

Gig Workers' Performance Through Work Motivation and Organizational Commitment: An Evidence of Gojek Drivers Surabaya

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INFO ARTIKEL

Artikel History:

Diterima 5 Juni 2024
Revisi 20 Juni 2024
Disetujui 16 Juli 2024
Publish 2 Agustus 2024

Keyword:

Gig Workers' Performance,
Work Motivation,
Organizational Commitment.

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ABSTRACT

This research aims to investigate the impact of work ethics, compensation, and work environment on work motivation, organizational commitment, and performance of gig workers in GOJEK Surabaya, Indonesia. The study involved 349 drivers of GOJEK Surabaya, selected through random sampling techniques, and Structural Equation Modeling (SEM) with the AMOS 21 program. The findings revealed that work ethics did not affect work motivation, organizational commitment, or work performance, while compensation did not affect work motivation or organizational commitment. Additionally, commitment did not affect work performance, whereas the work environment affected work motivation and organizational commitment, but not on work performance. Furthermore, work motivation did not affect work performance, and organizational commitment did not affect work performance. This study can assist the company in improving performance by providing excellent service to its consumers through gig workers.

Al-Idarah : Jurnal Manajemen dan Bisnis Islam

INTRODUCTION

Nowadays, the business environment has undergone a transformation over time with the primary objective of fulfilling societal requirements in Indonesia. The advancements in information and communication technology have brought about notable alterations in individuals' dispositions and conduct toward communication and interaction (Dwivedi et al., 2021). The current era of digitalization has ushered in a new age of revolution, one that is governed by time and civilization. Within this paradigm, technology and economics have taken on a dominant role, exerting control over all sectors. This newfound state of affairs has been aptly described as the information society (Sudarmo et al., 2021).

Indonesia has witnessed the emergence of several well-known digital transportation platforms, including GOJEK, Grab, Maxim, and InDriver, among others. It is noteworthy that GOJEK has secured the top position in terms of consumer preference, with a remarkable rating of 72.6 percent. (Damaini et al., 2018). The initial inspiration for Gojek came from an observation that Indonesia's massive informal economy of motorcycle taxi (ojek) drivers could enable it to address the customer problems associated with navigating the country's traffic-clogged cities (GoTo Company, 2023). Gojek's presence can help the

economic welfare of the community (Fakhriyah, 2020). The people who work as Gojek drivers will get additional income by utilizing their vehicles and mobile phones (Fakhriyah, 2020). The phenomenon of ojek drivers serving as an alternative employment option has become increasingly prevalent for numerous job seekers. This trend is a result of the surge in fixed-term/temporary contract work within the formal sector, combined with the presence of a vast and productive working-age populace. As a result of these factors, workers are more inclined to pursue ojek work due to its relatively lax prerequisites. (i.e., there are no age or education requirements) and the opportunity to generate earnings surpassing the minimum wage threshold, without any limitation on duration, is concurrently available. (De Ruyter & Rachmawati, 2020).

Platform (gig) work is either crowd-work, where a number of firms and workers are connected via an online platform, or on-demand work, where a single firm uses an online platform to match workers with the demand for services by customers (also known as location-based platform work) (De Ruyter & Rachmawati, 2020; De Stefano, 2016). Some argued that both platform workers, as free agents, and their customers can benefit from the flexibility and ease of use of the services (De Ruyter & Rachmawati, 2020; Hill, 2016), thereby enabling easier mobility and economic empowerment (De Ruyter & Rachmawati, 2020). As a result, the relationship that arises between ojek drivers and service providers/firms is not an employment relationship, but a partnership (Izzati, 2022). Consequently, drivers who are in partnership do not receive protection like workers in that company (Izzati, 2022).

The problem arises since the partnership relationship is not a recognized concept in Indonesian labor law (Izzati & Sesunan, 2022). The utilization of the partnership model as opposed to the employment relationship appears to be a strategy employed by organizations to circumvent their responsibility of fulfilling the labor rights of the workers as mandated by Indonesian labor laws, which include but are not limited to the entitlements to minimum wage, overtime compensation, and social security benefits. (Izzati & Sesunan, 2022). This article posits hypotheses, wherein it aims to scrutinize the impact of work ethic, compensation, and work environment on the performance of gig workers. The study takes into account work motivation and organizational commitment as intervening variables, specifically among Gojek Surabaya drivers.

This research is organized as follows. The background of the study is presented in the first section. Then, the literature review section discusses the relationship of variables

with the theory used and proposes the conceptual framework of this research. Then, the methodology of this research is presented in the method section. The proposed model's implementation is detailed in the results and discussion section. The paper concludes in the conclusion section and includes future prospects.

LITERATURE REVIEW

According to (Lie et al., 2019) one must have a view and attitude to respect work as something noble for human existence. Views and attitudes towards work are known as work ethics. The work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to the work paradigm the integral. Work ethic is a special trait about an individual or group of people who have attitudes and character, habits, and beliefs. Work ethic is the totality of one's personality and ways of expressing, seeing, believing, and giving meaning to something, which encourages oneself to act and achieve optimal charity. Then, the indicator consists of working smart, working hard, and working with sincerity.

In general, gig workers can be understood by short-term agreements between work platforms or companies, workers, and customers (Sevilla, 2020). The workers do not have a fixed salary like the traditional jobs, instead, they are paid per work, per-portion rate, also known as per 'gig' to create an income (Christie & Ward, 2019). The gig workers can be considered to be either self-employed working for one or several kinds of platforms or they are engaged on several short-term or temporary contracts with the companies (Ashford et al., 2018). Furthermore, gig workers do not have predictable hours of work and income, benefits, employee protection, or clear career development paths (Sargenat, 2017), thus leading some workers to perceive several concerns in working in this way of work (Sevilla, 2020). One of the major characteristics of the gig economy is the use of third-party online platforms (Ford & Honan, 2019). Also, this technology-enabled platform allows the workers to receive instant feedback on their performance which supports both business and workers (Petriglieri et al., 2019). Employee work motivation is subject to the impact of physical needs, needs on security and safety, social needs, needs related to self-esteem, as well as self-actualization needs, as posited by Abraham Maslow (Altmurat, 2021). Thus, indicators of work motivation are physical needs, security, social, appreciation, self-actualization,

Hypotheses 1: Work ethic has a significant effect on the work motivation of Gojek drivers in Surabaya

According to Allen and Meyer, organizational commitment holds considerable significance in attaining organizational triumph due to the fact that employees who possess a high level of commitment will allocate a greater portion of their time and exert additional endeavors in their professional tasks in order to accomplish the objectives set forth by the organization (Andika & Darmanto, 2020). The study postulates that organizational commitment indicators can be categorized into three distinct components, namely affective commitment, continuance commitment, and normative commitment (Hadi & Tentama, 2020; Meyer et al., 1993).

Hypotheses 2: Work ethic has a significant effect on the organizational commitment of Gojek drivers in Surabaya

(Meyer et al., 1993) posit that performance can be defined as the actions and inactions of employees. Performance refers to the attainment of work accomplishments or work outcomes by human capital, encompassing both the quality and quantity of work executed within a specified timeframe, thereby displaying a cohesive effort in fulfilling their assigned work responsibilities (Mathis & Jackson, 2010). The performance indicators encompass the quantity of work allocated by the leadership to the employees, as well as the quantity of work executed within a specific section. Additionally, these indicators encompass the evaluation of the quality of work outcomes, specifically the assessment of whether the outcomes of employee work are satisfactory or subpar. Furthermore, the indicators encompass the aspect of timeliness in completing tasks, where employees are expected not only to expeditiously complete their work but also to adhere to the expectations of their superiors. Moreover, attendance serves as a manifestation of the work enthusiasm exhibited by the employees. Consequently, attendance plays a crucial role in reflecting the dedication and commitment of the employees towards their work (Maryani et al., 2021; Mathis & Jackson, 2010).

Hypotheses 3: Work ethic has a significant effect on the performance of Gojek drivers in Surabaya

Hypotheses 10: Work motivation has a significant effect on the performance of Gojek drivers in Surabaya

Hypotheses 11: Organizational commitment has a significant effect on the performance of Gojek drivers in Surabaya

Compensation is the provision of rewards, either directly in the form of money (financial) or indirectly in the form of rewards (non-financial) (Riatmaja & Wibawanto, 2022). Compensation is what employees receive in exchange for their contributions to the organization and is what employees receive in exchange for their contributions to the organization (Balkin & Werner, 2023). According to Simamora (2008) Compensation indicators encompass remuneration in the form of wages, daily incentives, access to healthcare facilities, as well as accident insurance coverage.

Hypotheses 4: Compensation has a significant effect on the work motivation of Gojek drivers in Surabaya

Hypotheses 5: Compensation has a significant effect on the organizational commitment of Hojek drivers in Surabaya

Hypotheses 6: Compensation has a significant effect on the performance of Gojek drivers in Surabaya

The work environment encompasses the entirety of the tools and materials encountered, as well as the surrounding environment in which an individual carries out their tasks. It also includes their work methods and arrangements, both on an individual level and within group settings. Various factors have an impact on the work environment, such as the quality of lighting or illumination, the prevailing temperature or air temperature in the workplace, the level of humidity, the extent of air circulation within the premises, the presence of noise, and the occurrence of mechanical vibrations (Saman, 2020). The measurement of the work environment encompasses both the physical and non-physical aspects. The physical environment includes factors such as lighting, air temperature, odors, workplace decoration, and job security. On the other hand, the non-physical environment involves work relationships, which can be further categorized into relationships with superiors, relationships with fellow coworkers, or relationships with subordinates (Sedarmayanti, 2012; Sujila & Santoso, 2023).

Hypotheses 7: The work environment has a significant effect on the work motivation of Gojek drivers in Surabaya

Hypotheses 8: The work environment has a significant effect on the organizational commitment of Gojek drivers in Surabaya

Hypotheses 9: The work environment has a significant effect on the performance of Gojek drivers in Surabaya

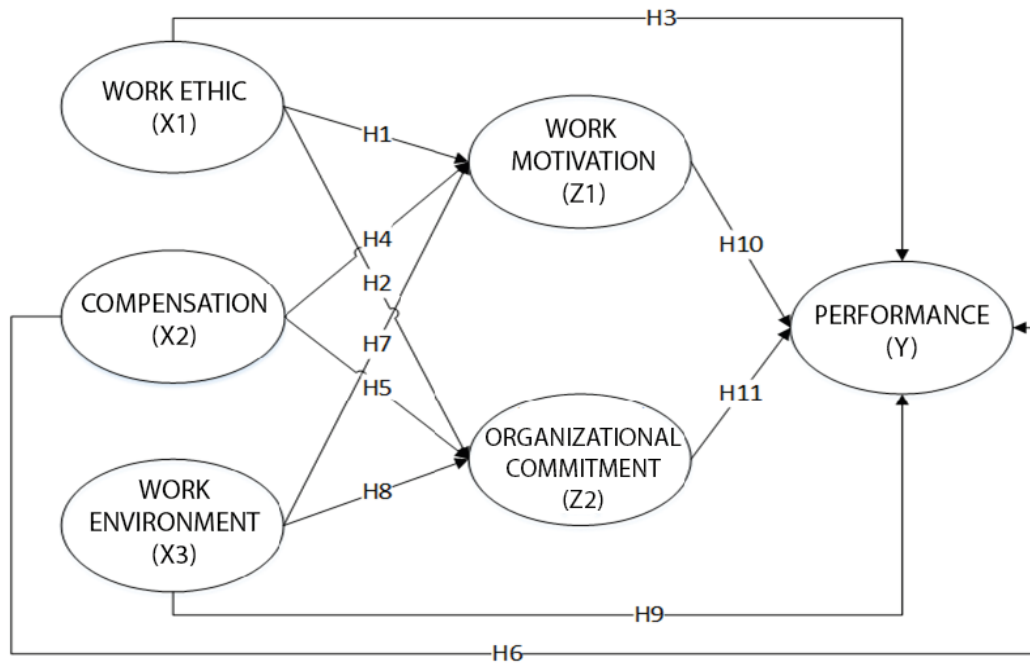


Figure 1. Research Framework
Source: Author

RESEARCH METHOD

This explanatory research will explain the causal relationship between exogenous variables (work ethic, compensation, and work environment) on endogenous variables (work motivation, organizational commitment, and performance). Respondents in this study were GOJEK drivers totaling 349 people who were selected from a population of 3000 people through random sampling techniques. Furthermore, the data obtained will be analyzed using SEM with the AMOS program. This research was conducted gig workers of PT GOJEK Indonesia drivers in Surabaya.

The population of this study is 3,000 GOJEK motorcycle drivers as gig workers who are active daily. The sampling method used in this study is a convenience sampling technique (Etikan, 2016) when meeting directly with the drivers until it meets the number of samples determined using the Slovin formula (Tejada et al., 2012). The calculation of the number of samples using the Slovin formula with a value of $\alpha = 5\%$, and the number of samples for this study was 349 drivers. The questionnaires were based on the 5-point Likert scale with responses measured and evaluated against the different Likert scale ratings (Joshi et al., 2015).

RESULT AND DISCUSSION

The profile of respondents is shown in Table 1. 89 percent of respondents were male and 11 percent were female. Thus, the respondents in this study are male, because they are related to jobs that are quite labor-intensive on the road. Also, the data regarding the age of respondents were obtained in Table 1. The respondents in this study are almost all productive age (21-31 years old and above), because of the demands of necessities and the period considered sufficient to do the job. Only 1% of the respondents are 17-20 years old because they are still prestigious about their job as GOJEK drivers. Then, the marital status is obtained in Table 2. It shows that the majority (61%) of drivers were married, because it is to increase their income and fulfill their family's needs, and there were even some respondents who made the job of a GOJEK driver as their main daily income.

Table 1. Descriptive Statistics of Respondents' Age

No	Age	Total	Percentage (%)
1	17 – 20 years	5	1
2	21 – 25 years	98	28
3	26 – 30 years	133	38
4	31 years and above	113	32
Total		349	100

Source: Author analysis

Table 2. Descriptive Statistics of Respondents' Status

No	Status	Total	Percentage (%)
1	Belum Kawin	137	39
2	Kawin	212	61
Total		349	100

Source: Author analysis

Validity test

In this case, the validity of the question variables for each dimension is deemed valid if the correlation with a significant value is below 0.05 or 5% significance. The results above show that the significant value of all questions is smaller than the predetermined significant value of 0.05. Thus, it can be concluded that each statement contained in the questionnaire can be understood and agreed upon by the respondents, or it can be said that the data obtained is valid, and it is presented in Table 3 as follows:

Table 3. Validity Test

Variable	Item	Pearson Correlation	Sig.	Details
Work Ethic (X1)	X1.1	0,509	0,000	Valid
	X1.2	0,528	0,000	Valid
	X1.3	0,486	0,000	Valid

Variable	Item	Pearson Correlation	Sig.	Details
	X1.4	0,562	0,000	Valid
	X1.5	0,641	0,000	Valid
	X1.6	0,467	0,000	Valid
Compensation (X2)	X2.1	0,498	0,000	Valid
	X2.2	0,559	0,000	Valid
	X2.3	0,521	0,000	Valid
	X2.4	0,546	0,000	Valid
Work Environment (X3)	X3.1	0,540	0,000	Valid
	X3.2	0,508	0,000	Valid
	X3.3	0,545	0,000	Valid
	X3.4	0,598	0,000	Valid
Work Motivation (Z1)	Z1.1	0,460	0,000	Valid
	Z1.2	0,556	0,000	Valid
	Z1.3	0,674	0,000	Valid
	Z1.4	0,588	0,000	Valid
	Z1.5	0,407	0,000	Valid
Organizational Commitment (Z2)	Z2.1	0,504	0,000	Valid
	Z2.2	0,540	0,000	Valid
	Z2.3	0,590	0,000	Valid
	Z2.4	0,561	0,000	Valid
	Z2.5	0,546	0,000	Valid
	Z2.6	0,656	0,000	Valid
Performance (Y)	Y.1	0,485	0,000	Valid
	Y.2	0,539	0,000	Valid
	Y.3	0,531	0,000	Valid
	Y.4	0,563	0,000	Valid
	Y.5	0,488	0,000	Valid

Source: Author analysis

Reliability test

From the results of the SPSS calculation, it can be seen that each variable provides a Cronbach alpha value above 0.900. The alpha Cronbach value is clearly above the minimum limit of 0.70, so it can be concluded that the measurement scale of the dimensions of Work Ethic (X1), Compensation (X2), Work Environment (X3), Work Motivation (Z1), Organizational Commitment (Z2) and Performance (Y) has good reliability, and it is shown in below table:

Table 4. Reliability Test

Variable	Total item	Cronbach's Alpha	Details
Work Ethic (X1)	6	0,913	Reliable
Compensation (X2)	4	0,913	Reliable
Work Environment (X3)	4	0,9129	Reliable

Work Motivation (Z1)	5	0,9132	Reliable
Organizational Commitment (Z2)	6	0,9126	Reliable
Performance (Y)	5	0,9133	Reliable

Source: Result analysis SPSS

Normality Test

The test shows that almost all manifest variables totaling 30 statement items have a critical ratio below ± 2.58 , so it is declared normal as in Table 3. However, this is because the "C.R." value is below ± 2.58 . All variables produce values below ± 2.58 therefore all data is normal.

Table 3. Normality Test

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
Y.1	2,000	5,000	-0,175	-1,338	-0,626	-2,387
Y.2	3,000	5,000	-0,132	-1,007	-0,804	-3,065
Y.3	2,000	5,000	-0,213	-1,625	-0,41	-1,564
Y.4	1,000	5,000	-0,724	-5,524	1,84	7,018
Y.5	1,000	5,000	-0,403	-3,077	0,069	0,263
Z1.1	1,000	5,000	-0,477	-3,637	-0,096	-0,366
Z1.2	1,000	5,000	-0,386	-2,944	0,748	2,854
Z1.3	2,000	5,000	-0,276	-2,105	-0,353	-1,347
Z1.4	1,000	5,000	-0,372	-2,836	-0,138	-0,526
Z1.5	1,000	5,000	-0,456	-3,477	0,717	2,375
Z2.6	1,000	5,000	-0,297	-2,269	-0,293	-1,118
Z2.5	1,000	5,000	-0,209	-1,594	-0,002	-0,008
Z2.4	1,000	5,000	-0,413	-3,148	0,101	0,386
Z2.3	2,000	5,000	-0,022	-0,168	-0,71	-2,706
Z2.2	1,000	5,000	-0,361	-2,755	0,256	0,976
Z2.1	3,000	5,000	-0,293	-2,233	-1,012	-3,859
X3.4	1,000	5,000	-0,565	-4,308	0,181	0,689
X3.3	1,000	5,000	-0,319	-2,433	0,302	1,152
X3.2	1,000	5,000	-0,503	-3,837	0,706	2,692
X3.1	1,000	5,000	-0,217	-1,654	-0,23	-0,878
X2.1	1,000	5,000	-0,143	-1,093	-0,496	-1,892
X2.2	2,000	5,000	-0,256	-1,952	-0,164	-0,624
X2.3	1,000	5,000	-0,525	-4,003	0,423	1,613
X2.4	1,000	5,000	-0,535	-4,083	0,423	1,615
X1.6	1,000	5,000	-0,509	-3,886	0,545	2,079
X1.5	1,000	5,000	-0,299	-2,282	-0,486	-1,852
X1.4	1,000	5,000	-0,398	-3,037	-0,187	-0,711
X1.3	1,000	5,000	-0,55	-4,198	0,012	0,047
X1.2	1,000	5,000	-0,422	-3,216	0,071	0,271
X1.1	1,000	5,000	-1,037	-7,907	2,615	9,973
Multivariate					230,169	49,066

Source: Result analysis AMOS 21

Model Fit Results

Table 4 presents the results of the calculation, which reveal four model suitability criteria that yielded the Fit index. Consequently, it may be inferred that this model can be deemed satisfactory. On the whole, the structural model has successfully generated the anticipated level of estimation.

Table 4. Model Fit Results

Indikator	Cut of value	Estimate	Details
Chi-square	$cc \geq 0,05$	871.324	Fit
Signifikansi (P)	$\geq 0,05$	0.000	Poor Fit
CMIN/df	$\leq 2,00$	2.229	Poor Fit
RMSEA	$\leq 0,08$	0.059	Fit
TLI	$\geq 0,95$	0.808	Poor Fit
NFI	$\geq 0,90$	0.091	Fit
GFI	$\geq 0,90$	1.000	Fit
AGFI	$\geq 0,90$	0,259	Poor Fit
CFI	$\geq 0,95$	0,840	Poor Fit

Source: Result Analysis AMOS 21

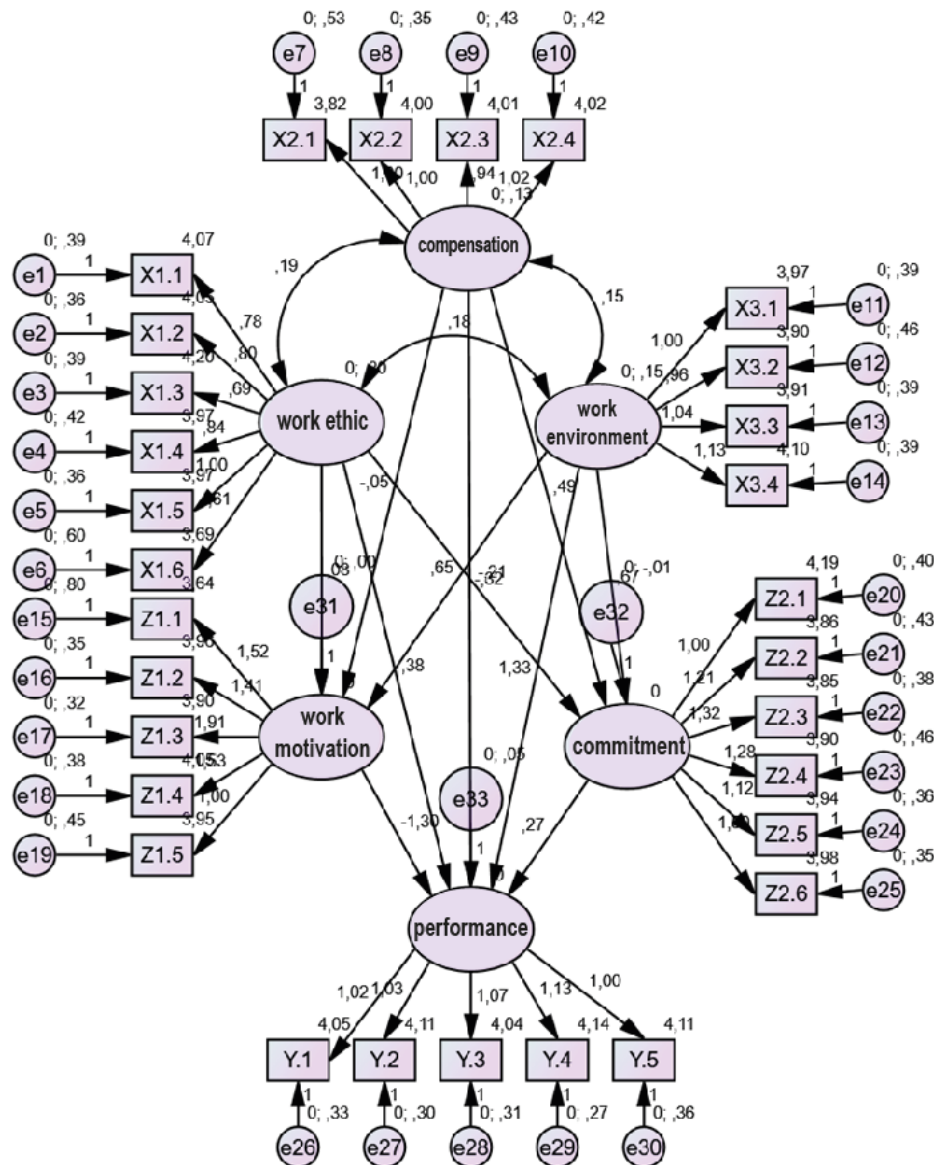


Figure 2. Model Fit
 Source: Result analysis AMOS 21

Mediation Effect Test Analysis

The results from Table 5 display that the regression coefficients reveal the presence of numerous variables that have an indirect impact on the performance variable. Specifically, the work ethic variable demonstrates a standardized regression coefficient value of 0.522 and a probability of 0.598, whereas the compensation variable exhibits a standardized regression coefficient of -0.307 and a probability of 0.641. Additionally, the work environment variable presents a standardized regression coefficient of 1.261 and a

probability of 0.836, while the work motivation variable displays a standardized regression coefficient of -0.852 and a probability of 0.904. Based on the data analysis, it can be concluded that the organizational commitment variable has a coefficient of 0.235 and a probability of 0.657.

Table 5. Mediation Effect Test Analysis | Standardized Regression Weight

Variable Relationship		Estimate	P
Work Motivation	<--- Work Ethic	.159	.558
Organizational Commitment	<--- Work Ethic	-.339	.165
Work Motivation	<--- Compensation	-.060	.903
Organizational Commitment	<--- Compensation	.540	.177
Work Motivation	<--- Work Environment	.916	.016
Organizational Commitment	<--- Work Environment	.782	.050
Performance	<--- Work Motivation	-.852	.904
Performance	<--- Organizational Commitment	.235	.657
Performance	<--- Work Ethic	.522	.598
Performance	<--- Compensation	-.307	.641
Performance	<--- Work Environment	1.261	.836

Source: Author analysis results AMOS 21

The examination of the immediate impact of compensation variables on performance variables, which amounts to -30.7 percent, is comparatively inferior to the indirect effect of 34.7 percent. The presence of a smaller direct effect in comparison to the indirect effect signifies the possibility of mediation. This implies that work motivation and organizational commitment variables act as mediators in the association between compensation and performance variables. The impact of variables that operate as mediators demonstrates that work motivation variables have a more substantial influence, with a value of 23.5 percent, in contrast to organizational commitment, which attains -85.2 percent.

Table 6. Standardized direct, indirect, and total effect

Variable	Work motivation (%)			Organizational Commitment (%)			Performance (%)		
	Standar Dir-effect	Standar in-effect	Standar T-effect	Standar Dir-effect	Standar in-effect	Standar T-effect	Standar Dir-effect	Standar in-effect	Standar T-effect
Work Ethic	15,9	-	15,9	-33,9	-	-33,9	52,2	-21,8	30,4
Compensation	-6,0	-	-6,0	54	-	54	-30,7	34,7	4

Work Environment	91,6	-	91,6	78,2	-	78,2	126,1	-59,7	66,4
Work Motivation	-	-	-	-	-	-	23,5	-	23,5
Organizational Commitment	-	-	-	-	-	-	-85,2	-	-85,2

Source: Author analysis results AMOS 21

Coefficient of Determination Analysis (R²)

Table 7. Coefficient of Determination Analysis (R²)

Variable	Square Multiple Correlation (R ²)	Details
Work motivation	1,097	The contribution of the influence of work ethic, compensation and work environment on work motivation is 109.7 percent.
Organizational commitment	0,986	The contribution of the influence of work ethic, compensation and work environment on organizational commitment is 98.6 percent.
Performance	0,652	The contribution of the influence of work ethic, compensation and work environment on performance is 65.2 percent.

Source: Author analysis results AMOS 21

Hypotheses Test

Table 8. Hypotheses Test

Relationships between variables	Estimate	S.E.	C.R.	P	Details
Work motivation <--- Work ethic	.080	.136	.587	.558	Not significant
Organizational commitment <--- Work ethic	-.206	.149	-1.388	.165	Not significant
Performance <--- Work ethic	.370	.701	.528	.598	Not significant
Work motivation <--- Compensation	-.045	.372	-.121	.903	Not significant
Organizational commitment <--- Compensation	.490	.363	1.351	.177	Not significant

Relationships between variables			Estimate	S.E.	C.R.	P	Details
Performance	<---	Compensation	-.325	.696	-.467	.641	Not significant
Work motivation	<---	Work environment	.652	.271	2.403	.016	Significant
Organizational commitment	<---	Work environment	.675	.344	1.961	.050	Significant
Performance	<---	Work environment	1.266	6.102	.207	.836	Not significant
Performance	<---	Work motivation	-1.202	9.957	-.121	.904	Not significant
Performance	<---	Organizational commitment	.273	.615	.444	.657	Not significant

Source: Author analysis result AMOS 21

In Table 8 based on the analysis of the influence between variables, each Hypotheses can be explained as follows:

1. Hypotheses 1 Test Results

The outcomes of Hypotheses testing demonstrate that the impact of work ethic on the work motivation of PT GOJEK Surabaya drivers is negligible. The estimated parameter of the causal relationship between these two variables is 0.080. The test results reveal insignificance with a CR value of 0.587, failing to fulfill the requirement of > 1.96 with a probability of 0.558, thereby not satisfying the test requirement of < 0.05 . Therefore, the Hypotheses that work ethic significantly affects work motivation in this study is not acceptable and is hence rejected.

2. Hypotheses 2 Test Results

The findings of the Hypotheses testing demonstrate that the impact of work ethic on the organizational commitment of PT GOJEK Surabaya drivers is not significant. The estimated parameter reflecting the relationship between the two variables is -0.206. The test reveals a non-significant outcome with a CR value of 1.388, which fails to meet the stipulated requirement of > 1.96 , accompanied by a probability of 0.165 that does not meet the test requirement of < 0.05 . Consequently, the Hypotheses that work ethic has a significant effect on organizational commitment in this particular study is not substantiated and is therefore rejected.

3. Hypotheses 3 Test Results

The outcomes of the Hypotheses testing indicate that the impact of work ethic on the performance of PT GOJEK Surabaya drivers is not significant. The estimated

parameter of the association between the two variables is calculated as 0.370. The test yields insignificant outcomes with a CR value of 0.528, which falls short of the required threshold of > 1.96 , and a probability of 0.598, which does not satisfy the test requirement of < 0.05 . As a result, the Hypotheses that work ethic has a significant effect on performance in this study is rejected.

4. Hypotheses 4 Test Results

The findings of the Hypotheses testing demonstrate that the impact of compensation on the work motivation of PT GOJEK Surabaya drivers is negligible. The coefficient estimate of the relationship between the two variables is computed as 0.045. The test displays trivial outcomes with a CR = -0.121 measure that fails to satisfy the criterion > 1.96 with a probability = 0.903 that does not satisfy the test criteria < 0.05 . Consequently, the Hypotheses that compensation has a noteworthy influence on work motivation in this investigation cannot be accepted (rejected).

5. Hypotheses 5 Test Results

The results of the Hypotheses testing demonstrate that the effect of compensation on the organizational commitment of PT GOJEK Surabaya drivers is insignificant. The estimated parameter of the correlation between these two variables is calculated as 0.490. The test reveals insignificant findings, as evidenced by a CR value of 1.351, which does not meet the requirements of > 1.96 with a probability of 0.177, thereby falling short of the test requirements of < 0.05 . Consequently, the Hypotheses that compensation has a substantial impact on organizational commitment in this study is not accepted (rejected).

6. Hypotheses 6 Test Results

The findings derived from the Hypotheses testing conducted demonstrate that the impact of compensation on the performance of PT GOJEK Surabaya drivers is deemed insignificant. In light of this, the estimated parameter of the association between the two variables is determined to be -0.325. The test results reveal that the CR value is -0.467, which is deemed insignificant as it fails to satisfy the requirements of > 1.96 with a probability of 0.641, which also does not meet the test requirements of < 0.05 . Consequently, the Hypotheses that posits a significant influence of compensation on performance cannot be accepted and must be rejected based on the evidence presented.

7. Hypotheses 7 Test Results

The outcomes of the Hypotheses testing demonstrate that the work environment exerts a noteworthy impact on the work motivation of PT GOJEK Surabaya drivers. The evaluated parameter of the correlation between these two variables is determined as 0.652. The test reveals substantial outcomes with a value of $CR = 2.403$, which fails to fulfill the requirements > 1.96 with a probability $= 0.016$, thereby satisfying the test requirements < 0.05 . Consequently, the Hypotheses that posits the work environment to have a significant effect on work motivation in this study is accepted.

8. Hypotheses 8 Test Results

The outcomes of Hypotheses testing demonstrate that the work environment exerts a substantial impact on the organizational commitment of drivers associated with PT GOJEK Surabaya. The estimated parameter reflecting the relationship between the two variables is calculated as 0.675. The test results exhibit significant outcomes with a CR value of 1.961, which satisfies the requirements of greater than 1.96, and a probability of 0.050, fulfilling the test requirements of less than 0.05. Therefore, the Hypotheses indicating that the work environment significantly affects organizational commitment in this research is accepted.

9. Hypotheses 9 Test Results

The findings from the Hypotheses testing reveal that the impact of the work environment on the performance of PT GOJEK Surabaya drivers is negligible. The estimated coefficient of the relationship between these two variables is found to be 1.266. The test results demonstrate insignificance, with a CR value of 0.207 failing to satisfy the condition of being greater than 1.96 at a probability of 0.836, which does not meet the test requirements of being less than 0.05. Therefore, the Hypotheses that the work environment has a significant impact on driver performance in this study is not accepted (rejected).

10. Hypotheses 10 Test Results

The outcomes of the Hypotheses testing establish that the impact of work motivation on the performance of PT GOJEK Surabaya drivers is negligible. The parameter estimation of the association between the two variables is derived as -1.202. The test manifests insignificant outcomes with a $CR = -0.121$ value, which fails to comply with the requirements > 1.96 , with a probability $= 0.904$, which does not meet the test requirements < 0.05 . Therefore, the Hypotheses that work motivation has a significant impact on performance in this study cannot be upheld and is rejected.

11. Hypotheses 11 Test Results

The outcomes of the Hypotheses testing demonstrate that the impact of organizational commitment on the performance of PT GOJEK Surabaya drivers is negligible. The estimated parameter of the interrelationship between the two variables is 0.273. The examination reveals insignificant outcomes with a CR value of 0.444, which fails to adhere to the criteria of >1.96 with a probability of 0.657, thereby not fulfilling the test requirements of <0.05 . Consequently, the Hypotheses asserting the significant influence of organizational commitment on performance in this study cannot be accepted (rejected).

CONCLUSION

Based on the problem statement, literature review, research findings and discussion that have been explained in the previous sections, the results of this study can be concluded that the impact of work ethic on the work motivation of PT GOJEK Indonesia Surabaya drivers is deemed insignificant. The proposed research by (Mubarak et al., 2020) asserting that work ethic affects work motivation cannot be confirmed by the findings of this study. Additionally, the results of this investigation with (Ridlo et al., 2022) research. The impact of work ethic on the organizational commitment of PT GOJEK drivers in Surabaya has been found to be insignificant. The theoretical proposition put forth by (Romi et al., 2020) regarding the influence of work ethic on organizational commitment is not confirmed by the results of this study. The impact of work ethic on the performance of GOJEK drivers in Surabaya was found to be insignificant according to the study conducted by (Sinamo, 2011) These findings do not align with the prevalent theory that work ethic has a significant influence on performance. Moreover, the results of the study contradict the research conducted by (Ichsan et al., 2022). The impact of compensation on the work motivation of drivers at PT GOJEK Surabaya has been found to be insignificant. This conclusion is consistent with the research findings of (Laksitarini, 2023), which challenge the widely accepted notion that compensation is a key determinant of work motivation. The influence of compensation on the organizational commitment of PT GOJEK Surabaya drivers was found to be insignificant, according to this study. These findings do not align with the existing theory that compensation has an impact on organizational commitment, as posited by (Imron et al., 2020). The impact of compensation on the performance of PT GOJEK Indonesia drivers, Surabaya branch, has been found to be

negligible. This study's findings align with Saman (2020) that compensation has a significant impact on performance. The impact of the work environment on the motivation of drivers within the Surabaya branch of PT GOJEK Indonesia is of considerable significance. This study provides substantial support for the postulation set forth by Sugiarti (2021) that the work environment has a direct impact on work motivation.

The impact of the work environment on the organizational commitment of drivers affiliated with PT GOJEK Indonesia, Surabaya branch, is of considerable significance. The findings of this investigation corroborate the notion that organizational commitment is influenced by the work environment, as posited by Edward & Purba (2020). The impact of the work environment on the performance of drivers at PT GOJEK Indonesia, Surabaya branch has been found to be negligible. It is worth noting that the findings of this study are not in accordance with the proposition posited by Sugiarti (2021) that the work environment significantly affects performance. The present study reveals that work motivation does not exert a significant impact on the performance of drivers employed with PT GOJEK Indonesia in Surabaya. The findings of this research are not in alignment with the proposition that work motivation has a direct influence on performance, as posited by Sugiarti (2021). The present investigation reveals that organizational commitment holds no significant impact on the performance of PT GOJEK Indonesia drivers, Surabaya branch. The outcomes of this study do not endorse the postulation that organizational commitment has an influence on performance as posited by (Wardana et al., 2021). Based on the findings of the present study, multiple recommendations are proposed for the Surabaya branch of PT GOJEK Indonesia. Specifically, the outcomes indicate that the work environment exerts a considerable impact on work motivation and organizational commitment. Therefore, augmenting the work environment indicators among the drivers will lead to a noteworthy enhancement in their work motivation and organizational commitment towards PT GOJEK Indonesia Surabaya branch. The work environment indicators encompass two facets: (1) non-physical work environment, including the interaction between drivers and their relationships with the service staff, and (2) physical work environment, such as the comfort of the service office.

Subsequent research must re-examine the accepted hypotheses of this study on diverse job professions in contemporary Indonesia. Hence, the variables that undergo re-evaluation are the influence of the work environment on work motivation and organizational commitment. The participants in the study should take into account their

work location, age, and status since these aspects are closely linked to their work environment and work motivation.

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