The Influence of Work Flexibility, Compensation, and Work Motivation on the Performance of Gojek Drivers in the Gojek Community "CERY" South Jakarta

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Abstract: *This research aims to analyze the effect of work flexibility, compensation, and work motivation both partially and simultaneously on Gojek driver performance in Gojek Cery Community, South Jakarta. A sample of 129 respondents determined by simple random sampling method. Data collection techniques are performed with questionnaires then proceed with IBM SPSS version 22. The results of this research show that work flexibility (X1) has no significant effect on Gojek driver performance, compensation (X2) has a negative and significant effect on Gojek driver performance, and work motivation (X3) has a positive and significant effect on Gojek driver performance. While work flexibility, compensation, and work motivation simultaneously have a significant effect on Gojek driver performance in Gojek Cery Community, South Jakarta.*

Keywords: work flexibility, compensation, work motivation, and work performance

1. Introduction

Gojek, as the first Decacorn company in Indonesia according to this CB Insights report, can meet the needs of the employees above, one of which is by implementing schedule flexibility. According to Hill (in Carlson et al., 2010) flexibility is a formal policy set by resource management or informal arrangements related to flexibility in a company. Hill et al also define schedule flexibility as a flexible work arrangement which means choosing a place and time to work, both formal and informal, which facilitates employees in the policy of how long (time flexibility), when (timing flexibility), and where (place flexibility). employees work, According to a survey conducted by Bently University, 77 percent of millennials say flexible working hours will make them more productive, 89 percent admit they regularly check email during "night hours", As we know, the compensation and work flexibility that implemented for Gojek drivers will allow it to increase driver work motivation. Based on field observations, these flexible working hours can be used by drivers to rest whenever they want. They can turn off internet data packages so that no consumer calls will come into the application. Then, if they have had enough rest, they can reactivate their internet data package so that they can return to work looking for consumers.

Research results Hiariey (2018) and Abid and Daro Khan (2017) state that work flexibility has a positive and significant effect on performance, while Fanda and Muhammad (2013) in their research state that work flexibility has a significant negative effect on employee performance at a company in the city Batam.

Darma & Achmad (2017) and Njoroge & Josephat (2015)

through their research found that compensation has quite a large, direct, and significant effect on performance. In contrast to the results of Wekesa & Silas' (2013) research in a school in Kenya and Aromega, Christoffel, and Victor's (2019) research in a hotel in Manado which states that compensation has a negative and insignificant effect on employee performance.

Setiawan (2013) and Gardjito (2014) in their respective studies explained that work motivation has a significant positive influence on employee performance. Another study, namely that conducted by Dhermawan, I Gde, I Wayan in the Bali Province Public Works Office, explained that work motivation has an insignificant effect on the performance of employees there.

2. Theoretical Studies

2.1 Human Resource Management

According to Panggabean (2004), Human Resource Management (MSDM) can be defined as a process consisting of planning, organizing, leading, and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination. working relationship in order to achieve the goals set.

2.2 Work Flexibility

Work Flexibility, or commonly known as Flexible Work Arrangements (FWA) according to Shagvaliyeva and Yazdanifard (2014), is one of the strategies of a company or

organization to retain its employees. This work flexibility is a form of variation when working whose goal is so that employees don't get bored easily at work.

Meanwhile, according to Carlson et al. (2010), schedule flexibility is a flexible work arrangement which means choosing a place and time to work, whether formal or informal, which facilitates employees in the policy of how long (time flexibility), when (timing flexibility), and where (place flexibility).) employees work.
a) Time flexibility: employee flexibility in modifying work duration
b) Timing flexibility: employee flexibility in choosing work schedules.
c) Place flexibility: employee flexibility in choosing a workplace.

2.3 Compensation

According to Rivai and Sagala (2010: 741), compensation is something employees receive as a substitute for their service contributions to the company. Compensation is one of the implementation of HRM functions related to all types of individual awards in exchange for carrying out organizational tasks.

Meanwhile, according to Simamora (2004) in Hasibuan (2017: 86), the indicators in providing compensation to employees are of course different. But in general the indicators of compensation, namely:
a) Salary/Wage
Salaries usually apply to annual, monthly, or weekly payment tariffs. While wages are the pay base that is often used for production and maintenance workers. Wages are generally related to hourly pay rates.
b) Incentives
Financial rewards or compensation provided other than salary/wages directly to employees whose performance exceeds the specified standards.
c) Insurance
One form of compensation that guarantees health and safety work.
d) Allowances
Compensation given to certain employees as a reward for their sacrifices. For example vacations paid by the company, and Facility. In general, it relates to enjoyment (read: special treatment) and supporting facilities that employees receive from their company.

2.4 Work motivation

Motivation is one thing that is needed in the world of work. According to Santrock (2014: 165), motivation is the process of providing energy, directing and maintaining energy. Motivation also functions to provide energy and then move people towards certain goals.

Meanwhile, according to David McClelland (1960) with the theory of motivation in Edy Sutrisno (2016: 128) explains there are 3 basic components that can be used to motivate people to work, namely:
1) Need for Achievement, the need to achieve success, is measured by a person's standard of perfection and is

closely related to work.
2) Need for Affiliation, the need for warmth in relation to other people and directs behavior to establish intimate relationships with other people.
3) Need for Power, the need to control and influence other people and can cause the person concerned to not or less care about the feelings of other people.

2.5 Performance

According to Mangkunegara (2014), employee performance is the result of work in quality and quantity achieved by employees because they have carried out their duties in accordance with the responsibilities given to them.

Based on some of the definitions above, the authors conclude that performance is the result of someone's achievement because he has completed the tasks and responsibilities that have been given. Meanwhile, according to David McClelland (1960) with the theory of motivation in Edy Sutrisno (2016: 128) explains there are 3 basic components that can be used to motivate people to work, namely:
1) Need for Achievement, the need to achieve success, is measured by a person's standard of perfection and is closely related to work.
2) Need for Affiliation, the need for warmth in relation to other people and directs behavior to establish intimate relationships with other people.
3) Need for Power, the need to control and influence other people and can cause the person concerned to not or less care about the feelings of other people.

3. Research Methods

3.1 Research Objects and Sources

This research was conducted at the Gojek Cery Driver Community Association in South Jakarta. In this study the researchers limited the research to Gojek drivers only. So that it can be examined its application to the effect of work flexibility, compensation, and work motivation on the performance of Gojek drivers.

3.2 Data source

The data source in this study uses secondary data obtained from the company's financial reports every month. This research uses financial reports, guidebooks, journals, papers, articles, as well as sources from internet media related to the research being conducted.

3.3 Types of Research and Data Collection Methods

The research method that will be used by researchers is descriptive quantitative method. According to Sugiyono (2018: 7) the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, and analyzing quantitative/ statistical data. It aims to test the hypothesis that has been

set. This research is a correlative research with a quantitative approach that is to reveal the effect of work flexibility, compensation, and work motivation on performance variables expressed in numbers and explain it by connecting with existing theories and using appropriate data analysis techniques.

The sampling method in this study uses the probability sample method. According to Sajono, Julianita (2011: 22), probability sampling is a sampling technique that provides equal opportunities for each population to be selected later as a sample. The data collection method in this study was distributing questionnaires to some Gojek drivers in the Gojek Cery Community. The method used is a random sampling method, where a portion of the population is used as a sample, namely 129 drivers in the Gojek Cery Community, South Jakarta.

3.4 Instrument Validity and Reliability Testing

Table 1: Work Flexibility Validity Test Results (X1)

Statement to -	rcount	rtable	Information
1	0,629	0,1729	Valid
2	0,762	0,1729	Valid
3	0,784	0,1729	Valid
4	0,840	0,1729	Valid
5	0,472	0,1729	Valid
6	0,745	0,1729	Valid
7	0,742	0,1729	Valid
8	0,590	0,1729	Valid

Source: SPSS data processing (2020)

Table 2: Compensation Validity Test Results (X2)

Statement to -	r count	r table	Information
1	0,738	0,1729	Valid
2	0,647	0,1729	Valid
3	0,697	0,1729	Valid
4	0,642	0,1729	Valid
5	0,592	0,1729	Valid
6	0,734	0,1729	Valid
7	0,634	0,1729	Valid
8	0,521	0,1729	Valid

Source: SPSS data processing (2020)

Table 3: Results of Work Motivation Validity Test (X3)

Statement to -	rcount	rtable	Information
1	0,726	0,1729	Valid
2	0,756	0,1729	Valid
3	0,526	0,1729	Valid
4	0,449	0,1729	Valid
5	0,619	0,1729	Valid
6	0,609	0,1729	Valid
7	0,728	0,1729	Valid
8	0,699	0,1729	Valid
9	0,720	0,1729	Valid
10	0,618	0,1729	Valid

Source: SPSS data processing (2020)

Table 3.8: Performance Validity Test Results (Y)

Statement to -	r count	r table	Information
1	0,499	0,1729	Valid
2	0,517	0,1729	Valid
3	0,661	0,1729	Valid
4	0,653	0,1729	Valid
5	0,729	0,1729	Valid
6	0,692	0,1729	Valid
7	0,460	0,1729	Valid

Source: SPSS data processing (2020)

Based on the table above, it can be seen that all of these statements are declared valid because rcount > rtable.

Table 4: Reliability Test Results for Variable X_1, X_2, X_3, Y

Variable	Cronbach Alpha value	Information
Work Flexibility	0,845	Reliable
Compensation	0,773	Reliable
Work motivation	0,846	Reliable
Performance	0,710	Reliable

Source : SPSS data processing (2020)

Based on table 3.4 the reliable test results show the value of Cronbach Alpha Work Flexibility (X1) of 0.845, Compensation (X2) of 0.773, Work Motivation (X3) of 0.846, and Performance (Y) of 0.710, which means that the trial results have good reliability because > 0.60.

4. Results and Discussion

4.1 Respondent Profile

Respondents' Descriptive Based on Gender
Respondent data based on gender from *driver* Gojek at the Cery Gojek Community, South Jakarta. Gender data can be seen from the following table:

Table 5: Profile of Respondents by Gender

Gender	Amount	Percentage
Man	114	88,4%
Woman	15	11,6%
Amount	129	100%

Source: Results of processing questionnaires (2020)

Based on table 4.1, it can be explained that the majority of respondents were male, namely 114 people (88.4%), then the rest were female, as many as 15 people (11.6%).

Respondents Descriptive Based on Age
Respondent data based on age from *driver* Gojek at the Cery Gojek Community, South Jakarta. Age data can be seen from the following table:

Table 6: Profile of Respondents by Age

Age	Amount	Percentage
<25	16	12,4%
26-30	20	15,5%
31-35	18	14%
36-40	27	20,9%
>40	48	37,2%
Amount	129	100%

Source: Results of processing questionnaires (2020)

Based on table 6, it is known that the number of respondents aged <25 years was 12.4%, aged 26-30 years was 15.5%, aged 31-35 was 14%, 36-40 years was 10.9%, and aged >40 years of 37.2%. It is known that the majority of respondents in the South Jakarta Gojek Cery Community are >40 years old.

Respondents' Descriptive Based on Last Education

Respondent data based on last education from *driver* Gojek at the Cery Gojek Community, South Jakarta. The latest education data can be seen from the following table:

Table 7: Profile of Respondents based on Last Education

Last education	Amount	Percentage
SD-SMA	78	60,5%
Diploma	41	31,8%
Sarjana S2/S3	10	7,7%
Amount	129	100%

Source: Results of processing questionnaires (2020)

Based on table 7, it is known that the number of respondents from SD to SMA is 60.5%, Diploma is 31.8%, and Masters/S3 Degree is 7.7%. It is known that the majority of respondents' last education in the Gojek Cery Community, South Jakarta, was elementary-high school.

Respondents' Descriptive Based on Working Period

Respondent data based on working time from*driver* Gojek at the Cery Gojek Community, South Jakarta. Service period data can be seen from the table as follows:

Table 8: Profile of Respondents based on Years of Service

| Working time	Amount	Percentage
1-3 Years	50	38,8%
4-6 Years	67	51,9%
7-9 Years	12	9,3%
Amount	129	100%

Source: Results of processing questionnaires (2020)

Based on table 8, it is known that the number of respondents based on 1-3 years of service is 38.8%, 4-6 years of service is 51.9%, and 7-9 years of service is 9.3%. It is known that the majority of the respondents' working years in The South Jakarta Cery Gojek Community is 4-6 years old.

4.2. Interpretation of Results

Normality test

Normality testing using normal images *probability plot* can also be used to test whether the residual values are normally distributed or not.

Figure 1 Normal Probability Plot Performance Variable (Y*)*
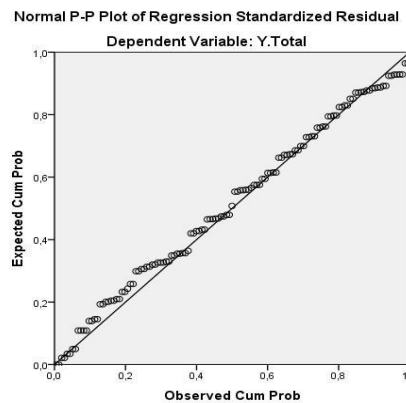
Source: SPSS data processing (2020)

Based on the graph in Figure 1, it can be seen that the points spread near and around the diagonal line and follow the direction of the diagonal line. Thus, the variables used in this study can be said to be normally distributed.

Autocorrelation Test

Table 9: Autocorrelation Test Results with Durbin-Watson
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,751[a]	,564	,553	4,992	2,015

Source: SPSS data processing (2020)

Based on test results *Durbin-Watson* in table 9, it is known that the value *Durbin-Watson* of 2.015. In this study, the number of samples (n) was 129 and the independent variable (k) was 3. If seen from the Durbin Watson table, the value dl =1,6653, nilai du=1.7603, 4-dl value (4-1.6653) = 2.3347, 4-du value (4-1.7603) = 2.2397. So it can be concluded based on the results of the test criteria *Durbin-Watson* is 1.7603 <2.015 < 2.2397 (du < d < 4-du) which states that there is no autocorrelation between work flexibility variables (X_1), compensation (X_2), and performance (X_3) on performance (Y).

Heteroscedasticity Test

The Heteroscedasticity Test tests the dissimilarity of the variance from one residual observation to another. The regression model that meets the requirements is that there are similarities in the variance of the residuals from one observation to another. The results of the heteroscedasticity assumption test can be seen as follows:
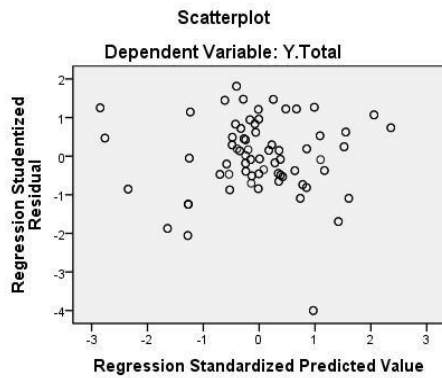
Figure 2: Heteroscedasticity Test Results

Source: SPSS data processing (2020)

From the chart *scatter plot* In Figure 2, it can be seen that there is no clear pattern nor does it form a wave pattern. The points also spread randomly above and below or around the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model, so the regression model is feasible to use to predict performance (Y) based on the input of the independent variable, namely work flexibility (X_1), compensation (X_2), and work motivation (X_3).

Multicollinearity Test

The following are the results of the multicollinearity test.

Table 10: Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12,831	4,067		3,155	,002		
	Work Flexibility	,053	,045	,074	1,168	,245	,873	1,146
	Compensation	-,130	,049	-,167	-2,642	,009	,875	1,143
	Work motivation	,547	,048	,764	11,369	,000	,774	1,292

Source: SPSS data processing (2020)

Based on the results of the multicollinearity test in Table 10, it can be seen that the value *Tolerance* from the variables of work flexibility, compensation, and work motivation $\geq$ 0.10 and VIF value $\leq$ 10.00, it can be concluded that there is no multicollinearity in the regression model in this study.

Multiple Linear Regression Test

Table 11: Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	12,831	4,067		3,155	,002
	flexibility Work	,053	,045	,074	1,168	,245
	Compensation	-,130	,049	-,167	-2,642	,009
	Work motivation	,547	,048	,764	11,369	,000

a. Dependent Variable: Performance
Source: SPSS data processing (2020)

Based on the calculations in table 11, the multiple linear regression equation can be arranged as the following equation:

Y = 12,831 + 0,053X₁ - 0,130X₂ + 0,547X₃ + e

$$Y = 12{,}831 + 0{,}053X_1 - 0{,}130X_2 + 0{,}547X_3 + e$$

1) Constant a has a value of 12.831 which indicates that if the value of the independent variables (work flexibility, compensation, and work motivation) is equal to 0 (zero), then the performance variable *driver* of 12.8.
2) Work flexibility independent variable regression coefficient (X_1) of 0.053 which indicates that if the work flexibility variable increases by 1 (one) unit, while the other independent variables have a fixed value, then the performance variable *driver* will increase by 0.053 units, and vice versa.
3) Regression coefficient on the independent variable X compensation$_2$ of -0.130 which indicates that if the compensation variable increases by 1 (one) unit, while the other independent variables have a fixed value, then the performance variable *driver* will decrease by 0.130 units and vice versa.
4) The regression coefficient on the independent variable X work motivation$_3$ of 0.547 which indicates that if the work motivation variable increases by 1 (one) unit, while the other independent variables have a fixed value, then the performance variable *driver* will increase by 0.547 units and vice versa.

The coefficient of determination (R^2)

Table 12: Results of the Coefficient of Determination (R2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,751^a	,564	,553	4,992

Source: SPSS data processing

From the test results of the coefficient of determination in table 12, it can be seen that the value*Adjusted R Square* is 0.553. This shows that 55.3% of the performance variable*driver* Gojek in the South Jakarta Gojek Cery Community can be explained by three independent variables, namely work flexibility, compensation, and work motivation. While the remaining 44.7% can be explained by other variables not included in this study.

Partial Hypothesis Test Results (t test)
The T-test was conducted to determine whether or not there is a partial effect given by the independent variables (work flexibility, compensation, and work motivation) on the dependent variable (performance).

Table 13: Partial Hypothesis Test Results (t test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	12,831	4,067		3,155	,002
	flexibility Work	,053	,045	,074	1,168	,245
	Compensation	-,130	,049	-,167	-2,642	,009
	Work motivation	,547	,048	,764	11,369	,000

a. Dependent Variable: Performance
Source: SPSS data processing

Based on table 13, the results of the t test in this study can be obtained as follows:
1) Work Flexibility Test Results
   The significance value of the effect of work flexibility (X$_1$) on performance (Y) is 0.245 > 0.05. So partially the work flexibility variable has no significant effect on the performance variable.
2) Compensation Test Results
   The significance value of the effect of compensation (X$_2$) on performance (Y) is 0.009 <005. So partially the compensation variable has a negative and significant effect on performance variables.
3) Work Motivation Test Results
   The significance value of the influence of work motivation (X$_3$) on performance (Y) is 0.000 <0.05. So partially the work motivation variable has a positive and significant effect on performance variables.

Statistical Test Results F

Table 14: Statistical Test Results F
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	40,24,741	3	13,41,580	53,832	,000^b
	Residual	31,15,213	125	24,922		
	Total	71,39,953	128			

Based on the test results in table 14, a significance value is obtained for the effect of work flexibility (X$_1$), compensation (X$_2$), and work motivation (X$_3$) simultaneously on performance (Y) of 0.000 <α (0.05), which means it is smaller than the value of α. So it means that the results of research on work flexibility, compensation, and work motivation simultaneously have a significant effect on performance variables.

5. Conclusion

Based on the results of the discussion and analysis of the data that has been carried out and tested, the researchers put forward several conclusions, namely:
1) Work flexibility has no significant effect on the performance of Gojek drivers in the Gojek Cery Community, South Jakarta.
2) Compensation has a negative and significant effect on the performance of Gojek drivers in the Gojek Cery Community, South Jakarta.
3) Work motivation has a positive and significant effect on driver performance Gojek at the Cery Gojek Community, South Jakarta.
4) Work flexibility, compensation, and work motivation simultaneously have a significant effect on the performance variables of Gojek drivers in the community, Gojek Cery, South Jakarta.

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