

ANTESEDENT OF PARTNER PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING

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ABSTRACT

This study aims to investigate the influence of work-life balance and flexible work arrangements on partner performance, with job satisfaction as an intervening variable. The research focuses on Gojek drivers in the province of Bali. The study employs a quantitative approach through a survey method to gather data from a sample of Gojek drivers. Data analysis will be conducted using Partial Least Squares (PLS), which constitutes a component of the Structural Equation Modeling (SEM) framework. The results showed that higher levels of job satisfaction contribute to improved performance, while lower levels of job satisfaction lead to decreased performance. Additionally, work-life balance positively and significantly affects performance through job satisfaction as an intervening variable among Gojek partner drivers in Bali Province. This indicates that achieving a good work-life balance can create job satisfaction, ultimately enhancing the performance of Gojek partner drivers in Bali Province. Similarly, effective implementation of flexible work arrangements positively and significantly influences performance through job satisfaction as an intervening variable among Gojek partner drivers in Bali Province. The findings of this study are expected to contribute to the understanding of how work-life balance and flexible work arrangements, particularly in the context of Gojek drivers in Bali.

Keywords: Performance; Satisfaction; Balance; Flexible, Arrangements; Gojek Drivers

INTRODUCTION

In a competitive business era, companies need to maximize the performance of human resources (HR) to maintain their competitiveness (Goswami, 2019). The development of human resources is reflected in the improvement of a country's Human Development Index (HDI), which affects the quality of worker performance (Darmawan & Mardikaningsih, 2020). Data indicates a consistent increase in Indonesia's HDI over the years, depicting the advancement in the quality of human resources in the country.

Employees are crucial assets in achieving company success (Sungkono, 2024). They influence competitiveness, innovation, and the overall success of the company in a competitive business environment (Baita & Sumarmi, 2024). Employee performance, including that of driver partners, is a key factor in achieving corporate goals, as evidenced by the operations of PT Gojek Indonesia.

Driver partners or commonly referred to as drivers on the Gojek application platform, especially in transportation and logistics services such as GoRide, GoCar, GoBox, GoFood, GoSend, and GoMart. Gojek drivers typically own vehicles such as motorcycles, cars, pickups, or taxis and utilize the Gojek application to offer transportation services to users in need (Azzahro et al., 2020). Drivers at PT Gojek Indonesia are not employed as employees due to the business model used, which is "peer-to-peer" or "platform-to-consumer," acting as intermediaries between drivers and consumers.

Drivers are considered separate entities and work as independent partners using the Gojek platform to offer their services to consumers and are not bound by formal employment contracts or responsibilities typically associated with employee status (Dian & Rachmad, 2023). This gives drivers the freedom to choose whether to work full-time or part-time and have flexibility in determining their own work schedules (Asih et al., 2022). Although not classified as employees, drivers must still commit to adhering to the regulations set by PT Gojek Indonesia as guidelines for their daily operational activities (Sudirman et al., 2024). The growth in the number of Gojek drivers registered in Indonesia from 2017 to 2022 is shown in Table 1 below.

Table 1. Number of Gojek partner drivers in Indonesia from 2017 to 2022.

No	Year	Number of Gojek Driver (Individuals)	Growth Rate (%)
1.	2017	250.000	-
2.	2018	850.000	70,6%
3.	2019	1.700.000	50,0%
4.	2020	2.000.000	26,1%
5.	2021	2.600.000	11,5%
6.	2022	3.700.000	29,7%

Source: gojek.com (2023)

Based on Table 1. it can be observed that the number of Gojek drivers in Indonesia from 2017 to 2022 consistently increased annually, reaching its peak in 2018 at 70.6%. This development indicates the high level of enthusiasm among the public to register as part of PT Gojek Indonesia's driver partners, which may be attributed to several factors such as opportunities to earn additional income, enabling work with high flexibility, extensive market reach with potential customers, and the availability of support from company management.

Gojek Indonesia faces challenges in managing millions of driver partners scattered across all regions of Indonesia (Frey, 2020). The increasing number of driver partners from year to year indicates a high level of interest in joining. The company must strengthen its commitment to the welfare of driver partners to enhance their performance

and capabilities (Ariani, 2023). The concepts of work-life balance and flexible work arrangements are crucial in enhancing employee performance, including Gojek partner drivers (Elpanso & Saputra, 2024). The balance between work and personal life and flexibility in performing tasks can influence job satisfaction and productivity. Job satisfaction serves as a crucial factor that mediates the relationship between work-life balance, flexible work arrangements, and employee performance (Judge et al., 2020). Employees who are satisfied with their work tend to be more motivated and productive, influencing the overall performance of the company.

Previous studies conducted by (Johari et al., 2018) and (Ali et al., 2022) stated that work-life balance has a direct positive influence on employee performance. Conversely, (Saifullah, 2020) and (Koon, 2022) found different results, indicating that work-life balance does not significantly affect performance. Research conducted by (Fuller & Hirsh, 2019), (Davidescu et al., 2020), and (Farida, 2020) has shown that flexible work arrangements have a direct positive impact on performance. However, (Parmar, 2022) found contrasting results, indicating that flexible work arrangements have a negative impact on performance. Job satisfaction is utilized as an intervening variable as it refers to cognitive factors that may mediate the influence of various aspects in human resource management on performance. Meanwhile, (Haider et al., 2018) and (Panjaitan et al., 2022) obtained research results indicating that work-life balance influences performance with job satisfaction as an intervening variable. Research conducted by (Jackson & Fransman, 2018) and (Siregar et al., 2021) found that flexible work arrangements influence performance with job satisfaction as an intervening variable.

RESEARCH METHOD

The data used by this study are quantitative. In this study, the research used primary data based on questionnaires that had been distributed by researchers to those Gojek partner drivers registered in the operational area of Bali Province during the period 2020-2022. The analysis used by this researcher uses Partial Least Squares (PLS), which constitutes a component of the Structural Equation Modeling (SEM) framework. In this study, the non-probability-based sampling method used purposive sampling. This study took several criteria for determining the sample, namely respondents who work full-time as Gojek partner drivers and Gojek partner drivers who are married and have children. The determination of a representative sample size according to Ferdinand (2014) depends on the number of indicators multiplied by 5 (Ferdinand, 2006). The number of indicators used in this study is 21, thus the calculation of the minimum sample size is: $21 \times 5 = 105$. Based on this calculation, the sample taken as respondents in this study is 105 individuals.

RESULTS AND DISCUSSION

Outer Loading Value

Based on the data obtained from the questionnaire recapitulation, a main SEM-PLS model was constructed comprising 21 statement items. The measurement model evaluation was then conducted based on Figure 2. Subsequently, the PLS-Algorithm process was employed to obtain the values of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Several steps were necessary to obtain these values, such as examining outer loadings to analyze Convergent Validity, as presented in Table 2. If the outer loading value of each statement was < 0.7 , it was eliminated. The eliminated statements are outlined in Table 1. Each latent variable, PM, GH, PR, and NB, had values above 0.7, indicating that the model fulfilled the Convergent Validity criteria. The next step involved evaluating Discriminant Validity by examining cross-loadings.

Table 2. Outer Loading Value

	(X2)	(Y1)	(Y2)	(X1)
X1.1				0,873
X1.2				0,866
X1.3				0,812
X1.4				0,843
X2.1	0,842			
X2.2	0,829			
X2.3	0,817			
X2.4	0,834			
X2.5	0,877			
Y1.1		0,844		
Y1.2		0,819		
Y1.3		0,792		
Y1.4		0,819		
Y1.5		0,803		
Y1.6		0,819		
Y2.1			0,638	
Y2.2			0,790	
Y2.3			0,776	
Y2.4			0,698	
Y2.5			0,752	
Y2.6			0,740	

Source: Processed primary data (2024)

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	(AVE)
(X2)	0,896	0,923	0,706

(Y1)	0,900	0,923	0,666
(Y2)	0,827	0,875	0,539
(X1)	0,870	0,911	0,720

Source: Processed primary data (2024)

Based on the values in Table 2, it is evident that the main model meets the criteria. With Cronbach's Alpha values for all latent variables > 0.7, Composite Reliability values > 0.7, and AVE > 0.5 in line with the standard set by Ghazali (2018:419). The testing results interpret that all constructs in this study are considered valid and reliable.

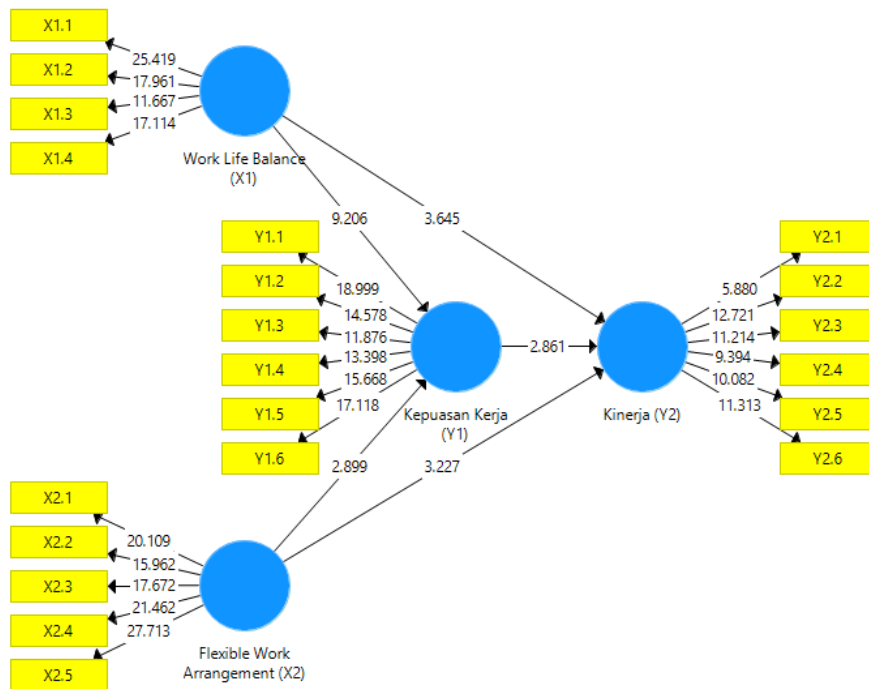


Figure 1. The Structural Model Path Diagram

Table 4. R-Square value

Construct	R-Square
Performance (Y2)	0,777
Job Satisfaction (Y1)	0,806

Source: Processed primary data (2024)

Table 4 shows that the R-Square value for the performance construct (Y2) is 0.777, which can be interpreted as indicating that 77% of the variation in performance is influenced by work-life balance, flexible work arrangements, and job satisfaction, while the remaining 22.3% is influenced by variables outside the model. The R-Square value for the job satisfaction construct (Y1) is 0.806, which can be interpreted as indicating that

80.6% of the variation in job satisfaction is influenced by work-life balance and flexible work arrangements, while the remaining 19.4% is influenced by variables outside the model.

Table 5. Hypothesis Testing Recapitulation

Hypothesis	Result	Deskription
H1	STDEV = 0,100 t-statistic = 3,645 p-value = 0,000	accepted
H2	STDEV = 3,227 t-statistic = 3,227 p-value = 0,001	accepted
H3	STDEV = 0,113 t-statistic = 2,861 p-value = 0,004	accepted
H4	STDEV = 0,087 t-statistic = 2,564 p-value = 0,011	accepted
H5	STDEV = 0,033 t-statistic = 2,375 p-value = 0,018	accepted

Source: Processed primary data (2024)

The Influence of Work-Life Balance on Performance

Based on statistical tests, it is known that the direct influence of the work-life balance variable (X1) on performance (Y2) yielded a t-statistic value of 3.645, which is greater than 1.96 ($3.645 > 1.96$), indicating a significant positive relationship.

These research findings align with the indications in the study by Wolor, et al. (2020), which elucidates that work-life balance plays a crucial role in enhancing

performance. When individuals can achieve a balance between work and personal life, they tend to be more productive and resilient in the workplace. Sufficient time for rest and maintaining physical and mental fitness enables workers to return to work with fresh energy and high focus. Therefore, workers with good work-life balance are inclined to be more enthusiastic, creative, and better equipped to overcome challenges, ultimately contributing to overall performance improvement. Similarly, the indications in the study by Preena (2021) suggest that work-life balance can create conditions where workers feel valued as individuals with needs beyond the scope of work. When workers have enough time for family, recreation, and other personal activities, they can build a more stable and harmonious life. This positively impacts the mental and emotional well-being of workers and reduces levels of stress and fatigue.

The Influence of Flexible Work Arrangement on Performance

Based on statistical tests, it is known that the flexible work arrangement variable (X2) on performance (Y2) obtained a t-statistic value of 3.227, which is greater than 1.96 ($3.227 > 1.96$), indicating a significant positive relationship.

The research findings align with the indications in Siddiqui's study (2020), which elucidates that flexible work arrangements enable workers to design work schedules more in line with their life rhythms, enhancing efficiency, and reducing fatigue that can impact performance. The flexibility in time and place of work also aids in creating a supportive work environment, where employees feel freer to express their creative ideas without being constrained by conventional structures. Workers who can work from various locations and at times more conducive to their personal productivity tend to produce higher-quality performance. Similarly, the indications in Chung and Booker's research (2022) suggest that adopting a flexible work arrangement model can enhance productivity by providing workers the freedom to determine their work time and place, allowing them to adjust their schedules according to individual needs and personal environments. This creates a more comfortable work atmosphere and motivates employees to demonstrate their best performance. Flexible work arrangements create a more inclusive work environment that considers the individual needs of workers, thus accommodating the needs of workers with family responsibilities or specific personal limitations. This allows for a variety of lifestyles and work preferences without limiting individuals from contributing maximally.

The Influence of Job Satisfaction on Performance

Based on statistical tests, it is known that the direct influence of job satisfaction (Y1) on performance (Y2) yielded a t-statistic value of 2.861, which is greater than 1.96 ($2.861 > 1.96$), indicating a significant positive relationship.

The research findings align with indications in Wong et al.'s (2020) study, which explains that job satisfaction can encompass various aspects such as interpersonal

relationships, work environment, recognition of individual contributions, and opportunities for career development. When employees are satisfied with their jobs, they tend to be more motivated to contribute maximally to assigned tasks. This creates a positive work environment where employees feel valued and supported, making them more likely to commit to the organization and achieve optimal performance. Similarly, indications in Borgia et al.'s (2022) study suggest that a supportive work environment for job satisfaction fosters a more positive atmosphere, enabling effective collaboration and smooth communication among coworkers. High psychological well-being is also linked to job satisfaction, playing a crucial role in helping employees manage stress and pressure, thereby enhancing focus and performance. Satisfied workers are inclined to be more proactive in developing their skills and knowledge continuously. They may seek opportunities for self-improvement, attend training sessions, or take initiative in tasks that can enhance their competencies. These aspects ultimately contribute to the enhancement of competence, productivity, and performance.

The Influence of Work-Life Balance on Performance Through Job Satisfaction

Based on statistical tests, it is known that the indirect effect of the work-life balance variable (X1) on performance (Y2) through job satisfaction mediation (Y1) obtained a t-statistic value of 2.564, which is greater than 1.96 ($2.564 > 1.96$), indicating a significant positive relationship.

The research findings align with the indications in the study by Dousin and Collins (2019), which explain that achieving a balanced work-life balance, including time for relaxation, spending time with family, and maintaining physical and mental health, tends to enable individuals to balance their personal lives with their work. A good work-life balance fosters higher job satisfaction, leading satisfied workers to optimize their performance. Similarly, the indications from the study by Borgia et al. (2022) suggest that job satisfaction is a critical factor in mediating the relationship between work-life balance and performance. When individuals are satisfied with their work, they are more motivated to contribute maximally, enhance productivity, and maintain high-quality work. Workers experiencing job satisfaction are more likely to perceive their job as an integral part of their balanced life according to the desired level of work-life balance. Thus, job satisfaction can serve as a conduit for maximizing performance with a good work-life balance.

The Influence of Flexible Work Arrangement on Performance Through Job Satisfaction

Based on statistical tests, it is known that the indirect influence of the variable flexible work arrangement (X2) on performance (Y2) through the mediation of job satisfaction (Y1) yielded a t-statistic value of 2.375, which is greater than 1.96 ($2.375 > 1.96$), indicating a significant effect with a positive direction of the relationship.

The research findings are consistent with the indications in the study by Jackson and Fransman (2018), which elucidates that the concept of flexible work arrangements enables individuals to optimize the timing and environment most suitable for completing their tasks. Such flexibility tends to foster job satisfaction by reducing pressure and maintaining mental health; thus, through job satisfaction formed from flexible work arrangements, performance is enhanced. Similarly, the indications in the study by Chung and Booker (2022) show that flexible work arrangements enable individuals to more easily adjust their work to their personal needs, thereby increasing job satisfaction from the flexibility provided. High job satisfaction subsequently becomes a primary driver for performance improvement because satisfied workers tend to be more enthusiastic, productive, and dedicated to their tasks. Flexible work arrangements are not limited to adjusting work hours but also encompass aspects such as choosing the workplace, thereby providing employees with the freedom to work in environments that best support their work style and preferences. As a result, employees can feel more satisfied and motivated to deliver maximum performance towards company goals.

CONCLUSION

Based on the analysis and discussion, it is concluded that work-life balance, flexible work arrangements, and job satisfaction have a positive and significant influence on the performance of Gojek partner drivers in Bali Province. The higher the perceived work-life balance and flexible work arrangements, as well as the higher the job satisfaction, the better the performance of partner drivers. Additionally, work-life balance and flexible work arrangements also positively affect performance through job satisfaction as an intervening variable among Gojek partner drivers in Bali Province.

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