

The Role of Work Experience as Moderating Effect of Flexibility and Motivation on Performance of Female Gojek Driver in Denpasar, Bali-Indonesia



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ABSTRACT: Currently, the role of women is not only about taking care of their husband, children or household. The number of women seeking work will increase significantly worldwide. Many women work in companies, hospitals, manufacturing and other workplaces. The shift in values in society regarding working women has increased from the previous decade. Women have the same opportunity to get higher education and employment opportunities as men. The purpose of this study was to analyze and explain the moderation of work experience on the influence of work flexibility and work motivation on the performance of female motorcycle taxi drivers in Denpasar city. The subjects in this study were female drivers in the city of Denpasar. Descriptive measurements and analysis were carried out to obtain a picture or portrait of the respondents. The results of these descriptive measurements are then used as a basis for statistical analysis. Data was collected through a questionnaire instrument with a 5-point Likert scale that had been tested for validity and reliability. While the sample was determined as many as 80 people with incidental sampling technique. Furthermore, the collected data were analyzed using the SEM-PLS analysis technique. The results showed that work experience succeeded in moderating the effect of work flexibility and work experience on the performance of female gojek driver in Denpasar City.

KEYWORDS: Work Flexibility, Work Motivation, Work Experience and Employee performance

INTRODUCTION

The development of land transportation in Indonesia continues to evolve, with changes occurring little by little. Land transportation in Indonesia used to be traditional transportation that used human or animal power, such as rickshaws, bicycles, and buggies. Along with the development of transportation technology, it is able to present new transportation in the form of engine-driven vehicles. Now, transportation that uses engine power is the transportation used by most Indonesian people to carry out mobility, land transportation that uses engine power such as motorcycle taxis, taxis, buses, and trains.

The development of transportation services is now increasingly advanced, by utilizing information and communication technology which presents new innovations in the form of application-based online transportation. One of the online transportation service companies in Indonesia is PT Aplikasi Karya Anak Bangsa, known as go-jek. In 2011, go-jek began to pioneer its business in the field of providing transportation services in the form of ojek. In the beginning, Go-Jek still used a call center to connect Go-Jek drivers with passengers, then it was developed into an app-based ojek service that can be installed on an Android phone. The launch of the go-jek application began in early 2015, the application was a replacement for the previous ordering system that used a call center (Teknovidia, 2023)

Working as a go-jek driver is considered a masculine job, which is generally done by men, because work as a go-jek driver is a risky job, such as an accident. Now women are starting to enter into sectors that were previously only dominated by men. In addition, work as a go-jek driver is a job that requires energy, even though work as a go-jek driver is a risky job, requires energy and is dominated by men, but this does not prevent women from working as gojek driver. Women's motivation to work is related to goals, plans, and encouragement to act and work Rahayu and Suharso (2020)

Researchers found that the number of career women is higher because they have to help their husbands to meet family demands. Another encouragement is women's internal factors such as self-esteem, self-confidence and self-actualization (Aqmar, 2017; Mayanti, 2018). Some women decide to work as drivers, because of the motivation that comes from themselves and from the surrounding environment to achieve their goals. Hamali (2016) states that motivation is the result of a number of internal and

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external processes for a person which causes enthusiasm to arise in carrying out certain activities. Women who work as go-jek drivers are considered tough women, because they have to spend part of their time on the streets picking up passengers, taking food orders and delivering shopping orders ordered by customers through the go-jek application.

Improved driver performance is one thing that is expected by the company. Motivation is one important factor that can improve driver performance. Motivation is used as a driving force for an individual to take action in implementing performance. Empirical evidence shows that motivation has a significant effect on driver performance Kafid and Putra (2019), Lailiyah and Wahyuningsih (2019), Lebang (2017), Rahman and Wahyuni (2019) and Saputro et al., (2021). That the higher the driver's motivation, the higher the driver's performance. However, Muttaqiyathun (2018) found different results which stated that motivation had no significant effect on driver performance.

In addition to motivation, the factor of work flexibility needs to be considered in the digital age. This indicates the need to build an adaptive work model, so that it is relevant to changing times. Especially if the type of work is related to technology, then the elasticity of the work system is needed. The Gojek company can meet the needs of the driver partners above, one of which is by implementing schedule flexibility. According to Carlson et al. (2010) flexibility is a formal policy set by resource management or informal arrangements related to flexibility in a company. Furthermore, Carlson defines schedule flexibility as a flexible work arrangement which means choosing a place and time to work, both formal and informal, which facilitates employees in policies of time flexibility, timing flexibility, and place flexibility.

Flexibility means that employees have time freedom in operating. This flexibility generally has positive benefits where alternative work schedules for the quality of life of employees outside of work are well documented. Giving work flexibility has advantages for the organization and members of the organization. For organizations, providing work flexibility can attract, acquire, and retain good quality organizational members within their organizations (Casper and Harris, 2008).

The findings of Wicaksono (2019) show that work flexibility has a significant positive effect on employee performance, but the results of Wirasto's research (2019) show different results that work flexibility has no significant effect on performance. This condition explains that individual work flexibility does not affect driver performance. If the work flexibility variable is increased, the performance does not increase assuming the other variables are constant. It can also be concluded that the work flexibility factors used in this study do not affect driver performance, this can happen because drivers feel that the presence or absence of work flexibility does not have a major impact on their performance. The existence of inconsistent findings from the relationship between work flexibility and performance indicates that other factors that determine performance need to be examined. This study tries to include work experience variables to moderate the performance of female gojek driver in Denpasar.

The work experience variable in this study is used as a moderator to improve the performance of female motorcycle taxi drivers. Work experience is something that has been done by someone before working at an institution or someone who has worked for a long time in an institution. A worker or employee must have the ability, work knowledge, mood, beliefs, and values at work so that the work carried out can run well and be on target. Research on the effect of motivation on employee performance with length of service as a moderating variable shows that length of work moderates the effect of motivation on employee performance (Wijayanti & Meftahudin, 2016). However, according to Irawati (2018) it shows that length of work is not able to moderate the influence of motivation on employee performance. So, based on the differences in the results of previous studies and the absence of research on the effect of flexibility and work motivation on the performance of female gojek driver, it is important to conduct this research which aims to examine the effect of flexibility and work motivation on the performance of employees with length of service moderating variable

LITERATURE REVIEW AND HYPOTHESES

Heider (1958) as the originator of the attribution theory states that there is behavior related to individual attitudes and characteristics, so it can be said that just looking at the behavior will be able to know the attitude or characteristics of the person and can also predict a person's behavior in dealing with certain situations. Internal forces (personal attributes such as ability, effort and fatigue) and external forces (environmental attributes such as rules and weather) together determine human behavior. Internal and external attributions have been stated to influence individual performance evaluations, for example in determining how superiors treat their subordinates, and influence individual attitudes and satisfaction with work. People will behave differently if they perceive their internal attributes more than their external attributes.

This study uses attribution theory because indirectly all variables in this study include attributes in this theory. Where this research relates to performance variables, financial motivation, work flexibility and work experience. Performance variables are included in internal attributes because they are influenced by attitudes or behavior from within. Good or bad performance by drivers can be seen based on

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the performance of each individual. If a driver has a responsible attitude towards his work, and can maintain customer trust, it can be said that the performance of a driver is good, and vice versa.

Work experience variables are included in internal attributes because they are influenced by attitudes or behavior from within. Furthermore, the flexibility variable, where attribution theory explains individual behavior, one of which is influenced by internal factors, where drivers feel facilitated in carrying out their work with a flexible system, making drivers feel free to choose a place and time to work. So with this, the theory of attribution becomes one of the supporters of this variable. Likewise work motivation is. Providing driving force that creates a person's enthusiasm, so that they want to work together, work effectively and integrated with all their efforts to achieve goals Work motivation is one of the performance benchmarks. Related to attribution theory, where work motivation is influenced by internal and external factors.

Employee performance

Performance is the result of work according to the quality or quantity achieved by an employee in carrying out his duties in accordance with previous responsibilities (Edison, 2016). In general, performance can be interpreted as the entire work process of an individual whose results can be used as a basis for determining whether the individual's work is good or not. Mulyadi (2015) the main purpose of performance appraisal is to motivate individual employees to achieve organizational goals and meet predetermined standards of behavior, so as to develop the actions and results desired by the organization. Employee performance can be measured and evaluated because it is a real behavior (action) in the workplace and has many aspects that can sometimes deviate from the expectations of leaders and employees.

Work Flexibility

Flexible working hours arrangements change the time at work done regularly in a manageable and predictable manner by the company and employees. Flexibility in terms of work includes alternative work schedules (for example: flexible working hours with the desired schedule). Flexible working hour arrangements give employees more freedom to set the working hours they want. Flexibility is a spectrum of work structures that change work time or work place regularly (Selby and Wilson, 2003). Flexible working hours require employees to be able to properly manage the way finances are managed between income and expenses because the nature of this work is in the form of a project system in the sense of dividing the salary system or income earned in the form of the beginning and the end of the job. Working flexible hours allows people to better manage their daily lives and reduces family and work conflicts. Employees who are allowed to have what time they can start and finish work tend to be more satisfied with their jobs (Pandiangan, 2018). This statement is in accordance with research conducted by Herman et al., (2020), Dewi and Nugroho (2021) and Karlinda and Sari (2021) which state that flexibility has a significant effect on driver performance.

H₁: Work flexibility has a significant effect on the performance of female gojek driver in Denpasar.

Motivation

Motivation Motivation is a series of values that can influence an individual to achieve something specific and in accordance with the goals of the individual. These attitudes and values become a force in driving individual behavior in achieving goals (Bukhari & Pasaribu, 2019). According to Hasibuan (2016) motivation is an encouragement that can create a person's work enthusiasm so that they want to work together, work effectively, and in harmony with all efforts made to achieve job satisfaction. Hanafi & Yohana (2017) motivation is detecting the needs of employees and assisting in achieving them in a subtle way. Motivation is defined as a condition, namely a person's strong will and efforts are guided to achieve a desired result (Muslih, 2012). Research conducted by Hanafi & Yohana (2017), and Mariani & Sariyathi (2017) states that there is a positive and significant relationship between motivation on employee performance, this means that employees can improve their performance if they have high motivation. Employees who have good motivation can facilitate all work mechanisms because of their enthusiasm and enthusiasm for work so that performance can increase.

H₂. Motivation has a positive effect on the performance of female gojek driver in Denpasar.

Experience

Experience in this study is reflected by length of service. Sutrisno (2016) states that length of service is defined as a tool that can influence an employee's expertise, we are able to assess the extent of an employee's experience by looking at the employee's years of service. Tenure is how long or the length of time an employee works in a company (Mulyadi, 2015). Kadir et al. (2014) tenure shows how long employees work for each position or job. Situmeang (2017) concluded that work experience has a significant effect on employee performance at PT. Anugrah Partners. This is supported by previous research by Laniwidyanti (2010) which concluded that work experience has a positive effect on employee performance at Bank Central Asia (BCA) Borobudur branch, Malang. Research conducted by Wijayanti & Meftahudin (2016) shows that length of work moderates the influence of

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motivation on employee performance. This means that the relationship that occurs between work motivation and length of work has an impact on achieving employee performance.

H3: Work experience moderates the effect of employee performance flexibility.

H4: Work experience moderates the influence of motivation on employee performance

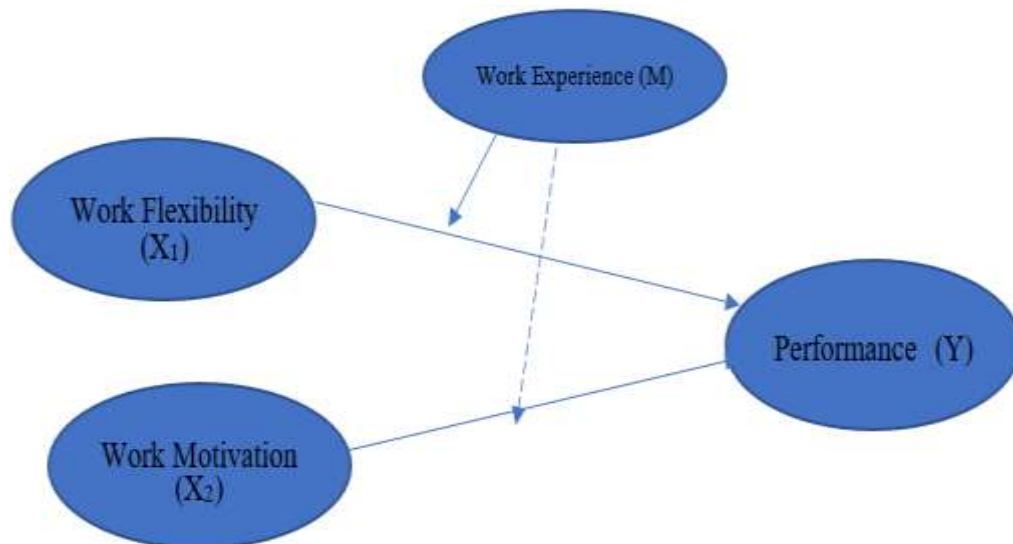


Figure 1. Framework Conceptual Research

RESEARCH METHODS

This study uses primary data types, by collecting data from female go-jek drivers in Denpasar as a population. This study used an incidental sampling method on 80 female go-jek drivers. Data collection was carried out through a questionnaire instrument that had been tested for validity and reliability. The collected data was then tabulated and analyzed using the SEM-PLS analysis technique with the help of the SmartPLS.V.3.0 application.

Measurement Variable

All variables are measured with a Likert scale of 5 points from the lowest score of 1, namely strongly disagree to a score of 5 strongly agree with reference to Carlson et al 2010, Edison, 2016, Foster, 2012 and Robbins, 2016. Flexibility is the ability of members of the organization to be able to monitor the duration or duration of their working hours based on work location (outside the workplace) and ability to meet work schedules provided by organization, as measured by 3 indicators namely 1) time flexibility, 2) timing flexibility, 3) place flexibility. Motivation is the provision of driving force that creates a person's enthusiasm, so that they want to work together, work effectively and integrate with all their efforts to achieve goals, as measured by 5 indicators, namely 1) Salary, 2) supervision, 3) work relations, 4) award and 5) achievement. Experience is an understanding of something that is internalized and by experiencing and experiencing something, experience, skills or values are obtained which are integrated into one's potential as measured by 3 indicators 1) Length of time, 2) knowledge and skills, 3) mastery. Employee performance results according to the quality or quantity achieved by an employee in carrying out their duties in accordance with previous responsibilities, as measured by 5 indicators namely 1) quality of work, 2) quantity, 3) Timeliness, 4) Effectiveness and 5) Independence.

RESULTS AND DISCUSSION

Characteristics Respondents

Total Respondents Which collected on In this study, 80 respondents were sent directly to respondents who were easy to find at the location. Part big respondent in study This is dominated by those aged 28-34 years as many as 24 people (30%), Education final majority respondent that is SMA/SMK with a total of 48 people (60%) and the working period of the respondents was dominated by a range of 5-8 years (58.25%)

Analysis Inferential Outer Model

On study This, data analysis using the PLS-SEM method with SmartPLS software.3 . Outer model or usually called outer relations or measurements models . On outer the model is more specific on the relationship between variables latent with the indicator.

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Measurement model consists from test validity And test reliability. On study This test validity be measured through validity convergent And validity discriminant . Indicator said valid if convergent validity as seen from the loading valuefactor is more than 0.7 and the average variance value extracted (AVE) is greater than 0.5. Besides that, indicator said valid if discriminant validity done by comparison root squared AVE for each construct by value correlation between construct in model. Testreliability be measured through composite reliability andcronbach's alpha Which can seen on viewlatent variables coefficients . Indicator said reliable if mark Which achieved composite reliability And cronbach's alpha more big than 0.7 (Ghozali, 2021). Based on results testing several times shows that the results of all research indicators this is valid, this is due to the value of the loading factor meet the criteria viz ≥ 0.6 and AVE value > 0.5 so that condition For do measurement convergent validity is met and the value of the roots squared AVE each more latent construct the magnitude of the correlation between latent constructs so that, the test results can be said to have fulfilled discriminant validity requirements . In addition, the measurement results reliability show that mark composite reliability and conbach's alpha has fulfil criteria measurement.

Table 1. Outer Loading Value After Execution

Indicator	Performance	Work Experience	Work Flexibility	Work motivation	Cronbach's Alpha	AVE
M1		0.832			0.809	0.723
M2		0.860				
M3		0.859				
X11			0.819		0.836	0.754
X12			0.931			
X13			0.852			
X21				0.721	0.766	0.590
X22				0.680		
X23				0.804		
X24				0.855		
Y1	0.954				0.936	0.797
Y2	0.958					
Y3	0.857					
Y4	0.831					
Y5	0.857					

Table 2. Discriminant Validity

Indicator	Performance	Work Experience	Work Flexibility	Work Motivation
M1	0.699	0.832	0.781	0.618
M2	0.708	0.860	0.641	0.563
M3	0.673	0.859	0.566	0.550
X11	0.588	0.632	0.819	0.761
X12	0.744	0.690	0.931	0.661
X13	0.711	0.708	0.852	0.551
X21	0.373	0.428	0.623	0.721
X22	0.473	0.542	0.450	0.680
X23	0.566	0.568	0.531	0.804
X24	0.523	0.528	0.709	0.855
Y1	0.954	0.806	0.762	0.622
Y2	0.958	0.819	0.776	0.631
Y3	0.857	0.685	0.723	0.523
Y4	0.831	0.583	0.651	0.484
Y5	0.857	0.723	0.599	0.590

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Analysis Inferential inner Model

Testing inside model done with analysis R-squared on every variable bound as the predictive power of the structural model. Mark R-squares 0.75, 0.50 And 0.25 can concluded that model strong, moderate, And weak. The more big mark R- square show that predictor model the more Good in explain variances. Results from testing show that R-square on variable bound namely employee performance of 0.726. Results the show that employee performance variables included in meaningful strong category _ that strong predictor in explain variations in employee performance.

Testing hypothesis

Hypothesis testing in this study was carried out by taking into account the PLS calculation results shown in Figure 2.

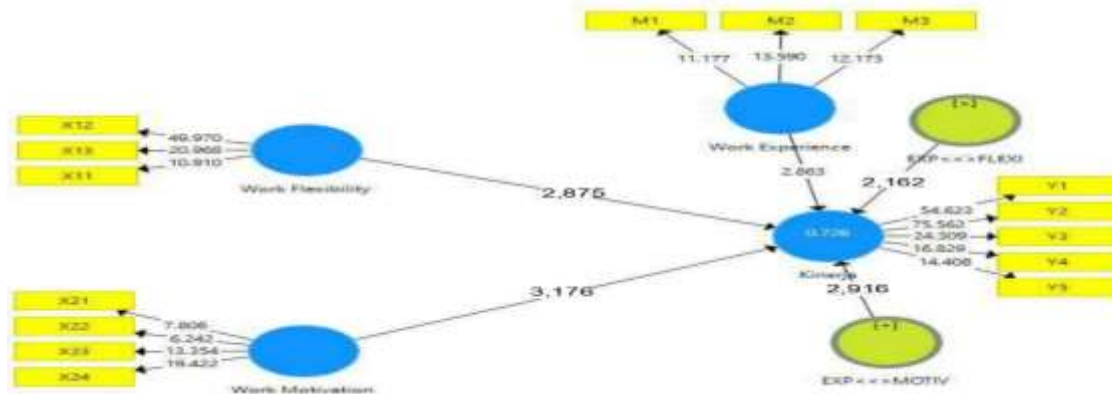


Figure 2 Results Analysis PLS-SEM

The numbers shown in the direction of the arrows indicate t-count, where t-count > 1.96 indicates a significant relationship. The results of the analysis are seen from the five direct effects in the following table.

Table 4 Direct Effects of Flexibility, Work Motivation, Experience, Interaction of Experience –Flexibility and Interaction of Experience –Motivation

Influence Between Lines	Coefficient	Standard Deviation	T. count	P.Value	Information
Exp<>Flexi -> Perform	-0.033	-66,444	2,162	0.002	Significant
Exp<>Motiv -> Perform	0.037	78,660	2,916	0.010	Significant
Experience -> Perform	0.515	0.180	2,863	0.002	Significant
Flexibility -> Perform_	0.380	6,599	2,504	0.006	Significant
Motivation -> Perform.	0.815	3,897	3,176	0.021	Significant

Effect of work flexibility on the performance of female motorcycle taxi drivers in Denpasar City

Provide information that work flexibility shows a positive and significant influence on employee performance, where the path coefficient shown is 0.380 with a t-statistic of 2.504 > 1.96. The results of this test show the Hypothesis 1(H₁) accepted. This suggests that the higher the work flexibility then resulted employee performance more increasing. Whereas in carrying out their work Go-jek female drivers in the city of Denpasar have a flexible working hour system, apart from that they are also free to determine the time to work, they are also given freedom of place in doing their work so as to enable drivers to manage their daily life more well and reduce family and work conflict. The results of this study are in line with previous research conducted by Siskayanti and Sanica (2022) and Wahyuni and Cahyono who stated that flexible working hours have a positive effect on employee performance.

The effect of work motivation on the performance of female motorcycle taxi drivers in Denpasar City

Provides information that work motivation shows a positive and significant effect on employee performance, where the path coefficient shown is 0.815 with a t-statistic of 3.176 > 1.96. The results of this test show the Hypothesis 2(H₂) is accepted. This states that the higher the work motivation, the result employee performance more increasing. Hasibuan (2016) states that work motivation is the energy that moves individuals to try to achieve the expected goals in doing their work, influencing their subordinates to work to achieve the goals that have been set. Women gojek drivers in Denpasar City will work optimally if they

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feel that the work they produce is able to meet their basic needs, when working they feel safe because they get health insurance and accident insurance from the company, and also always get rewards in the form of bonuses if drivers are able to complete the targets given. Thus the female go-jek drivers will be motivated to raise morale and will have a positive impact on the company so that the company's targets will be fulfilled. The results of this study are in line with previous studies conducted by Kafid and Putra (2019), Lailiyah and Wahyuningsih (2019), Lebang (2017), Rahman and Wahyuni (2019) and Saputro et al., (2021) which state that motivation influences significantly to driver performance.

The effect of work experience moderates the effect of work flexibility on the performance of female motorcycle taxi drivers in Denpasar City

Provide that information work experience as moderator the effect of work flexibility on the performance of female motorcycle taxi drivers, where the path coefficient indicated was 0.033 with a t-statistic of 2.162 > 1.96. The results of this test show that H3 is accepted. This states that work experience is able to improve the performance of female motorcycle taxi drivers. Supported by the results of the respondents' answers regarding the performance variables showed very high performance results

The effect of work experience moderates the effect of work motivation on the performance of female motorcycle taxi drivers in Denpasar City.

Provide information that work experience moderate the effect of work motivation on the performance of female motorcycle taxi drivers in Denpasar City where the path coefficient shown is 0.037 with a t-statistic of 2.916 > of 1.96. The results of this test show that H4 is accepted. This means the higher/longer work experience will improve the performance of female motorcycle taxi drivers in Denpasar City. Supported by the characteristics of the respondents, it shows that the length of time women gojek drivers have worked is 56.25 percent of respondents who have 5-8 years of work experience.

Research Findings

Researchers found evidence that work experience was able to moderate the effect of work flexibility and motivation on performance. This can be reflected that the longer work experience can increase the effect of work flexibility and work motivation on the performance of female motorcycle taxi drivers in Denpasar

CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Based on the research that has been done, it can be concluded that: 1) flexibility and work motivation have a positive and significant effect on the performance of female Go-Jek driver employees in Denpasar City, meaning that the increasing flexibility and work motivation, the higher the employee performance, 2) Experience is able to moderate the effect of flexibility and self-motivation on the performance of female Go-Jek driver employees in Denpasar City.

The implications of the research for female drivers are that the results of this study can illustrate that work experience, work motivation, work flexibility are important factors determining the performance of female drivers. The company's participation in creating these conditions is enormous. Furthermore, for Go-Jek companies, they should know to see the importance of work experience for women Gojek drivers and the company is also able to explicitly or implicitly meet the needs of female motorcycle taxi drivers. Flexible working hours are important for female motorcycle taxi drivers so that the loyalty of female motorcycle taxi drivers is created. The next suggestion for other researchers makes it possible to re-examine other variables that affect performance based on the theory that has been described.

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