

Analysis Of The Influence Of Compensation, Flexibility, And Work Discipline On The Performance Of Online Ojek Drivers In Medan City

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Abstract

The objective of this study is to assess the impact of remuneration, work flexibility, and work discipline on the efficiency of online motorbike taxi drivers in Medan. This research is based on the growing popularity of online motorbike taxi services in Medan, which can be easily ordered through smartphone applications at any time and place. Additionally, preliminary interviews with drivers have revealed that compensation factors play a role in their work performance. This research utilized quantitative approaches and collected samples from the community of online motorbike taxi drivers in Medan. The sample method employed was accidental sampling, with a total of 102 respondents who were drivers. The data analysis strategy employs the method of multiple linear regression. The research findings suggest that salary does not have a partially significant impact on driver performance. However, job flexibility and discipline have a positive and substantial influence on enhancing driver performance in Medan. Ultimately, the combination of remuneration, adaptability, and work ethic has a constructive and noteworthy influence on enhancing the productivity of online motorcycle taxi drivers in Medan.

Keywords: Compensation, Flexibility, Work Discipline, Driver Performance

INTRODUCTION

The ongoing advancements in technology have a substantial influence on the digital business landscape, since they streamline and simplify people's daily routines

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(Khairani, 2023). Businesses are increasingly more flexible, enabling individuals to work from any location and at any time, as long as they have internet connectivity (Banuari, 2023). An exemplary instance of a digital enterprise in the digital age is an internet-based transportation program, which has consistently garnered favorable feedback notwithstanding the ongoing epidemic (I. L. Nasib, 2021).

Transportation is a complex network that enables the transfer of individuals or commodities from one place to another utilizing vehicles, which can be either manually driven by humans or automatically controlled by robots (Imbayani, 2021). The primary purpose of transportation is to enable and expedite people's everyday activities (Hadian, 2022). Online transportation operates on a comparable basis to traditional transportation, with the distinction being in the way of placing orders. In order to utilize conventional taxi services, travelers often need to locate a designated spot or area where taxis are accessible (Sinaga, 2022). Ride-hailing services were introduced in Indonesia in 2011, and in Medan specifically, this service was launched in 2015, four years later. Amidst the 2020 epidemic, there was a substantial surge in transportation activity facilitated by this application. The popularity of online motorcycle taxis stems from its ability to provide convenience and efficiency, enabling consumers to make orders at any location and time, provided they have access to a smartphone and internet connection. The enhancements in online motorcycle taxi services mostly rely on the drivers' performance.

Individuals exhibit conduct that mirrors their accomplishments in the professional setting, fulfilling their assigned duties as dictated by the company. Abdullah (2014:115) emphasizes the importance of a driver's performance in assessing the achievement of firm objectives in the online transportation sector. Khafid and Putra (2019) assert that driver performance levels are influenced by elements such as remuneration, motivation, and work satisfaction. (Silaban, 2023) discovered a correlation between changes in driver performance and the use of information technology, workplace flexibility, and job happiness.

A significant number of online motorcycle taxi drivers acknowledge that this service has had a positive effect on their financial situation, serving as both a supplementary and primary source of revenue. The flexibility offered by working as an online motorcycle taxi driver allows for a transformation in the way work is conducted, as there is no requirement to adhere to a predetermined schedule in terms of both time and place. Wicaksono (2019) states that human resource managers may establish flexible policies, either explicitly or through flexible arrangements, to allow drivers to adjust their work schedules based on their own requirements and goals. This aids in lowering stress levels among drivers,

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hence enhancing their performance.

Additional elements that impact driver performance encompass the nature of accolades bestowed by online transportation businesses, such as remuneration based on passenger count, supplementary incentives, provision of equipment like helmets and jackets, and gratuities received from clients. The corporation frequently grants this remuneration as a gesture of gratitude. As stated by (Siregar, 2023), compensation encompasses all forms of monetary and non-monetary rewards and perks that workers get as part of their employment, which can be tangible or intangible in nature. Material remuneration might take the form of trophies, prizes, bonuses, and numerous amenities. Conversely, immaterial compensation includes extra time off, delayed vacation breaks, and promotions.

Describe work discipline as an individual's ability and willingness to adhere to specified norms and complete tasks promptly (Chunitan, 2021). Within the realm of online motorcycle taxi drivers, the presence of work discipline is just as crucial as the advancement of remuneration and flexibility in their profession. The driver's level of discipline significantly impacts their work performance. The reason for this is because a driver's high degree of discipline is analogous to achieving success in enhancing their professional performance.

RESEARCH METHODS

This study will investigate the operations of online motorcycle taxi operators in the city of Meldan, specifically focusing on the traders from Grab, Go-Jelk, and Maxim. These three services are the primary online motorcycle taxi providers in the city of Telrselbult. The research activities will span a duration of one year, commencing in January 2023 and concluding in December 2023. The selected research for analysis in this study is of a quantitative nature. It encompasses all pertinent data sets related to the study topic or data that is the primary area of interest. The research has demonstrated that this study has played a crucial role in assessing the influence of remuneration, job flexibility, and disciplinary measures on the efficiency of online motorcycle taxi drivers in Meldan. The subject of this investigation is to the online motorbike taxi providers that are now operating in the Meldan region. on this study, we opted on accidental sampling as the method for selecting our sample, given the population size is infinite. To create a sample proposal, we utilized the Lamelsshow method, which yielded a total of 100 replies. Data was gathered through three methods: completion of surveys, conducting interviews, and reviewing paperwork. We employed multiple linear regression analysis to analyze the

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acquired data.

This research gathers data on-site, utilizing original data acquired directly from the field by researchers present at the area. The selected approach for data collecting was delivering a lecture by telephone to the workers. Kulelsionelr, a research methodology including a sequence of questions posed to the respondent, is implemented in a telephone format. The respondent's ultimate answer choice is chosen by a personalized selection from pre-designed options.

RESULTS OF DATA ANALYSIS AND RESEARCH

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.751	2.684		3.633	.000
	Compensation	.081	.048	.107	1.674	.097
	Flexibility	.439	.105	.270	4.174	.000
	Work Discipline	1.052	.127	.606	8.260	.000

Source: Processed Primary Data, 2024

1. A one-unit increase in the compensation value results in a 0.081-unit rise in the performance variable, as evidenced by the correlation coefficient of the balance variable. This rise demonstrates a direct correlation between remuneration and achievement. Put simply, raising remuneration directly correlates with improving performance.
2. The correlation coefficient of flexibility is 0.439, suggesting that a single improvement in flexibility leads to an overall performance gain of 0.439 units. The positive score demonstrates a direct correlation between flexibility and performance, meaning that an improvement in performance immediately leads to an increase in flexibility.
3. A doubling of the work discipline variable resulted in a commensurate rise of 1,052 thousand in the performance variable. This demonstrates a direct and positive



correlation between work discipline and performance, indicating that an increase in work discipline leads to an improvement in performance.

Hypothesis Determination Coefficient (R2)

Table 2. Hypothesis Determination Coefficient

Model Summary ^b					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.840 ^a	.706	.697	3.11062	1.937

Source: Processed Primary Data, 2024

The table analysis reveals a R Square value of 0.706, which is equivalent to 70.6%. This demonstrates that the amalgamation of factors such as remuneration, adaptability, and work ethic has a substantial role in enhancing performance, accounting for a total contribution of 70.6%. The remaining proportion of cells, namely 29.4%, is likely affected by additional variables that are not elucidated in this work or are attributable to measurement error.

Simultaneous Hypothesis Testing (F-Test)

Table 3. Simultaneous Hypothesis Testing (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2280.628	3	760.209	78.567	.000 ^b
	Residual	948.245	99	9.676		
	Total	3228.873	102			

Source: Processed Primary Data, 2024

According to the data analysis, the observation F value was 78.567, which exceeded the threshold F value of 2.70. With a recorded p-value of around 0.000, this number falls below the critical threshold of 0.05, suggesting a statistically significant result. Based on these findings, it may be inferred that remuneration, flexibility, and work discipline have a substantial and beneficial impact on performance. Thus, the null



hypothesis (H0) is deemed rejected, whereas the alternative hypothesis (Ha) is proclaimed accepted.

Partial Hypothesis Testing (t-test)

Table 4. Partial Hypothesis Testing (T-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.751	2.684		3.633	.000
	Compensation	.081	.048	.107	1.674	.097
	Flexibility	.439	.105	.270	4.174	.000
	Work Discipline	1.052	.127	.606	8.260	.000

Source: Processed Primary Data, 2024

1. The data in the t-test table indicates that the compensation variable has caused an increase in the p-value for performance, which is now roughly 0.097. This value is greater. This number exceeds the threshold of 0.05. On the other hand, the computed t value of 1.674 for the final variable is lower than the crucial t value of 1.98397. Thus, this analysis confirms the null hypothesis (Ho) and dismisses the alternative hypothesis (Ha). There is no discernible correlation between salary and performance.
2. The t test statistical analysis showed that the flexibility variable had a significant impact on performance, with a p-value of 0.00. This value is lower than the threshold of 0.05. Moreover, the computations result in a total t value of 4.174, which is higher than the tabular t value of 1.98397. Therefore, we refute the null hypothesis (Ho) and affirm the acceptance of the alternative hypothesis (Ha). This indicates that the variable of flexibility has a favorable and substantial impact on performance.
3. A comprehensive statistical analysis of t-test tables indicated a substantial impact of the work discipline variable on performance, with a very significant p-value of around 0.000, much lower than the threshold of 0.05. The computed t value of 8,260 greatly exceeds the critical t value of 1.98397. The results of this study



support the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_a), providing unambiguous confirmation of the positive and significant influence of work discipline on performance improvement.

The Effect of Compensation on Driver Performance

The findings of the hypothesis test indicate that pay does not have a statistically significant impact on the performance of online motorcycle taxi drivers (Purba, 2023). The outcomes of this research suggest that pay for online motorcycle taxi operators in Melden is not consistently linked to performance enhancements, since they consistently obtain sufficient rewards from their firms or clients. This suggests that the amount of compensation provided might differ according to the company's management philosophy, and certain organizations only grant remuneration if the employee achieves the predetermined objectives. The findings of this study align with the findings of previous research done by (Heksarini, 2020), which assert that salary does not have an impact on employee performance. Nevertheless, this research contradicts the findings of previous studies (Chaniago, 2018)(Martin, 2018)(Pebri, 2020) that suggest a strong correlation between remuneration and employee performance. Providing employees with competitive and equitable compensation can strongly motivate them to work more and meet their performance objectives (S. Y. F. R. A. L. D. A. Nasib, 2023). Offering prizes like as incentives, bonuses, or pay raises can enhance employee motivation to attain desired outcomes (Nasib, 2020). Offering remuneration that is proportionate to employees' exertions and accomplishments has the potential to enhance their perception of worth and intrinsic motivation (Khairani, 2023). Employees that are acknowledged and appreciated for their diligent efforts are often more inclined to be motivated and deliver enhanced performance (Banuari, 2023).

The Effect of Flexibility on Driver Performance

The data analysis results clearly indicate that flexibility has a substantial impact on the success of online motorcycle taxi drivers. The research findings suggest that online drivers already have the ability to determine their own working hours in a flexible way in order to meet their desired goals. Conversely, drivers have the ability to arrange and allocate their time for work, relaxation, and family, so enhancing their performance and fostering a greater feeling of responsibility towards their job. This study was subsequently accompanied by an opinion (Rahayu, 2020)(Mikalef, 2021)(Wang et al., 2021) asserting that the implementation of flexible working hours leads to increased leisure time for

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employees, thereby promoting initiative, innovative thinking, and a strong sense of responsibility and work ethic. Consequently, employees become more self-reliant and less reliant on instructions from their superiors. Implementing work flexibility policies can facilitate the establishment of a harmonious equilibrium between employees' professional and personal spheres (Luu, 2020). Research has shown that employees who see themselves as having autonomy over their work schedules are more likely to have higher levels of satisfaction and motivation. This, in turn, leads to enhanced performance in the workplace (Skogen, 2021). Organizations can enhance employee performance by introducing work flexibility rules that align with their specific requirements and individual preferences (Barrales, 2013). This may involve utilizing technology to facilitate remote work, offering flexible scheduling choices, or granting staff the autonomy to determine their own job priorities (Ting, 2022).

The Influence of Work Discipline on Driver Performance

The findings of data processing studies indicate that work discipline has a notable impact on the performance of online motorcycle taxi drivers. The outcomes of this research indicate that there is a significant and favorable correlation between work discipline and enhanced employee performance. This phenomenon can occur due to the fact that self-employed individuals possess a clear understanding of their work objectives. As a consequence, they are able to allocate their time effectively, apply planning and strategic approaches, and ultimately enhance their total job performance and efficiency. The findings corroborate the perspective put out by (Ramadhani, 2023) that discipline is a crucial element in attaining the goals established by the organization, individual workers, and society as a whole. By fostering discipline, it is possible to enhance employee motivation and improve job completion efficiency. The findings show that work discipline has a robust and favorable impact on enhancing performance (Ardianto, 2020). Work discipline is a measure of how well employees understand and fulfill their jobs and responsibilities. Employees that exhibit discipline tend to demonstrate greater organization in executing their responsibilities, adhering to established protocols, and fulfilling designated timeframes, resulting in enhanced performance (Sitopu, 2021). Companies must provide a conducive work atmosphere to facilitate employees in maintaining a high degree of discipline. This can encompass activities such as imparting training, cultivating aptitudes, and offering constructive criticism to assist workers in maintaining their concentration and dedication towards their job (Nasib, 2019).



CONCLUSION

The t-test analysis indicates that the compensation (X1) received a tcount of 1.674, which is lower than the ttable value of 1.98397. The significance level of 0.097 is higher than the threshold value of 0.05. Statistically, remuneration does not have a substantial impact on the performance of online motorbike taxi drivers in Medan. The t-test findings indicate that the compensation variable (X1) has a t value of 1.674, which is below the critical t value (ttable) of 1.98397 at a significance level of 0.097, indicating that it is not statistically significant at the 0.05 level. This indicates that the level of remuneration does not exert a substantial impact on the performance of online motorcycle taxi drivers in Medan. Regarding the work flexibility variable (X2), a t value of 4.174 was obtained, indicating a considerable impact on performance. This is supported by the fact that the obtained t value above the critical t value (1.98397) and the significance value is 0.000, which is below the threshold of 0.05. Similarly, the variable of work discipline (X3) yields a t value of 8.260 with a significance level of 0.000, significantly lower than 0.05. This suggests a highly significant impact on enhancing performance. Through simultaneous analysis using an f-test, the obtained fcount value is 2.70, which is lower than the ftable value of 78,567. The significance level is 0.000, which is below the threshold of 0.05. These findings suggest that the factors Compensation, Flexibility, and Work Discipline together have a substantial impact on enhancing the performance of online motorcycle taxi drivers in the city of Medan.

Online motorcycle taxi drivers in the city of Medan can enhance their performance by ensuring prompt reception and timely fulfillment of orders. In the online transportation sector, companies should enhance driver compensation to incentivize better performance and promote work discipline by imposing penalties on drivers who refuse to pick up passengers when orders are received. Additionally, companies should prioritize work flexibility to ensure a smooth operation. Reducing the remuneration of drivers in the event that they receive orders that require them to go a significant distance. To enhance the accuracy of future study findings, it is advisable to incorporate supplementary independent factors that might potentially impact the performance of online motorcycle taxi drivers in Medan.

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