5	0,432	0,2006	Valid
	P6	0,545	0,2006	Valid
	P7	0,547	0,2006	Valid
	P8	0,543	0,2006	Valid
Revenue (X2)	P1	0,632	0,2006	Valid
	P2	0,654	0,2006	Valid
	P3	0,543	0,2006	Valid
	P4	0,456	0,2006	Valid
	P5	0,567	0,2006	Valid
	P6	0,866	0,2006	Valid
	P7	0,761	0,2006	Valid

	P8	0,654	0,2006	Valid
	P1	0,745	0,2006	Valid
	P2	0,654	0,2006	Valid
	P3	0,564	0,2006	Valid
Employee	P4	0,765	0,2006	Valid
Performance (Y)	P5	0,434	0,2006	Valid
	P6	0,654	0,2006	Valid

Source : Research Results, 2024 (Data Processed)

In testing the validity of this study, it can be seen that all statement items are said to be valid. This is evident from the calculated *r* value listed in the table that all of them are greater than the *r* table value, namely  $> 0.2006$ .

### Research Reliability Test

The next stage is to conduct a data reliability test. Reliability test is an equally important step in research to evaluate the extent to which the measurement instrument or measuring instrument used is consistent and reliable in measuring variables. The following are the results of data reliability testing in this research questionnaire with the provisions that the Cronbach Alpha value must be greater than 0.60:

**Table 3.**  
**Research Reliability Test Results**

No	Variable	Cronbach's Alpha	<i>r</i> table	Description
1	Work Flexibility (X1)	0,880	0,600	Reliable
2	Revenue (X2)	0,897	0,600	Reliable
3	Employee Performance (Y)	0,912	0,600	Reliable

Source of data processed SPSS 2024

### Normality Test Results

The next test is to conduct a data normality test. The data normality test is carried out to identify outliers or data that is far different from the others, which can affect the results of the analysis. Furthermore, in this study, the normality test was carried out using the Kolmogorov Smirnov test. This test is conducted to compare the distribution of sample data with the normal distribution. The following are the results of the data normality test in this study:

**Table 4**  
**Kolmogorov Smirnov Result Test**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		100
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	256.371.240
Most Extreme Differences	Absolute	.246
	Positive	.064
	Negative	-.067
Kolmogorov-Smirnov Z		.034
Asymp. Sig. (2-tailed)		.678

a. Test distribution is Normal.

**Source: Data processed by SPSS 2023**

Based on the tests that have been carried out, the Kolmogorov Smirnov value of significance Asymp Sig. (2-tailed) of 0.678. The value of 0.678 can certainly be known to be greater than 0.05. From this value, it can be proven that all data in this study are normally distributed. Data that has been normally distributed is suitable for further research.

### *Hypothesis Testing*

Hypothesis testing is a statistical process used to determine evidence in sample data to support or reject a statement or conjecture (hypothesis) about a population parameter. This is an important step in quantitative research that allows researchers to make conclusions based on sample data and make decisions regarding the proposed hypothesis. Data hypothesis testing or t test (partially), this test is carried out to be able to see partially the effect of the Work Flexibility variable (X1), and income (X2) on employee performance (Y). From the results of hypothesis testing, the results can be known, namely:

**Table 5**  
**Test t Result**

<b>Coefficients<sup>a</sup></b>						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.678	3.456		2.200	.030
	Work Flexibility	.167	.065	.238	2.789	.000
	Revenue	-.256	.567	-.293	3.768	.012

a. Dependent Variable: Employee Performance

Source: SPSS processed data

Partial testing in this study, the results are obtained in Table 5 above. From the results of hypothesis testing, it can be seen that:

1. The effect of work flexibility (X1) on employee performance (Y) from the results of regression analysis in this study, it is known that the value of t-count  $2.789 > t\text{-table } 1.984$  and a significance value of  $0.000 < 0.05$ . It can be seen that from the results of hypothesis testing this research is accepted. From the results of hypothesis testing, it is known that work flexibility has a significant positive effect on employee performance.
2. The effect of work income (X2) on employee performance from the results of regression analysis in this study, it is known that the value of t-count  $3.768 > t\text{-table } 1.984$  and a significance value of  $0.012 < 0.05$ . It can be seen that from the results of hypothesis testing this research is accepted. From the results of hypothesis testing, it is known that income has a significant positive effect on employee performance.

**F Test Results (Simultaneous)**

The next stage is the F test or simultaneous test. This test is carried out to be able to determine the effect of independent or independent variables simultaneously on the dependent or dependent variable. From the test results, the results can be seen in the following table:

**Table 6**  
**F Test Results (Simultaneous)**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	154.025	2	85.007	3.675	.000 <sup>a</sup>
	Residual	753.34	94	16.665		
	Total	878.675	96			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Flexibility (X1), Revenue (X2)

Source: SPSS processed data

Hypothesis testing in this study, it is known that all the regression results can be seen in Table 6 above. It is known that the calculated F value is greater than the F table ( $3.675 > 3.090$ ) and the significance value is  $0.000 < 0.005$ . The tests carried out provide results that work flexibility and income directly have a significant effect on employee performance (Y).

**Determination Test Results (R-Square)**

The determination test is a statistical measure used in regression analysis to assess how well the regression model built is able to explain variations in the dependent data (dependent variable). The R<sup>2</sup> value provides information about the proportion of total variability in the dependent data that can be explained by the regression model used. From the results of the determination test in this study, the results are:

**Table 7**  
**Determination Test Results**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532 <sup>a</sup>	.362	.564	2.60346

a. Predictors: (Constant), Work Flexibility (X1), Revenue (X2)

Source: SPSS processed data

Determination testing in this study obtained results that can be seen in the table above. From the test results, it shows that the employee performance variable (Y) can be explained by the work flexibility variable (X1), and income (X2) by 56.4%, the remaining 43.6% can be influenced by other variables not examined in this study.

**The effect of work flexibility (X1) on employee performance (Y)**

Based on the results of regression analysis in this study, it is known that the value of t-count  $2,789 > t$ -table  $1,984$  and a significance value of  $0.000 < 0.05$ . From this study it is known that the results of testing the hypothesis of this study are accepted. Work flexibility refers to the ability of employees to have control over when, where, and how employees work. This includes various forms, such as flexible work schedules, the option to work from home, or part-time work. The results of this study are in line with research conducted by (Alim & Prabowo, 2023), salary or compensation and flexibility at work affect the job satisfaction of Shopeefood drivers in Sidoarjo. With flexible working hours, employees can better manage performance to be more optimal.

**The effect of income (X2) on employee performance (Y)**

From the results of regression analysis in this study, it is known that the value of t-count  $3.768 > t$ -table  $1.984$  and a significance value of  $0.012 < 0.05$ . The regression results in this study prove that with better income, the performance of

employees will increase. The results of this study are also in line with research conducted by (Natiqiyah & Idris, 2022) that compensation affects the job satisfaction of grab partners in Palu. Other research that is in line is research conducted by (Niati & Fanggidae, 2021) that incentives affect the performance of Grab Bike drivers in Kupang City

***The effect of work flexibility (X1) and income (X2) on employee performance (Y)***

Based on direct testing (simultaneous), it can be obtained that the calculated F value is greater than the F table ( $3,675 > 3,090$ ) and the significance value is  $0.000 < 0.005$ . The tests carried out provide results that work flexibility and income directly have a significant effect on employee performance (Y). The research conducted is in line with research conducted by (Alim & Prabowo, 2023) that compensation and work flexibility on the work performance of Shopeefood employees or drivers in Sidoarjo

**CONCLUSIONS AND RECOMMENDATIONS**

Based on the research conducted, the following conclusion can be drawn:

1. Work flexibility has a significant impact on the performance of online motorcycle taxi drivers in Medan City. Based on this research, it is known that employees who have the freedom to manage their time and workplace tend to feel more comfortable and focused, which can increase productivity so that performance will be optimised.
2. Income or salary has a significant effect on the performance of online motorcycle drivers in Medan City. From the research conducted, it is known that with better income, it can certainly increase employee motivation in doing work so as to improve performance as well.

From this research, it can provide insight into the importance of providing work flexibility and competitive income levels to improve the performance of drivers. For future research, it can explore the role of mediating variables such as job satisfaction, or mental well-being in the relationship between work flexibility.

**ADVANCED RESEARCH**

Every research certainly has limitations. Limitations in the sense of research limitations that affect the researcher's ability to explore the data being studied, the limitations of available data, or external factors of the research such as time and resource limitations. So that further research is needed for the perfection of this research.

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