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## The Influence of the Work Environment and Compensation on Employee Performance is mediated by the motivation of online drivers in Bekasi City

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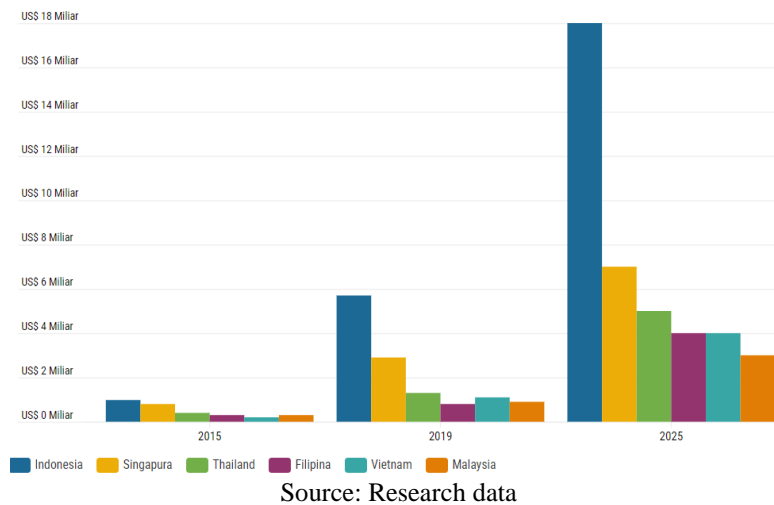
**Abstract :** This research tries to analyze the influence of the work environment and compensation on performance mediated by motivation in online motorcycle taxi drivers in Bekasi City. This research was conducted using a quantitative design with 100 respondents from online motorcycle taxi drivers in Bekasi City. The accidental sampling technique with a minimum number of samples using the Lemeshow (1997) approach is an important part of this research. Statistical tools used to test data and draw conclusions from hypotheses using SmartPLS 4.0. The results of this study found that the work environment and compensation had no effect on performance. However, motivation has a direct influence on the performance of online motorcycle taxi drivers. Other findings found that the mediating role of motivation on the influence of the work environment and compensation proved to be influential and strengthened previous findings. This research also focuses on online motorcycle taxi drivers in Bekasi City as a buffer city and a metropolitan city. The theoretical framework and thinking as well as the research instruments in this research are improvements from previous research so that they have their own novelty.

**Keyword:** Work Environment, Compensation, Motivation, Employee Performance, Driver.

### INTRODUCTION

Changes in lifestyle and modernization have now changed people's habits in activities, resulting in the emergence of new jobs for some people. Online motorcycle taxis have an important role for some people in the current era of digitalization whose aim is to facilitate

mobility and activities. The problem formulation contains article questions that must be explained in the discussion and answered in the conclusion.



Based on research by Google, Temasek and Bain & Company entitled e-Conomy SEA 2019 in (Databooks, 2019), the market share (gross merchandise value/GMV) of ride hailing (food delivery services and online transportation) in the ASEAN region is only US\$ 3 billion. However, in 2019 it increased to US\$ 12.7 billion and is projected to reach US\$ 40 billion in 2025. Meanwhile, the GMV of Indonesian ride hailing in 2015 only reached US\$ 980 million. Then it grew to US\$ 5.7 billion in 2019 and will increase to US\$ 18 billion in 2025, the largest in the Southeast Asia (ASEAN) region as seen in the graph. Currently there are two largest online transportation services in Indonesia, namely Gojek and Grab.

According to (Sari et al., 2022) it is estimated that 2.5 million people in 2022 will now work as online motorcycle taxi drivers and as many as 1.25 million drivers will be spread across JABODETABEK. The growing interest in working as an online motorcycle taxi driver has increased significantly to now reaching 4 million drivers, making this informal job necessary to receive more attention than other jobs. Online motorcycle taxi drivers need to pay attention to the factors that influence their performance as online motorcycle taxi drivers because with a large number of drivers they need to have a competitive advantage to be able to compete and have an advantage in competing (Nursal et al., 2023).

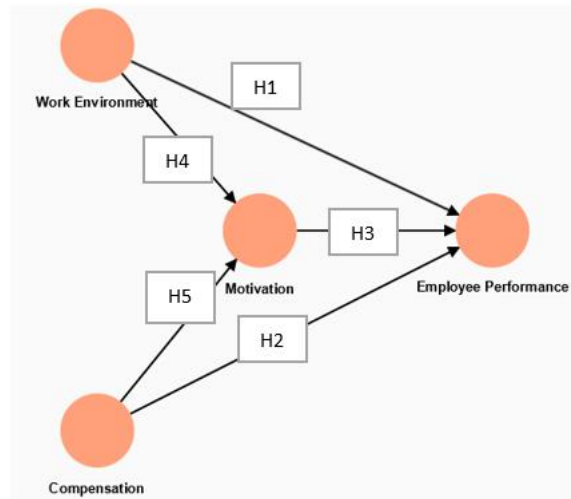
Several factors that influence performance are motivation (D. Wulandari & Mathori, 2023). Motivation can be seen as a change in energy within a person which is characterized by the emergence of feelings, and is preceded by a response to a goal. Motivation is the basic impulse that moves a person or the desire to devote all one's energy because of a goal (Mahardika et al., 2020). Therefore, it is necessary for someone to have motivation to work as energy to achieve the desired goals. Several studies have also found that the role of motivation as a mediation is an important factor in influencing performance (Rosna et al., 2023; Sari et al., 2022; Ubaidillah, 2018).

Apart from that, work environmental factors can also influence performance in general. (Ndandara et al., 2023) explains that the work environment influences employee performance physically and non-physically. A good working environment can maximize work results, while a bad environment causes a decrease in performance. Several studies have found that the work environment influences employee performance (Jannah, 2021; Ndandara et al., 2023). However, other researchers also found that the work environment had no effect on employee performance (akhiriani & Risal, 2023).

According to (P. Wulandari, 2022) compensation can also affect employee performance. Because with compensation, a person will be willing to carry out efforts aimed

at the interests of other people. Compensation is referred to as income in the form of money or goods received directly or indirectly by employees in return for what has been given to the organization (Herispon., n.d.; P. Wulandari, 2022). Several researchers have found the effect of compensation on employee performance (Herispon., n.d.; Hermingsih & Purwanti, 2020; P. Wulandari, 2022). Other research finds the opposite that compensation has no effect on employee performance (Rianda & Winarno, 2022).

Based on the phenomena and differences in findings in the field, this research will focus on examining the influence of the work environment and compensation on the performance of online motorcycle taxi drivers which is mediated by motivation. This research focused on the city of Bekasi, which is a buffer city for the capital.



Source: Research Results

Research on the influence of the work environment and employee performance has been carried out by many researchers (akhiriani & Risal, 2023; Jannah, 2021; Kamil Hafidzi et al., 2023) which has resulted in the fact that there is an influence between the two. According to researchers, a good work environment will create an atmosphere that supports better performance. The same thing is also shown by the influence of compensation on employee performance, where the higher the compensation provided by the company, the higher the employee's performance will be (Herispon., n.d.; Hermingsih & Purwanti, 2020; P. Wulandari, 2022). Compensation is the basis for someone to accept work responsibilities that someone is capable of doing. Apart from that, motivation has also been found to have an influence on employee performance (Adam et al., 2020; Kamil Hafidzi et al., 2023; Mahardika et al., 2020) where motivation is energy for employees to be able to work better than before. Based on this fact, the following hypothesis can be concluded:

- H1. The work environment influences employee performance
- H2. Compensation influences employee performance
- H3. Motivation influences employee performance.

Another factor that influences performance is the role of motivation as a link between the work environment and employee performance and compensation for employee performance, where the mediating role of motivation can have a greater influence than without motivation. The mediating role of this motivation has been discovered by (Kamil Hafidzi et al., 2023) (Defriani Kavela, 2015)(Ervina et al., 2023).

Based on these findings, a hypothesis can be concluded:

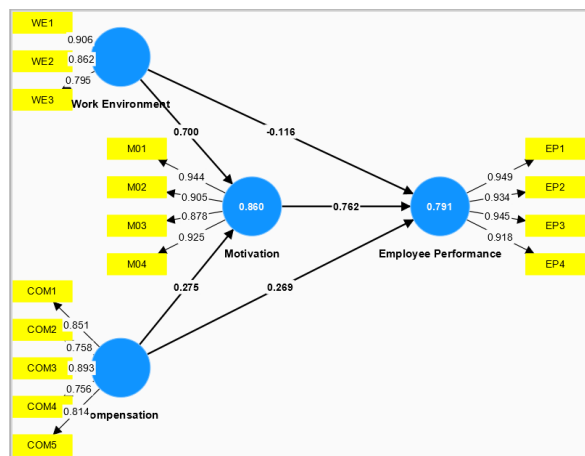
- H4. The work environment influences employee performance mediated by motivation
- H5. Motivation influences employee performance mediated by motivation

## METHOD

This research uses a quantitative design with numbers and data as arguments from respondents' perceptions which are then processed to draw conclusions. This research does not have a definite population size so the approach used to take samples was adopted by research (Setiawan et al., 2022) using the lemeshow approach (1997) with a sample size of 100 respondents. This research uses an accidental sampling technique, which is sampling by taking respondents who happen to be in a place and in accordance with the research objectives (Sujarweni, 2018). The instruments in this research are adopted from previous research (Gunawan et al., 2024) in Simamora (2015:445), there are 3 compensation indicators, namely: 1. Wages and salaries, 2. Incentives, 3. Facilities. The work environment adopted from research (P. Wulandari, 2022) has 5 indicators, namely 1. Lighting, 2. Temperature, 3. Work Space, 4. Security, 5. Work Relations. Motivation was adopted from research (Fadillah et al., 2013) with 4 indicators, namely 1. Responsibility, 2. Work Achievement, 3. Opportunities for Advancement, 4. Recognition of Performance. Meanwhile, employee performance was adopted from research (Sukiyah et al., 2021) with 4 indicators, namely 1. Quality, 2. Quantity, 3. Timeliness, 4. Effectiveness. This research will use a 1-5 Likert scale where the value 1 is the lowest and the value 5 is the highest (Woelandari et al., 2022). This research will use Smartpls 4.0 as a statistical tool to test data and conclude data using 2 testing stages, namely outer model and inner model.

## RESULTS AND DISCUSSION

This research tests data in 2 stages, namely outer model and inner model. Based on the outer model validity test shown in the figure below, all statement items meet the research requirements with an outer loading value > 0.7 (Indra et al., 2023). The following is an image of the outer model diagram.



Source: Research Results

Apart from that, this outer model test also tests the reliability of the data shown in the table below:

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Compensation	0.875	0.891	0.909	0.666
Employee Performance	0.953	0.954	0.966	0.877
Motivation	0.934	0.939	0.953	0.834
Work Environment	0.819	0.850	0.891	0.732

Source: Research Results

Based on the reliability test results above, it can be concluded that the Work Environment, compensation, motivation and employee performance variables have Cronbach

alpha values of 0.819, 0.875, 0.934 and 0.953 respectively, where these values are greater than 0.7 and qualify as reliable data according to (Ghozali, 2016). Apart from that, this research also found an AVE value > 0.5, which according to (Rianto et al., 2021) is included in research data that meets the requirements for good research.

The next stage is testing the inner model to answer the research hypothesis which is shown from the results of the following inner test table:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O /STDEV)	P values
Compensation --> Employee Performance	0.269	0.269	0.156	1.730	0.084
Compensation --> Motivation	0.275	0.279	0.099	2.778	0.005
Motivation --> Employee Performance	0.762	0.776	0.187	4.063	0.000
Work Environment --> Employee Performance	-0.116	-0.133	0.207	0.558	0.577
Work Environment --> Motivation	0.700	0.697	0.095	7.386	0.000

Source: Research Results

The results of the inner test above conclude that the work environment has no effect on employee performance with a p value of 0.557 > 0.05, which means H1 is rejected. The same thing was also found in the results of the influence of compensation on employee performance with a p value of 0.084 > 0.05, which means that H2 was rejected. Apart from that, this research also found that motivation influences employee performance with a p value of 0.000 < 0.05, which means H3 is accepted.

Apart from the findings of the three hypotheses above, this research also found indirect effects from the mediating role of motivation as follows:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O /STDEV)	P values
Work Environment --> Motivation --> Employee Performance	0.533	0.546	0.169	3.160	0.002
Compensation --> Motivation --> Employee Performance	0.209	0.211	0.083	2.528	0.011

Source: Research Results

The results of the indirect influence inner test found that the work environment influences employee performance through motivation with a p value of 0.002 < 0.05, which means H4 is accepted. The same thing was also found to have an influence on compensation on employee performance through motivation with a p value of 0.011.

This motivational mediation role further strengthens previous findings, which can then be concluded as follows:

Effect	Variabel	P Value	Conclusion
Direct	Work environment -->Employee Performance	0,577	Full Mediation
Indirect	Work environment -->Motivation -->Employee Performance	0,002	
Direct	Compensation -->Employee Performance	0,084	Full Mediation
Indirect	Compensation -->Motivation -->Employee Performance	0,011	

Source: Research Results

The conclusion is that the mediating role of motivation in the influence of the work environment on employee performance is full mediation and likewise the influence of compensation on employee performance through motivation with its mediating effect is full mediation.

### Discussion

1. The first finding found that the work environment had no effect on employee performance. This research is supported by previous research by (akhiriani & Risal, 2023). These results further strengthen the findings in the field that basically the environment for online motorcycle taxi drivers is an environment with full competition

where online motorcycle taxi drivers must be in the center of business and with high order traffic because if the motorcycle taxi drivers are too far from reach, customers will always easily change to drivers. which is closer in distance due to time considerations. Apart from that, work environment factors will not directly affect the performance of motorcycle taxi drivers because friends in the work environment will not help improve performance because orders or the number of customers depends on the application and how many passengers are being transported.

2. Other findings also found that compensation had no effect on the performance of online motorcycle taxis. This research is in line with research conducted by (Rianda & Winarno, 2022). Facts on the ground show that online motorcycle taxi work is usually done on the side and to fill time. Many online motorcycle taxi drivers sometimes do not consider the size of the income they receive because what they consider is that they have a clear employment status.
3. Motivation influences the performance of online motorcycle taxi drivers. This research is in line with research conducted by (Mahardika et al., 2020)(Sudarso et al., 2020). In fact, all work requires energy to achieve the desired goals. Therefore, motivation becomes an important part of the work process. This finding also further strengthens that the higher a person's work motivation will increase employee performance and conversely, the lower the motivation will reduce employee performance.
4. The work environment influences employee performance through motivation. This research is in line with research conducted by (Defriani Kavela, 2015) where a work environment that is supported by good motivation will provide new energy for online motorcycle taxi drivers compared to those who do not have clear motivation. This research strengthens previous findings where the mediating role of motivation is very good in this research where it can fully mediate the influence of the work environment on employee performance. This full mediation shows that the role of motivation is very important for online motorcycle taxi drivers as an energy booster for them to face competition and with a very large number of drivers and a small income.
5. The same thing is shown by the influence of compensation on employee performance through motivation. This research is in line with research conducted by (Ervina et al., 2023) where the small compensation received by online motorcycle taxi drivers, if supported by high motivation, will improve the performance of online motorcycle taxi drivers. Motivation to earn a living for the family, send children to school, support a better family or for those who want to make people happy or just survive is a motivation that builds great energy to be stronger in achieving better performance for online motorcycle taxi drivers.

## CONCLUSION

Based on the research results and findings in this study, it can be concluded as follows:

1. The work environment does not affect the performance of online motorcycle taxi drivers
2. Compensation has no effect on the performance of online motorcycle taxi drivers
3. Motivation influences the performance of online motorcycle taxi drivers
4. The work environment influences the performance of online motorcycle taxi drivers, mediated by motivation
5. Compensation influences the performance of online motorcycle taxi drivers mediated by motivation

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