
THE EFFECT OF WORK FLEXIBILITY AND WORKING CONDITIONS ON JOB SATISFACTION AND PERFORMANCE OF ONLINE OJEK DRIVERS IN SURABAYA

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Accepted: June, 2023; Received: June, 2023; Published: August, 2023

Abstract

This study aims to determine work flexibility and working conditions on job satisfaction and performance of online motorcycle taxi drivers in Surabaya. The method used is quantitative with explanatory research. The number of samples in this study was 100 with respondents being online motorcycle taxi drivers consisting of Grab, Gojek, Indriver and Maxim. Distribution of questionnaires and data collection through google forms. Data analysis technique using Smart PLS. The test results obtained work flexibility has a significant positive effect on job satisfaction of online motorcycle taxi drivers in Surabaya, Flexibility has a significant positive effect on performance, Working conditions have no significant effect on job satisfaction

Keywords: Work Flexibility, Working Conditions, Job Satisfaction

Employee Performance Introduction

In the current era of increasingly fierce business competition, it requires every organization or company to keep abreast of the changes that are occurring and adapt them to the internal environment of the organization. It is undeniable that with this change, in several aspects of human life it is required to continue to survive. The changing times are accompanied by technological advances that are increasingly developing, and can affect every human life throughout the world.

Work flexibility is a management practice that can be used by various types of organizations or companies. Work flexibility is seen as a way to help employees control themselves at work. Currently, one of the businesses that has a fairly flexible working time is an online motorcycle taxi. Becoming an online motorcycle taxi driver allows them to work hours that are not limited by time and place. Unlike other types of work which usually require employees to be on standby from nine in the morning to five in the evening, online motorcycle taxi drivers can set their working time independently and freely according to their wishes. Making it easier for consumers who will use their services to be easy and not limited to time or working hours.

In Indonesia there are several online motorcycle taxi service providers, such as Ubermotor, Grabbike and Gojek (Setyanti, 2016). Among these operators have various kinds of services, such as between passengers, between food and between goods. One of the online motorcycle taxis that is currently a trend in society is Gojek. Gojek is now operating in 50 cities/districts in Indonesia (Go-jek, 2017). Based on data from the Surabaya City Government, the total number of online motorcycle taxi drivers in Surabaya is quite a lot, reaching 22,327 drivers.

Performance is a very important and interesting part because it is proven to have very important benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will hard to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work being carried out at this time must be of higher quality than the execution of past work, for the future to be of higher quality than at present. An employee or employees will feel that they have their own pride and satisfaction with the achievements that have been achieved based on the performance they provide for the company. Good performance is a desired condition in the world of work. An employee will get good work performance if his performance is in accordance with the standards, both quality and quantity.

Based on the background of the problems previously described, the formulation of the problem in this study is whether work flexibility and working conditions have a significant effect on job satisfaction and performance of online motorcycle taxi drivers in Surabaya?

Literature Review

1. Work Flexibility

Work flexibility according to Hooks & Higgs (2000) is the provision of flexible working hours for employees which makes employees work in a short time, this causes employees to have more free time so that it can encourage them to increase creativity to advance the company. Work flexibility can affect employees' sense of comfort in their work, so that employees can work more freely and optimally so that their performance can increase (Setyawan, 2020).

According to Posner and Plantega (2011) stated that work flexibility generally has three indicators, namely:

- a. *Time Flexibility*, employees can modify the duration of work flexibly according to their ability to balance work and personal life.

- b. *Timing Flexibility*, employees are freed to choose a work schedule, with the selection of a flexible work schedule it is possible for employees to concentrate more on doing their work due to the individual schedule selection according to the wishes of the employee.
- c. *Place Flexibility*, employees are freed in choosing their workplace so that employees feel comfortable with the work environment. Employees are not required to work from an office or a place that is regularly used as a work location.

2. Working Conditions

The company's working conditions consist of physical and non-physical, which are physical, namely the condition of the workplace in physical form which is prepared as a place to work in accordance with the work of employees, while non-physical working conditions are the conditions of the workplace related to the conditions of the working relationship, whether the relationship with superiors, relationships with colleagues, and relationships with subordinates (Sedarmayanti, 2006).

In essence, every worker has different working conditions so that later it will foster different adaptations and conditions. At work, they work together with co-workers with various expectations, which generally have different priorities (Darmawan, 2015). To create good working conditions, it needs to be supported by communication, motivation and participation of subordinates to make decisions for the benefit of the organization. Leaders must maintain good working conditions through their leadership because leader behavior is also a determinant of working conditions (Arifin et al., 2019). Working conditions have become an important factor to directly determine the satisfaction of a member of the organization and its performance (Mardikaningsih, 2016).

According to Bangun (2012) indicators of working conditions are:

1. Working time
2. Workload
3. Work relationship
4. Facilities and infrastructure

3. Job satisfaction

Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2019, p. 74).

Furthermore, according to Handoko (2020, p. 193) job satisfaction is an employee's opinion that is pleasant or not about his work, this feeling can be seen from the good behavior of employees towards work and all things

experienced by the work environment. Thus job satisfaction is also related to the sense of belonging and loyalty of employees because it is a view of their affection or feelings about the organization or company.

Several indicators are used to measure an employee's job satisfaction (Robbins, 2012). These indicators include the following:

1. **Mentally challenging work**
Jobs that provide opportunities for employees to develop their skills and abilities tend to be favored. Various assignments, freedom to explore, and good feedback can encourage job satisfaction. Therefore, it is better to assign tasks to employees in the right portion, have moderate challenges so that employees will experience new things and achieve a sense of satisfaction at work.
2. **Supportive working conditions**
In order for employees to easily carry out their duties, they must be supported by a good work environment as well so that employees feel comfortable. Many studies have proven that a safe, non-hazardous and hassle-free workplace is preferred by employees.
3. **Decent salary**
Employees have perceptions about the salary system and promotion policies that are fair and in line with their expectations. If employees feel that the salary given is in accordance with their work and is fair, they will work optimally. Salaries are considered fair based on job demands, skills possessed by employees, and existing salary standards, so that it is likely that job satisfaction will be felt by employees.
4. **Personality compatibility with work**
A high match between the employee's personality and the job that is owned will support a person to achieve job satisfaction. Someone who has a personality type that matches their job has a high probability for them to achieve success, so employees will also have a high level of satisfaction.
5. **Supportive coworkers**
Some people also work to fulfill their social interaction needs, having co-workers who can support will direct someone to achieve job satisfaction. Often the behavior of superiors to their employees also affects the level of employee job satisfaction. Having good, friendly co-workers and building good communication will help the process of carrying out tasks in a job.

4. Performance

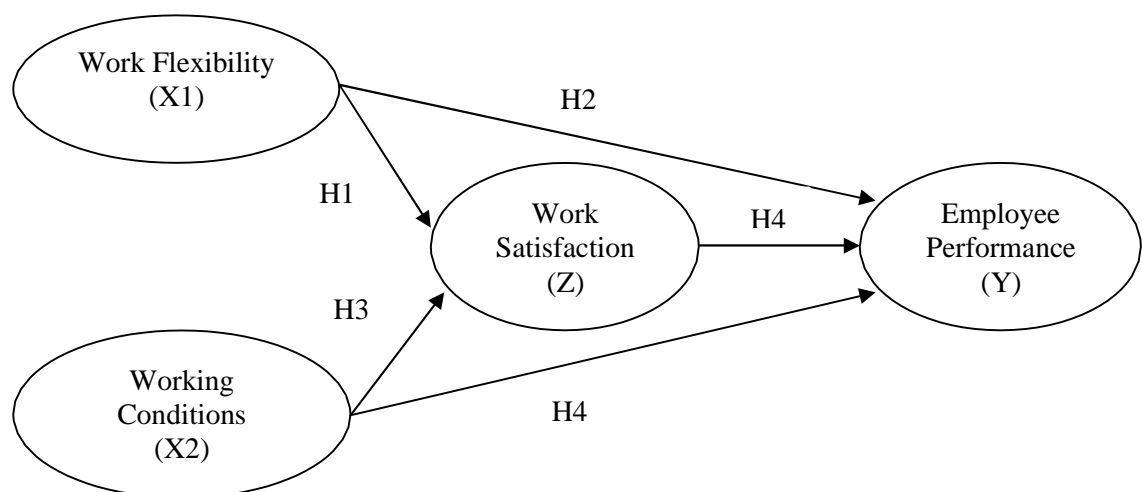
Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization. In addition, performance is the result obtained by employees in carrying out their work both in quality and quantity in carrying out

their duties are in accordance with the duties and responsibilities assigned by the company (Mangkunegara, 2016).

According to Kasmir (2019: 182) performance is the result of work and actions that are achieved by fulfilling the tasks and responsibilities given within a certain period of time, whereas according to Afandi (2021: 83–84) performance is the willingness of a person or group of people to carry out or improve activities in accordance with their responsibilities with the expected results.

According to Robbins (2016: 260) performance indicators are a tool for measuring the extent to which employee performance is achieved. Following are some indicators to measure employee performance: Quality of Work, Quantity, Timeliness, Effectiveness, Independence.

Conceptual framework



Based on the formulation of the problem, literature review, and the conceptual framework that has been described and described previously, the research hypothesis is compiled as follows:

- H1: Work flexibility has a significant effect on online motorcycle taxi driver job satisfaction in Surabaya.
- H2: Work flexibility has a significant effect on the performance of online motorcycle taxi drivers in Surabaya.
- H3: Working conditions have an effectsignificantly to the job satisfaction of online motorcycle taxi drivers.
- H4: Working conditions have a significant effect on the performance of online motorcycle taxi drivers in Surabaya.
- H5: Job satisfaction has a significant effect on the performance of online motorcycle taxi drivers in Surabaya.

METHODS OF RESEARCH

This research method is quantitative with an explanatory research approach. The number of samples in this study was 100 with respondents being online motorcycle taxi drivers consisting of Grab, Gojek, Indriver and Maxim. Distribution of questionnaires via google form. The analysis technique used is descriptive and statistical test Smart PLS 4.0, and the questionnaire uses a Likert scale with 5 categories, namely:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = agree
- 5 = Strongly Agree.

RESULTS AND DISCUSSION

Inner Model (Structural Model) R-Square

**Table 1
R-Square**

Variable	R square	Adjusted R square
Job satisfaction	0.957	0.956
Performance	0.863	0.858

Source: Primary Data

Chin (1998) provides criteria for R Square values of 0.67, 0.33 and 0.19 as strong, moderate, and weak. From the table above it can be seen that the R-Square results of the job satisfaction variable are 0.957 and the performance variable is 0.863. This means that work flexibility, working conditions and job satisfaction determine the performance of online motorcycle taxi drivers in Surabaya 95.7% and the rest is determined by other things. Meanwhile, job satisfaction and performance variables have an 86.3% influence on job satisfaction variables.

F-Square

**Table 2.
F-Square**

Variable	F-square
Job Flexibility -> Job Satisfaction	6,580
Work Flexibility -> Performance	1.205
Job Satisfaction -> Performance	0.695
Working Conditions -> Job Satisfaction	0.016
Working Conditions -> Performance	0.373

Source: Primary Data

The results of the F-Square test on all hypotheses proposed have a significant effect. Although the existing values are different with different meanings of power. The working conditions variable on job satisfaction is very small with a value of 0.016 followed by working conditions on performance of 0.373. While those that have the greatest influence are on the variable of work flexibility on job satisfaction

indicated by the F-Square value of 6,580. While the variable job satisfaction on performance has an effect with a value of 0.695.

Outer Model (Model Measurement)
Avarege Variance Extracted

Table 3.
Avarege Variance Extracted

Variables	Average variance extracted (AVE)
Work flexibility	0.664
working conditions	0.639
job satisfaction	0.683
performance	0.780

Source: Primary Data

From the output table above, all AVE values have a value greater than 0.5%, so it can be concluded that all valid indicators converge in forming their respective variables, namely work flexibility, working conditions, job satisfaction and performance.

Composite Reliability

Table 4.
Composite Reliability

Variable	Composite Reliability (rho_c)
Work flexibility	0.798
working conditions	0.779
job satisfaction	0.866
performance	0914

Source: Primary Data

Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb used for the Composite Reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Ghozali, 2016). For the results obtained in the table above it is known that all the variables above have results above 0.7. This shows that all research variables have met Composite Reliability and have a high reliability value.

Hypothesis Test

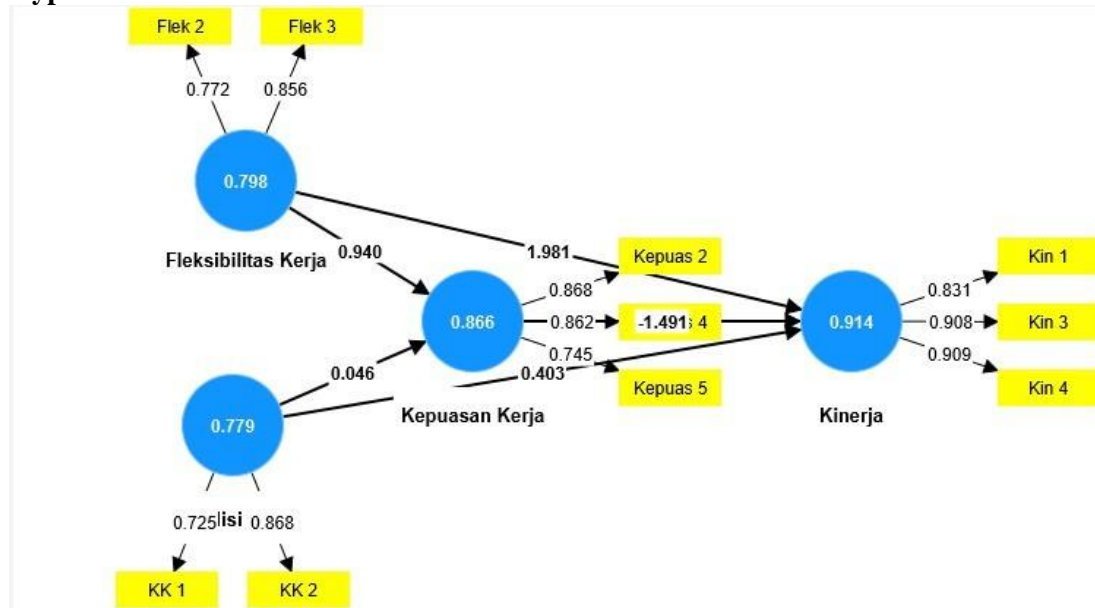


Figure 2.
Calculation Results Significant Effect Between Variables
Source: PLS Outputs

Test the hypothesis to determine the causal relationship between each variable as in table 6.

Table 6.
Hypothesis Testing Results

Correlation	original samples (O)	sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Job Flexibility -> Job Satisfaction	0.944	0.922	0.101	9,386	0.000	accepted
Work Flexibility -> Employee Performance	1,455	1,334	0.300	4,852	0.000	accepted
Job Satisfaction -> Employee Performance	-0.935	-0.833	0.289	3,235	0.001	accepted
Working Conditions -> Job Satisfaction	0.030	0.056	0.115	0.258	0.797	rejected
Working Conditions -> Employee Performance	0.358	0.388	0.108	3.318	0.001	accepted

Source: Results of analysis of the bootstrapping method

Discussion

Based on the analysis of the influence between variables, each hypothesis can be explained as follows:

Effect of work flexibility on job satisfaction of online motorcycle taxi drivers in Surabaya

Hypothesis testing results proves that flexibility has a significant positive effect on online motorcycle taxi driver job satisfaction in Surabaya with a P-value of 0.000 (P-value < 0.05). So the hypothesis which states that work flexibility has a significant effect on job satisfaction in this study can be accepted as true.

The results of this study are in line with research conducted by Findriyani and Parmin entitled Effects of Self Efficacy and Work Flexibility on Employee Performance with Job Satisfaction as a Mediation Variable indicating that work flexibility has a positive and significant effect on job satisfaction and employee performance at PT Sung Shim Internasional Branch employees Sempor.

Effect of work flexibility on the performance of online motorcycle taxi drivers in Surabaya

Hypothesis testing results proves that flexibility has a significant positive effect on the performance of online motorcycle taxi drivers in Surabaya with a P-Values of 0.000 (P-Values < 0.05). Then the hypothesis which states that work flexibility has a significant effect on performance in this study can be accepted as true.

The results of this study are not in line with work flexibility on employee performance which is reinforced by research conducted by Hakim (2021) which states that work flexibility has a negative and significant effect on teacher performance during the COVID-19 Pandemic.

Effect of working conditions on job satisfaction of online motorcycle taxi drivers in Surabaya

The results of hypothesis testing prove that working conditions have a significant positive effect on online motorcycle taxi driver job satisfaction in Surabaya with P-Values of 7,797 (P-Values > 0.05). Then the hypothesis which states that working conditions have a significant effect on job satisfaction in this study is rejected.

The results of this study are not in line with the research conducted by Didit Darmawan et al entitled The Study of the Role of Competency Variables, Performance Assessment, and Working Conditions on the Manifestation of Teacher Job Satisfaction which states that working conditions have a significant effect on teacher job satisfaction.

Effect of working conditions on the performance of online motorcycle taxi drivers in Surabaya

The results of testing the hypothesis prove that working conditions have a significant positive effect on the performance of online motorcycle taxi drivers in Surabaya with P-values of 0.001 (P-Values < 0.005). So the hypothesis which states that working conditions have a significant effect on performance in this study is acceptable.

The results of this study are in line with research conducted by Siti Mujanah et al entitled Transformational Leadership, Working Conditions, and Organizational Culture's Influence on Employee Performance states that working conditions have a positive and significant effect on employee performance.

Effect of job satisfaction on the performance of online motorcycle taxi drivers in Surabaya

The results of hypothesis testing prove that job satisfaction has a significant positive effect on the performance of online motorcycle taxi drivers in Surabaya with P-Values

of 0.001 (P-Values <0.005). Then the hypothesis which states that job satisfaction has a significant effect on performance in this study can be accepted as true.

The results of this study are in line with research conducted by Findriyani, Parmin in 2021 entitled The Effect of Self Efficacy and Work Flexibility on Employee Performance with Job Satisfaction as a Mediation Variable which states that job satisfaction has a positive and significant effect on employee performance at PT Sung Shim Internasional Sempor Branch employees .

CONCLUSION

Based on the formulation of the problem, literature review, analysis of research results and discussion that has been described previously, the results of this study can be concluded as follows:

1. Work flexibility has a significant effect on online motorcycle taxi driver job satisfaction in Surabaya
2. Work flexibility has a significant effect on the performance of online motorcycle taxi drivers in Surabaya
3. Working conditions have no significant effect on online motorcycle taxi driver job satisfaction in Surabaya
4. Working conditions have a significant effect on the performance of online motorcycle taxi drivers in Surabaya.
5. Job satisfaction has a significant effect on the performance of online motorcycle taxi drivers in Surabaya

IMPLICATIONS

The implication of this research is that it is necessary to develop further research regarding the working conditions of online motorcycle taxi drivers. Because besides that they work for an unlimited number of hours, they also don't have a fixed place of work but are always on the move depending on the time of day and the prevailing weather. So that drivers feel satisfied with the work they do.

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