

THE INFLUENCE OF WORK FLEXIBILITY ON PERFORMANCE WITH WORK MOTIVATION AS A MODERATING VARIABLE

Siti Musarofah^{1*}, Djawoto²

¹ Management, Institut teknologi dan Bisnis Ahmad Dahlan Lamongan, Indonesia

² Management, Indonesian School of Economics (STIESIA) Surabaya, Surabaya, Indonesia

*Corresponding Author: sitimusarofah254@gmail.com

Abstract: This study aims to analyze the impact of work flexibility on the performance of GrabBike drivers, with work motivation serving as a moderating variable. The research was conducted at Paguyuban Solidaritas GrabBike Lamongan, utilizing a quantitative method with a survey of 89 GrabBike drivers as respondents. The data were analyzed using Moderated Regression Analysis (MRA) to examine the relationships between the independent variable (work flexibility), the dependent variable (performance), and the moderating variable (work motivation). The results indicate that work flexibility has a positive and significant effect on driver performance, with a significance value of 0.000, which is less than 0.05. Work flexibility allows drivers to manage their work schedules more efficiently, enhancing satisfaction and reducing work-related stress. Furthermore, work motivation was found to moderate the relationship between work flexibility and performance, although the moderation coefficient shows that work motivation slightly weakens the effect of work flexibility on performance, with a moderation significance value of 0.030. This research provides valuable insights into the role of work motivation as a moderating variable in the context of work flexibility and driver performance. The findings suggest that work flexibility and work motivation are critical factors influencing performance, with significant implications for companies in managing their drivers.

Keywords: flexibility, motivation, performance

1. Introduction

The rapid development of information and communication technology has brought significant changes in various aspects of life, including the world of work. Application-based economic platforms, such as GrabBike, leverage this technology to provide work flexibility for driver partners. Work flexibility is one of the advantages offered, as drivers can arrange their work time and location according to their personal needs. This flexibility allows drivers to balance their personal lives and work, which is believed to enhance their satisfaction and performance.

Work flexibility is crucial for GrabBike drivers, especially in the context of the continuously evolving digital economy competition. With this flexibility, drivers have greater control over how they work, which can directly influence their performance. Good performance is ultimately measured by the number of completed trips, service speed, and customer satisfaction. However, the impact of work flexibility on performance is not always consistent without other moderating factors, such as work motivation.

Work motivation becomes an important variable in this context, as high motivation enables drivers to make optimal use of work flexibility. Previous research by Ryan and Deci (2020) indicates that both intrinsic and extrinsic motivation play a significant role in encouraging employees to perform better at work. In jobs that offer flexibility, motivation can enhance the positive effects of flexibility on performance (De Menezes & Kelliher, 2021).

2. Literature Review

The Impact of Work Flexibility on the Performance of GrabBike Drivers

Work flexibility is the freedom granted to employees in carrying out their tasks. With this flexibility, employees can complete their work anytime and anywhere while still adhering to company procedures. Flexibility in work can influence individual performance, as it allows employees to manage their own work schedules, reduces time and cost pressures, and helps alleviate stress experienced by employees. Research conducted by Herman (2020) reveals that work flexibility, in terms of both time and location, significantly affects the performance of workers in informal sectors such as online motorcycle taxis. According to him, the more flexible workers are in determining their working hours and locations, the higher their motivation and productivity. This flexibility helps workers balance their jobs with their personal lives, which indirectly enhances their performance (Saputro et al., 2021). Rahman and Wahyuni (2019) explain that work flexibility allows GrabBike drivers to adjust their working hours according to their personal needs, making them more focused and productive while working. Yuniar (2020) identifies work flexibility as one of the main factors influencing the performance of Grab drivers in Palembang. This study shows that when drivers have the freedom to choose their working time and location, they are more motivated to meet their daily targets.

The freedom provided in choosing working time and location allows drivers to work more effectively, reduces stress, and enhances the balance between work and personal life, which positively impacts their productivity. Based on this explanation, the author suspects that flexibility also has a positive influence on the performance of GrabBike drivers in Lamongan Regency.

Work Motivation Moderates the Impact of Work Flexibility on the Performance of GrabBike Drivers

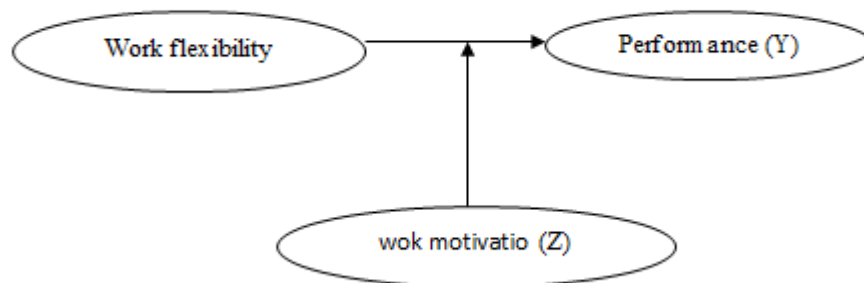
Work flexibility is one of the essential elements in enhancing employee satisfaction and productivity, especially in informal job sectors such as GrabBike drivers. In the context of flexible work, employees are given the freedom to choose when and where they will work, which can improve the balance between personal and professional life. However, work flexibility does not always have a direct impact on optimal performance. Work motivation emerges as an important variable that can strengthen or moderate the influence of work flexibility on performance.

Work motivation refers to the internal drive that encourages employees to work harder, achieve goals, and give their best in their jobs. Highly motivated employees are likely to make better use of work flexibility, effectively managing their time and work locations to enhance productivity. Therefore, this study focuses on how work motivation can moderate the relationship between work flexibility and performance, particularly among GrabBike drivers, who experience a high degree of work freedom.

Mustofa (2017) stated in his research that work motivation plays a crucial role in strengthening the influence of work flexibility on performance. This study found that employees with high work motivation tend to better utilize work flexibility to enhance productivity. Febriantora (2020) discovered that work motivation acts as a moderating variable in the relationship between work flexibility and the performance of online motorcycle taxi drivers. According to him, drivers with higher motivation are able to make

more effective use of the flexibility in working time and location, which ultimately improves their performance. Employees with higher motivation are generally better at managing their schedules and working more productively, especially in a flexible work environment (Rahman & Wahyuni, 2019).

Motivated employees tend to be more disciplined in utilizing flexibility, which ultimately enhances productivity (Saputro et al., 2021). Herman (2020) states that work motivation can strengthen the positive impact of work flexibility on performance. Employees with high work motivation are better able to take advantage of flexibility to manage their work and schedules, which improves overall performance. GrabBike drivers with high motivation are more capable of leveraging flexibility in their jobs to increase productivity, indicating that motivation is key to maximizing the benefits of work flexibility.



Figur 1. Conceptual framework

3. Method

This study uses qualitative research methods. According to Sugiyono (2013), research methods are a series of processes conducted by researchers to obtain the data and information needed in the research. Data collection is carried out from respondents through questionnaires to ensure the validity of the information that supports the research. Previous studies indicate that using questionnaires can effectively gather reliable data for analysis (Cohen et al., 2018). Based on the background and the problems identified, this study adopts a quantitative approach with a survey method.

This research was conducted at Grab Indonesia in Lamongan Regency, focusing on GrabBike drivers from various associations in the area. The selection of Lamongan Regency as the research location is based on the ease of conducting direct surveys and because there has been no previous research specifically addressing Grab drivers in Lamongan Regency. The sample used in this study consists of 89 GrabBike drivers in Lamongan.

Data were analyzed using Moderated Regression Analysis (MRA) to test the relationship between the independent variable (work flexibility) and the dependent variable (performance), as well as the moderating variable (work motivation). Hypothesis testing was conducted using IBM SPSS version 26, with validity and reliability tests to ensure data quality, as highlighted in prior research emphasizing the importance of these tests for ensuring data integrity (Field, 2018).

4. Result and Discussion

Results of Descriptive Analysis

Descriptive statistical analysis is used to describe the research data, which includes the highest value (maximum), lowest value (minimum), mean value, and standard deviation. The following are the results of the descriptive analysis in this study:

Table 1. Results of Descriptive Analysis.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
work flexibility	89	21	30	25.90	2.594
performance	89	39	60	51.88	6.415
work motivation	89	53	80	67.74	6.551
Valid N (listwise)	89				

Based on Table 1, the work flexibility variable as the independent variable (X1) with 89 respondents shows a minimum value of 21 and a maximum value of 30. The mean value is 25.90, with a standard deviation of 2.594. The results of the descriptive analysis indicate that the data quality is quite good, with a low standard error because the mean value is greater than the standard deviation.

For the performance variable, which is the dependent variable (Y), with 89 respondents, the minimum value obtained is 39 and the maximum is 60. The mean value of 51.88 is greater than the standard deviation of 6.415. This indicates that the data quality is good and the standard error of the performance variable is low.

Work motivation, which functions as the moderating variable (Z), with a total of 89 respondents, has a minimum value of 53 and a maximum value of 80. The mean value reaches 67.74 with a standard deviation of 6.551. Since the mean value is higher than its standard deviation, it can be concluded that the standard error of the work motivation variable is low and the generated data is of good quality.

Results of Validity Test

The validity test aims to determine whether the data from the research questionnaire is legitimate or valid. The criterion used in this test is that if the calculated r value exceeds the table r value, then the statement item in the questionnaire is considered valid and can proceed to the next testing stage. Conversely, if the calculated r value is smaller than the table r value, the statement item is considered invalid. In this study, the table r value used is at a significance level of 0.05 or 5%. The table r value is calculated based on $df = n - 2$ or $89 - 2 = 87$, resulting in a table r value of 0.2084. The results of the validity test can be seen in the following table:

Table 2. Results of Validity Test

Item	r-hitung	r-tabel	Description
X _{1.1}	0,827	0,2084	Valid
X _{1.2}	0,827	0,2084	Valid
X _{1.3}	0,633	0,2084	Valid
X _{1.4}	0,827	0,2084	Valid
X _{1.5}	0,633	0,2084	Valid
X _{1.6}	0,281	0,2084	Valid
Y.1	0,432	0,2084	Valid

Item	r-hitung	r-tabel	Description
Y.2	0,951	0,2084	Valid
Y.3	0,951	0,2084	Valid
Y.4	0,951	0,2084	Valid
Y.5	0,432	0,2084	Valid
Y.6	0,951	0,2084	Valid
Y.7	0,951	0,2084	Valid
Y.8	0,951	0,2084	Valid
Y.9	0,432	0,2084	Valid
Y.10	0,951	0,2084	Valid
Y.11	0,951	0,2084	Valid
Y.12	0,951	0,2084	Valid
Z.1	0,277	0,2084	Valid
Z.2	0,855	0,2084	Valid
Z.3	0,855	0,2084	Valid
Z.4	0,378	0,2084	Valid
Z.5	0,855	0,2084	Valid
Z.6	0,277	0,2084	Valid
Z.7	0,855	0,2084	Valid
Z.8	0,433	0,2084	Valid
Z.9	0,380	0,2084	Valid
Z.10	0,855	0,2084	Valid
Z.11	0,378	0,2084	Valid
Z.12	0,433	0,2084	Valid
Z.13	0,855	0,2084	Valid
Z.14	0,433	0,2084	Valid
Z.15	0,855	0,2084	Valid
Z.16	0,855	0,2084	Valid

Source: Processed questionnaire data (2024)

Based on Table 2 above, it can be concluded that all statement items in the questionnaire for the variables of work flexibility, performance, and work motivation in this study are declared valid. The data from this questionnaire can proceed to the next testing stage and indicate that the researcher used a reliable measurement tool, as each calculated r value is greater than the table r value (0.2084).

Results of Reliability Test

The reliability test is used to assess the consistency of the questionnaire based on several variable indicators. A questionnaire is considered reliable if the respondents' answers remain stable or consistent over time concerning the statements presented by the researcher. Reliability is measured using the Cronbach Alpha formula, where a value greater than 0.70 indicates that the questionnaire is reliable (Ghozali, 2018). The results of the reliability test can be seen in the following table.

Table 3. Results of Reliability Test

Variabel	Cronbach lpha	Description
Fleksibilitas Kerja (X)	0,772	Reliabel
Kinerja (Y)	0,955	Reliabel
Motivasi Kerja (Z)	0,879	Reliabel

Source: Processed questionnaire data (2024)

Based on the results of the reliability test above, the Cronbach Alpha values for the variables of work flexibility, performance, and work motivation are greater than 0.70, indicating that the questionnaire is considered reliable and suitable for use as a testing tool. This data can proceed to the next testing stage. These results show that the respondents' answers are consistent, indicating that the test yields accurate results and remains the same even when conducted repeatedly.

Results of Classical Assumption Test

Table 4. Results of Classical Assumption Test

Responden	Nilai Asymp. Sig. (2-tailed)	Taraf Signifikansi	Description
89	0,200	0,05	Normal

Source: Processed questionnaire data (2024)

Based on Table 4, the Asymp. Sig (2-tailed) value in the Kolmogorov-Smirnov test is 0.200. Since the value of 0.200 is greater than 0.05, this indicates that the variables of work flexibility and performance in this study are normally distributed and can proceed to the next testing stage.

Table 5. Results of Multicollinearity Test

Variabel	Nilai Tolerance	Nilai VIF	Description
Work Flexibility (X)	0,719	1,391	No multicollinearity occurred

Source: Processed questionnaire data (2024)

Based on the results of the multicollinearity test in Table 5, the tolerance value for the work flexibility variable is 0.719. Additionally, the VIF value for the work flexibility variable is 1.391, and for the incentive variable, it is also 1.391, which means the variables have VIF values below 10. From this result, it can be concluded that there are no signs of multicollinearity, or in other words, there is no significant correlation among the tested variables.

Tabel 6. Hasil Uji Auto Korelasi

Responden	Durbin-Watson value	Du value	Description
89	2,047	1,7013	No autocorrelation occurs

Source: Processed questionnaire data (2024)

Based on Table 6 above, the Durbin-Watson (DW) value is recorded at 2.047, which is greater than the upper limit dUdU of 1.7013 and less than (4-dU), which is 2.2987. From this test result, it can be concluded that the regression model in this study does not experience autocorrelation and is suitable to proceed to the next testing stage.

Hypothesis Test Results

Moderated Regression Analysis (MRA) Results

The moderated regression analysis is used to test the interaction between the moderating variable, the independent variable, and the dependent variable. The purpose of this test is to determine whether the variable of work motivation (as the moderating variable) can strengthen or weaken the influence of the independent variable (work flexibility) on the dependent variable (performance). The results of this moderation test are presented in the following table:

Tabel 7. Results MRA

	Koefisien	t _{hitung}	Signifikansi
Konstanta	-79,204	-4,400	0,000
Fleksibilitas Kerja (X)	3,593	3,816	0,000
Motivasi Kerja (Z)	1,441	5,095	0,000
FK*MK	-0,030	-2,208	0,030

Sumber: Data Kuesioner yang diolah (2024)

Based on the results of the moderated regression analysis (MRA) in Table 7 above, the equation can be formulated as follows:

$$Y = \alpha + \beta_1 FK + \beta_2 MK + \beta_3 FK*MK + e$$

$$Y = -79,204 + 3,593 FK + 1,441 MK - 0,030 FK*MK + e$$

The equation above can be explained as follows: The constant value (α) is 79.204 with a negative sign, indicating that if the work flexibility variable (X) is valued at 0, the performance of the drivers will decrease, and vice versa.

The coefficient for the work flexibility variable (X) is 3.593 with a positive sign, meaning that every increase in work flexibility by 1 unit will increase the drivers' performance by 3.593 units, assuming other independent variables remain constant.

The work motivation variable (Z) has a coefficient of 1.441 with a positive sign, indicating that an increase in work motivation by 1 unit will increase the drivers' performance by 1.441 units, with other variables held constant.

For the work flexibility variable moderated by work motivation, the coefficient is -0.030, which means that if work flexibility is moderated by 1 unit, the drivers' performance will decrease by 0.030 units, assuming other independent variables remain constant.

Results of the Coefficient of Determination Test

The purpose of the coefficient of determination test is to measure the extent to which the model can explain the dependent variable. The decision-making criteria used are that if the R Square value is small or below 50%, this indicates that the ability of the independent variable to explain the dependent variable is poor or limited. Conversely, the higher the R Square value, the better the independent variable explains the dependent variable. The results of the coefficient of determination test can be seen in the table below.

Table 8. Results of the Coefficient of Determination Test

Model	R Square	Adjusted R Square
1	0,940	0,936

Sumber: Data kuesioner yang diolah (2024)

Based on Table 8 above, the R Square value is recorded at 0.940, which indicates that 94% of the variability in the dependent variable can be explained by the flexibility and incentive variables, while the remaining 6% is explained by other variables outside the research model. This indicates that the independent variables in this study have good performance, as the result is above 50% and close to 100%.

5. Conclusions

Based on the test results, the work flexibility variable shows a significant influence on the performance of GrabBike drivers. With a significance value of 0.000, which is smaller than 0.05, this confirms that the first hypothesis (H1) is accepted. This means that work flexibility positively affects the performance of GrabBike drivers in the Paguyuban Solidaritas GrabBike Lamongan. This finding is supported by studies conducted by Susanto & Kurniawan (2020) and Rahmawati & Hakim (2022).

The first hypothesis is accepted because the freedom in work helps reduce workload and does not restrict time, allowing drivers to choose when and where they complete their tasks. The flexibility provided enables individuals to gain new experiences and improve job satisfaction. This freedom also positively impacts morale, as well as physical and mental well-being, since the work can be performed without excessive pressure.

The research results indicate that the significance value of the moderation is 0.030, which is smaller than 0.05, suggesting that work motivation is effective in moderating the relationship between work flexibility and the performance of Grab Bike drivers, particularly within the Paguyuban Solidaritas Grab Bike Lamongan. Thus, the second hypothesis (H2) is considered valid. Studies examining the role of work motivation as a moderating variable in the influence of work flexibility on driver performance are still rare, making references or comparisons to previous research limited. In this context, work motivation as a moderating variable represents an innovative aspect of this study. This research aligns with studies conducted by Arifin (2020), Satoso (2023), and Fitria et al. (2022), which also found that work motivation moderates the influence of work flexibility on performance.

The second hypothesis is significantly accepted, although the moderation test results show a coefficient of -0.030, indicating that work motivation weakens this influence. Work flexibility provides positive benefits to drivers in enhancing their performance. Drivers have the freedom to arrange their work schedules according to their preferences, allowing for more efficient use of time. In this situation, work motivation plays a role in encouraging drivers to complete tasks according to their own schedules, as well as helping to reduce excessive workload or stress.

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