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The Influence of Driver Commitment to the Organization, Discipline and Motivation with Compensation Moderation on the Performance of OJOL Drivers in Bekasi City

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Abstract This research aims to see the influence of driver commitment to organization, discipline and motivation with compensation moderation on the performance of OJOL drivers in Bekasi City. This research uses quantitative methods. Data was collected using a survey method, using a questionnaire. The sample taken adopted the formula from Hair et al (2017) consisting of 100 respondents. Researchers use factor analysis to measure validity with Loading Vector PLS SEM. To determine whether or not there is an influence between the two variables, the PLS SEM analysis technique is used. The results of this research show that the influence of driver commitment to the organization, discipline, motivation and compensation on driver performance based on the results of the hypothesis testing above has a p - value of 0.000 so the hypothesis is accepted, while the compensation variable cannot weaken or strengthen the variables Organizational Commitment, Discipline and Motivation for performance.

Keywords: Driver commitment to organization, discipline and motivation with compensation moderation on performance.

INTRODUCTION

Online-based transportation is here to provide facilities that can simplify needs and provide safe, orderly and cheap services for people in Indonesia. Gojek is an online transportation service provider application originating from Indonesia. Based on presurvey results and previous research literature studies, there is a tendency for online motorcycle taxi drivers' income to decrease. In the early days of the development of motorcycle taxis, drivers could earn an income of around 8 to 10 million, but currently in 2023 the income earned by working 8 hours is in the range of 2 to 5 million which depends on orders obtained and order completion.

Factors that influence performance, according to [Prawirosentono and Primasari 2015], factors that influence an organization and its performance are: (1) Effectiveness and efficiency, (2) Authority and responsibility, (3) Discipline.], (4) Intensive [intensive]. Meanwhile [Darodjat, 2015] states that factors that influence performance include: 1) Ability factors, psychologically, employee abilities consist of reality abilities [knowledge + skills] and potential abilities [IQ]. Therefore, employees must be placed in jobs according to their skills. 2) Motivational factors are formed from an employee's attitude in facing work situations. Motivation is a condition that moves employees to achieve company work goals. The pre-survey results showed that the most dominant factors in the assessment based on the graphic data were pick-up time, cancel orders, attitude, rates, safety and service. (Discipline, work commitment, motivation, compensation and responsibility).

Several previous studies related to organizational commitment, discipline, motivation and compensation as moderation of performance include: (Hasrun Afandi UmpuSinga, 2022) The Effect of Organizational Commitment on Employee Performance with compensation as a moderating variable at the Kosasih Clinic, Lampung. (Amiruddin K1, Nila Khaera Amaliah2, Nasrullah Bin Sapa3, 2021) The influence of organizational culture and work motivation on employee performance with compensation as a moderating variable at BTN KCS Makassar. (Angga Pratama, 2018) The influence of organizational commitment and compensation on job satisfaction and its impact on employee performance at the Sub-Directorate of Customs and Excise Enforcement. (Iin Emy Prastiwi, Sri Laksmi Pardanawati, Deni Kurniawan, 2022) Employee performance: work ability and work motivation. (Belly Ramadoni1, Dian Komarsyah2, Hani Damayanti Aprilia3, 2022) Factors influencing performance in Gojek drivers in Bandar Lampung City (Organizational culture, communication). (Fitriyah Nurhidayah, 2018) Compensation System Analysis of Online Transportation Driver Performance.

Based on the data above and several previous research references, the author hereby wrote this article discussing the influence of driver commitment to organization, discipline and motivation with compensation moderation on the performance of OJOL drivers in Bekasi City.

THEORITICAL REVIEW

Driver Performance

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Factors that influence performance, according to [Prawirosentono and Primasari 2015], factors that influence an organization and its performance are: (1) Effectiveness and efficiency, (2) Authority and responsibility, (3) Discipline.], (4) Intensive [intensive]. Meanwhile [Darodjat, 2015] states that factors that influence performance include: 1) Ability factors, psychologically, employee abilities consist of reality abilities [knowledge + skills] and potential abilities [IQ]. Therefore, employees must be placed in jobs according to their skills. 2) Motivational factors are formed from an employee's attitude in facing work situations. Motivation is a condition that moves employees to achieve company work goals. The pre-survey results showed that the most dominant factors in the assessment based on the graphic data were pick-up time, cancel orders, attitude, rates, safety and service. (Discipline, work commitment, motivation, compensation and responsibility).

Several previous studies related to organizational commitment, discipline, motivation and compensation as moderating performance include: (Hasrun Afandi UmpuSinga, 2022) The Effect of Organizational Commitment on Employee Performance with compensation as a moderating variable at the Kosasih Clinic, Lampung. (Amiruddin K1, Nila Khaera Amaliah2, Nasrullah Bin Sapa3, 2021) The influence of organizational culture and work motivation on employee performance with compensation as a moderating variable at BTN KCS Makassar. (Angga Pratama, 2018) The influence of organizational commitment and compensation on job satisfaction and its impact on employee performance at the Sub-Directorate of Customs and Excise Enforcement. (Iin Emy Prastiwi, Sri Laksmi Pardanawati, Deni Kurniawan, 2022) Employee performance: work ability and work motivation. (Belly Ramadoni1, Dian Komarsyah2, Hani Damayanti Aprilia3, 2022) Factors influencing performance in Gojek drivers in Bandar Lampung City (Organizational culture, communication). (Fitriyah Nurhidayah, 2018) Compensation System Analysis of Online Transportation Driver Performance.

Based on the data above and several previous research references, the author hereby wrote this article discussing the influence of driver commitment to organization, discipline and motivation with compensation moderation on the performance of OJOL drivers in Bekasi City.

Driver commitment to the organization

Initially, the concept of commitment (driver) focused on the concept of commitment itself, based on an attitudinal approach, which refers to problems and loyalty (Porter, Steers, Mowday, & Boulian, 1974). According to (Porter et al., 1974) the attitude approach refers to the psychological attachment or affective commitment formed by an employee in relation to problems and loyalty to the organization. The phenomenal couple who became icons of commitment, namely Steers and Porter (1983) explained that organizational commitment is "loyalty to the organization". Characterized by the intention to remain in it; identify with the values and goals of the organization. No less important is the willingness to add a third dimension, namely normative commitment. Meyer and Allen (1990) define normative commitment as "a feeling of obligation from employees to remain in an organization because of a feeling of indebtedness to the organization".

The definition of organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or others that are reflected in our actions. Commitment is a complete confession, as a true attitude that comes from the character that comes from within a person [Samsuddin 2018: 61]

According to [Yusuf and Syarif, 2018] organizational commitment is an attitude of employee loyalty towards the organization by remaining in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason.

According to [Kreitner and Kinicki, 2014] organizational commitment is the level to which employees are able to recognize their organization and are bound to the organization's goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization.

Discipline

Discipline shows the condition or attitude of respect that exists in employees towards company rules and regulations. Thus, if the rules or regulations in the company are ignored, or frequently violated, then employees will have poor work discipline. Thus discipline means action taken by supervision to correct wrong behavior and attitudes on the part of employees. [Siagian 2016, p 305].

[Keith Davis in Mangkunegara 2015, p 129] states that "Discipline is management action to enforce organizational standards", Discipline can be interpreted as management implementation to strengthen organizational guidelines.

The main purpose of disciplinary action is to ensure that employee behavior is consistent with the rules established by the organization. Various rules prepared by organizations are guidelines for achieving stated organizational goals. When a rule is violated, the effectiveness of the organization is reduced to a certain degree, depending on the severity of the violation. Simamora in [Sinambela, 2012, p 242].

Motivation

Motivation refers to the amount of force that generates, directs, and maintains effort in a particular behavior. If people work hard and do their work well, it often means that they have high work motivation. If people do not do well or do not seem to be trying hard enough then the conclusion is the opposite, they have no motivation (Jewell & Siegel, 1998).

An important factor that influences work performance is work motivation. Motivation comes from the word motive. Motive is a condition within a person that creates strength, moves, encourages, directs, motivates. (Gerungan, 1982). The greater the employee's work motivation, the higher their work performance. Thus it can be said that work motivation is a very important factor in increasing work performance.

Work Motivation according to Anwar Prabu Mangkunegara (2009:93) in Bayu Fadillah, et al (2013:5) "Motivation is a need driven by an employee that needs to be fulfilled so that the employee can adapt to his environment and be able to achieve the goals that have been set. In other words, motivation is energy to generate encouragement within oneself to achieve certain goals."

Meanwhile, motivation according to Sutrisno (2010:109) in Arif Yusuf Hamali, S.S., M.M (2018:133) is as follows: "Motivation is a factor that encourages someone to carry out a certain activity, therefore motivation is often interpreted as a driving factor someone's behavior. Every activity carried out by a person must have a factor that drives that activity. The driving factors for a person to carry out a particular activity are generally the person's needs and desires. One person's needs and desires are different from the needs and desires of other people. Differences in a person's needs and desires occur because of the mental processes that occur within that person. "This mental process is the formation of self-perception in the person concerned and the process of forming self-perception is essentially a person's learning process regarding everything they see and experience from the environment around them."

Compensation

Luthans (1992), in Human Resource Management (HRM) says: "Incentives, at the end of the motivation cycle is the incentives defined as anything that will alleviate a need and reduce a drive, thus attaining an incentive will tend to restore physiological and psychological balance and will reduce or cut off the drive. Eating food, drinking water, and obtaining friends will tend to restore the balance and reduce the corresponding drivers, food, water, and friends are the incentives in these examples". The meaning is compensation, at the end of the cycle motivation is defined as anything that will relieve needs and reduce movement, thus achieving compensation will lead to improvements in physiological and psychological balance and will reduce or eliminate movement. Eating food, drinking water, and having friends will lead to improved balance and reduced movement adjustments, food, water, and friends are compensations for the examples above. According to Enny, (2019) compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the organization. This compensation can be direct or indirect financial, and the award can also be indirect.

According to [Enny, 2019:37] compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the

organization. This compensation can be direct or indirect financial, and the award can also be indirect.

According to [Akbar, et al., 2021:125] compensation is all forms of financial returns and benefits obtained by employees as part of an employment relationship. Furthermore, according to [Sutrisno, 2017:181] "compensation is an important function in human resource management (HRM)".

[Terry, George R., Leslie W. Rue, 2000] Compensation is what a worker receives in return for the work he provides. Both hourly wages and periodic salaries are designed and managed by the personnel department.

Table 1: Relevant previous research

No	Year, Researcher	Researcher title	Research Objectives, Methods & sample	Results
1	Hasrun Afandi UmpuSinga, 2022	The Effect of Organizational Commitment on Employee Performance with compensation as a moderating variable [At the Kosasih Clinic, Lampung]	This research aims to determine the effect of organizational commitment on performance moderated by compensation. This research is quantitative descriptive	Based on the results of research and data processing, it can be concluded that the first hypothesis is fulfilled, namely that organizational commitment has a positive and significant effect on employee performance. This indicates that the better the organizational commitment, the better the performance of the Kosasih Clinic employees in Bandar Lampung. The second hypothesis is fulfilled, namely that compensation has a positive and significant effect on employee performance. This indicates that the better the compensation given, the more the performance of Kosasih Clinic employees in Bandar Lampung will improve. The third hypothesis is not fulfilled, namely that organizational commitment, if moderated by compensation, has no influence on employee performance, so H3 which states that compensation strengthens the influence of organizational commitment on employee performance is rejected.
2	Maryam Dunggio1, Chusnah2*, Ahmad Sukatmajaya2, Afia Maulidiya4 Sapa, 2021	The role of compensation as a moderating variable on the influence of work discipline on employee performance [At PT. SS Danisa Nusantara]	This research aims to analyze the influence of work discipline and compensation on employee performance This research is quantitative descriptive	This research was conducted at PT. SS. Danisa Nusantara on production employees. Based on the results of data analysis and discussion, it can be concluded that [1] the most dominant factor in reflecting employee performance is quality, compliance with regulations is the most dominant factor in reflecting work discipline, and salary/wages are the most dominant factor in reflects compensation, [2] work discipline has a positive and significant effect on employee performance, [3] compensation does not have a significant effect on employee performance, and [4] compensation is a variable that has the potential to become a moderating variable [homologizer moderation].
3	Muhammad Rifqi, Rinda Asyuti, 2021	Organizational Culture, Motivation, and Training on Employee Performance: The Role of Compensation as a Moderator	This research aims to determine the influence of organizational culture, motivation and training on employee performance with compensation as a moderating variable This research is	BNI Syariah Pekalongan Branch employees, as many as 50 people. Based on the results of the analysis above, the following conclusions are obtained: First, organizational culture has a positive and significant effect on employee performance. Second, motivation has a positive and significant effect on employee performance.

		[BNI Syariah Pekalongan]	quantitative descriptive	Third, training has a positive and significant effect on employee performance. Fourth, compensation does not moderate the influence of organizational culture on employee performance. Fifth, compensation moderates the influence of motivation on employee performance. Sixth, compensation moderates the influence of training on employee performance. Then it is hoped that the results of this research can be input for BNI Syariah Pekalongan Branch to always maintain a good organizational culture, then continue to increase employee motivation and training so that employee performance will be even more optimal.
4	Amiruddin K1 , Nila Khaera Amaliah2, Nasrullah Bin Sapa3, 2021	The influence of organizational culture and work motivation on employee performance with compensation as a moderating variable at BTN KCS Makassar.	The purpose of this research is to analyze and find out how much influence organizational culture and work motivation have on employee performance with compensation as a moderating variable. This type of quantitative research uses a causal associative approach Sample of employees at BTN KCS Makassar.	<ol style="list-style-type: none"> 1. The Influence of Organizational Culture on Employee Performance. The first hypothesis states that organizational culture has a positive and significant influence on employee performance. 2. The Influence of Work Motivation on Employee Performance. The second hypothesis reveals that work motivation has a positive and significant influence on employee performance. 3. The Influence of Organizational Culture on Employee Performance Moderated by Compensation. The third hypothesis states that compensation can moderate the relationship between organizational culture and employee performance. 4. The Influence of Organizational Culture on Employee Performance which is Moderated by Compensation. The fourth hypothesis states that compensation can moderate the relationship between work motivation and employee performance.
5	Angga Pratama, 2018	The influence of organizational commitment and compensation on job satisfaction and its impact on employee performance [At the Sub Directorate of Customs and Excise Enforcement]	This research aims to determine the effect of organizational commitment, Organizational Commitment Compensation and Compensation on Job Satisfaction and Partial Employee Performance in the Sub-Directorate of Customs and Excise Enforcement, This research is a quantitative descriptive research, sample of employees of the Sub-Directorate of Customs and Excise Enforcement.	Based on the results of the analysis and discussion previously explained regarding the Influence of Organizational Commitment and Compensation on Job Satisfaction and its Impact on Employee Performance in the Sub-Directorate of Customs and Excise Enforcement, the author draws the following conclusions: <ol style="list-style-type: none"> 1. Organizational commitment has a positive and significant influence on job satisfaction 2. Compensation has a positive and significant influence on job satisfaction 3. Organizational commitment and compensation have a positive and significant influence on job satisfaction 4. Organizational commitment has a positive and significant effect on employee performance 5. Compensation has a positive and significant effect on employee performance. 6. Job satisfaction has a positive and significant effect on employee performance
6	Imam Syaiful Wicaksono, 2019	The influence of compensation and work flexibility of Gojek drivers on performance with job satisfaction as an intervening variable.	This research aims to determine the effect of compensation and work flexibility of Gojek drivers on performance with job satisfaction as an intervening variable. This research was conducted at	Compensation has a significant negative influence ($O = -0.194$) on the employee performance construct. This is proven by the t - statistic value for this construct relationship being $1.223 < 1.96$, and the p - value $0.222 > 0.05$. Compensation has a significant positive influence ($O = 0.686$) on the construct of job

			<p>the Gojek base of the Ulet Ijo group which is located on Jalan Kaliurang KM 14, Sleman. This research uses a quantitative approach, research data was collected from 68 Gojek drivers in the Ulet Ijo group. Partial least squares (PLS) was used to test the hypothesis in this study using SmartPLS 3.0.</p>	<p>satisfaction. The t - statistic value for this construct relationship is $12.636 > 1.96$, and the p - value is $0.000 < 0.05$. Compensation has a significant positive influence with (O= 0.416) on employee performance with work leadership as an intervening. The t-statistical value for this construct relationship is $3.996 > 1.96$ and the p-value is $0.000 < 0.05$. Compensation has a significant negative influence (O = -0.194) on the employee performance construct. However, compensation has a significant positive effect with (O= 0.416) on employee performance when adding job satisfaction as an intervening variable.</p>
7	Wahadi Siamto, 2022	<p>The influence of motivation and compensation on the performance of Gojek drivers in the Indonesian Gojek Drivers Association community in the Cipayang area of Depok City</p>	<p>ResearchThe aim of this research is to determine the effect of motivation and compensation on the performance of Go-Jek drivers. The object of this research is Go-Jek drivers in the Indonesian Go-Jek Drivers Association (PD-GI) community in the Cipayang area, Depok City. This research was conducted on 150 respondents using a quantitative descriptive approach. Therefore, the data analysis method used is analysis in the form of multiple linear regression tests.</p>	<p>1. Motivation has a significant effect on the performance of Go-Jek drivers in the Cipayang Depok area. This can be seen from the calculated t value of the motivation variable (X1) which is 6.125 which is greater than the t table value of 1.960 and the significant value of the motivation variable is 0.000 or smaller than 0.05 so that Ho is rejected and Ha is accepted, so it can be stated partially that there is an influence significant relationship between motivation variables and performance.</p> <p>2. Compensation has a significant effect on the performance of Go-Jek drivers in the Cipayang Depok area. This can be seen from the calculated t value of the compensation variable (X2) which is 8.088 which is greater than the t table value of 1.960 and the significant value of the compensation variable is 0.000 or smaller than 0.05 so that Ho is rejected and Ha is accepted, so it can be stated partially that there is an influence significant variable between motivation and performance.</p> <p>3. Motivation and compensation together have a significant effect on the performance of Go-Jek drivers in the Cipayang Depok area. This can be seen from the calculated F value, which is 221.007, which is greater than the F table of 2.66 ($221.007 > 2.26$) and the significance value of the F test, which is 0.000 or smaller than 0.05, so Ho is rejected and Ha is accepted, so it can be stated that motivation and compensation together influence performance.</p>
8	Bramanto1,Asep Rokhyadi Permana Saputra2, 2022	<p>The influence of compensation and work flexibility of Gojek drivers on performance with motivation as an intervening variable in Indonesian Gojek drivers in the Yogyakarta area</p>	<p>This research aims to analyze the effect of compensation and flexible working hours on the performance of Gojek employees in Yogyakarta using the intervening variable work motivation. The type of research used in this research is quantitative research. This research was conducted on Gojek drivers in Yogyakarta. The sample used in this research was</p>	<p>Based on the results of data analysis regarding the influence of compensation and flexible working hours on employee performance through work motivation, it can be concluded that compensation has a positive and significant influence on employee performance, this can be seen from the significance value being less than 0.05 (0.000 < 0.05). This means that the first hypothesis is accepted. Flexible working hours have a positive and significant influence on employee performance, this can be seen from the significance value being less than 0.05 (0.001 < 0.05). This means the second</p>

			100 respondents.	hypothesis is accepted. Work motivation has a positive and significant influence on employee performance, this can be seen from the significance value of less than 0.05 (0.000 < 0.05). This means that the third hypothesis is accepted. Work motivation can reduce the impact that compensation has on employee performance. This can be seen from the large indirect influence of compensation on performance, namely 0.112, while the direct influence of compensation on performance is 0.379. This means that the fourth hypothesis is accepted. Work motivation can reduce the impact that flexible working hours have on employee performance. This can be seen from the large indirect effect of flexible working hours on performance, namely 0.161, while the direct effect of compensation on performance is 0.200. This means that the fifth hypothesis is accepted.
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METHODS

This research uses quantitative research methods, namely a type of research that emphasizes testing theory through measuring research variables. Data was collected using a survey method, using a questionnaire. The sample taken using the heir formula consisted of 100 respondents. Research sample of online motorcycle taxi drivers in Bekasi City. Data processing in this research uses smart PLS SEM (Partial Least Square - Structural Equation Modeling) software. PLS has the ability to explain the relationship between variables and the ability to carry out analyzes in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. According to [Imam Ghozali, 2016: 417) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators.

Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is as follows.

Conceptual framework in Figure 1: Conceptual Framework, then: Driver commitment to Organization, Discipline and Motivation with Moderation of Compensation for the performance of OJOL drivers in Bekasi City. Apart from these exogenous variables that influence performance, there are many other variables that influence it. Several factors that influence performance, according to [Prawirosentono and Primasari 2015], factors that influence the organization and its performance are: (1) Effectiveness and efficiency, (2) Authority and responsibility, (3) Discipline [discipline], (4) Intensive [intensive].

Meanwhile [Darodjat, 2015] states that factors that influence performance include: 1) Ability factors, psychologically, employee abilities consist of reality abilities [knowledge + skills] and potential abilities [IQ]. Therefore, employees must be placed in jobs according to their skills. 2) Motivational factors are formed from an employee's attitude in facing work situations. Motivation is a condition that moves employees to achieve company work goals.

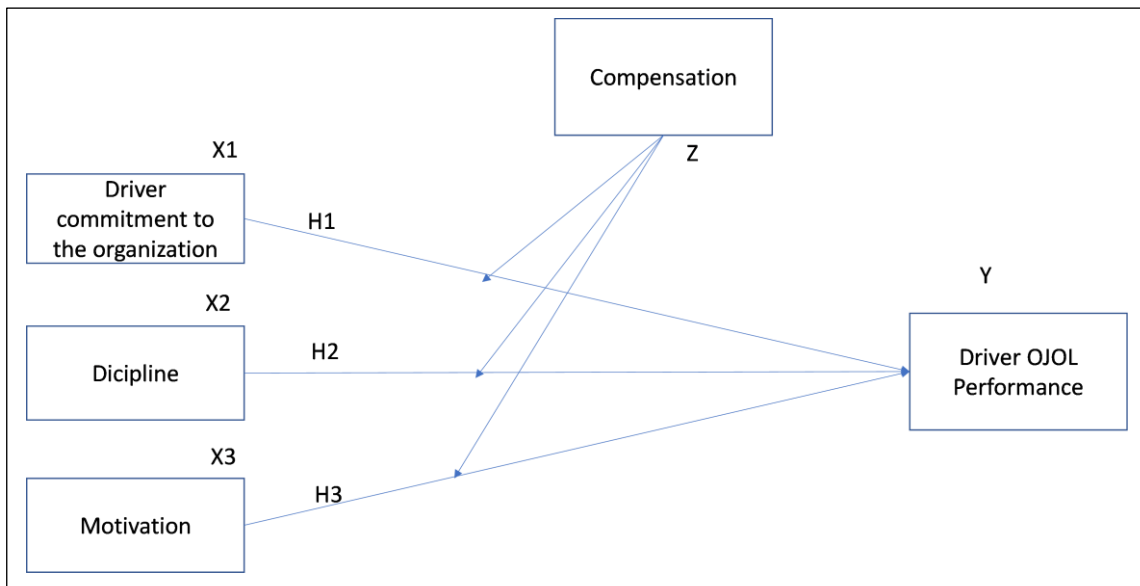
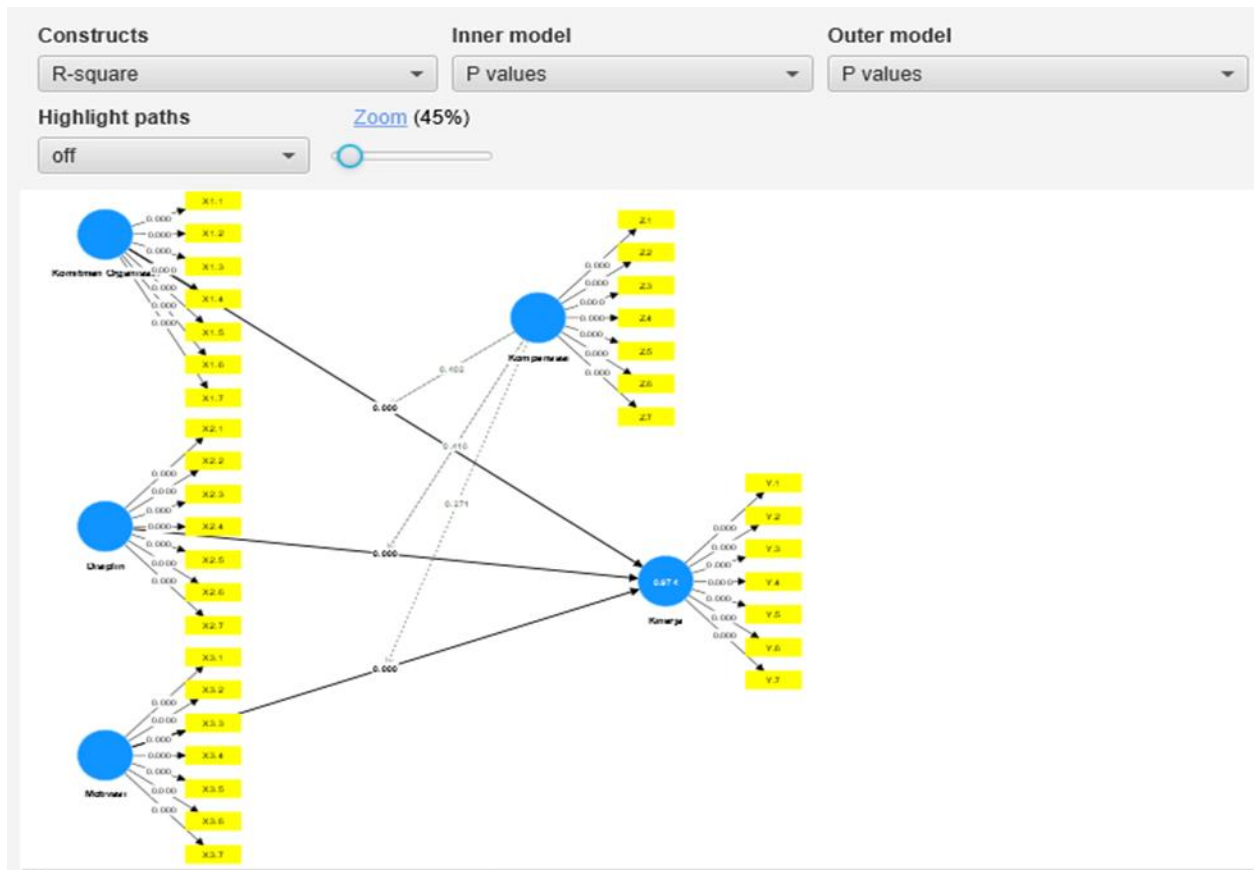


Figure 1: Conceptual Framework

Hypothesis testing

Based on the results of hypothesis testing, this research model can be described as follows: Figure 2 PLS Model Bootstrapping Results of the Influence of Organizational Commitment, Dicipline,



Motivation with Moderation of Compensation on the Performance of Ojol Drivers in Bekasi City

Source: Data processed by Smartpls, 2023

RESULTS AND DISCUSSION

Based on the results of the hypothesis and compared with previous research, the following are obtained:

1. The influence of driver commitment on driver performance.

Based on the results of the hypothesis testing above, organizational commitment has a p - value of 0.000 with a confidence level p - value of 0.05, then $(0.000 < 0.05)$ and the t - statistic value of 5.179 is greater than the t - table value of 1.971 $(5.179 > 1.971)$ so It can be concluded that the hypothesis (H1) is accepted where driver commitment has a significant effect on performance.

The results of this research are in accordance with research conducted by (Hasrun Afandi UmpuSinga, 2022) The Effect of Organizational Commitment on Employee Performance with compensation as a moderating variable (At the Kosasih Clinic, Lampung). Based on the results of the research and data processing, it can be concluded that the first hypothesis is fulfilled, namely stating that Organizational commitment has a positive and significant effect on employee performance.

(Arief Adi Saputro, Joko Utomo, 2018) The influence of organizational commitment, motivation and compensation on managerial performance with internal locus of control as a moderating variable. The results of this research show that organizational commitment, motivation and compensation have a significant influence on managerial performance.

(Angga Pratama, 2018) The influence of organizational commitment and compensation on job satisfaction and its impact on employee performance (in the Sub-

Directorate of Customs and Excise Enforcement) with research results. Organizational commitment has a positive and significant influence on job satisfaction.

According to (Kreitner and Kinicki, 2014) organizational commitment is the level at which employees are able to recognize their organization and are bound to the organization's goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization.

2. Influence of Discipline on Driver Performance.

Based on the results of hypothesis testing above, Discipline has a p - value of 0.000 with a confidence level p - value of 0.05, then ($0.000 < 0.05$) and a t - statistic value of 8.720 is greater than the t - table value of 1.971 ($8.720 > 1.971$) so it can be It is concluded that the hypothesis (H2) is accepted where discipline has a significant effect on performance.

The results of this research are in accordance with research conducted by (Maryam Dunggio, Chusnah, Ahmad Sukatmajaya, Aufia Maulidiya Sapa, 2021) The role of compensation as a moderating variable on the influence of work discipline on employee performance at PT. SS Danisa Nusantara where the conclusion of work discipline has a positive and significant effect on employee performance.

(Keith Davis in Mangkunegara, 2015) stated that "Discipline is management action to enforce organization standards", Discipline can be interpreted as management implementation to strengthen organizational guidelines.

The main purpose of disciplinary action is to ensure that employee behavior is consistent with the rules established by the organization. Various rules prepared by organizations are guidelines for achieving stated organizational goals. When a rule is violated, the effectiveness of the organization is reduced to a certain degree, depending on the severity of the violation. Simamora in (Sinambela, 2012).

3. The influence of motivation on driver performance.

Based on the results of hypothesis testing above, Motivation has a p - value of 0.000 with a confidence level p - value of 0.05, then ($0.000 < 0.05$) and a t - statistic value of 3.524 is greater than the t - table value of 1.971 ($3.524 > 1.971$) so it can be It is concluded that the hypothesis (H3) is accepted where motivation has a significant effect on performance.

The analysis results are in accordance with research conducted by (Muhammad Rifqi, Rinda Asytuti, 2021) Organizational Culture, Motivation and Training on Employee Performance: The Role of Compensation as a Moderator at BNI Syariah Pekalongan where motivation has a positive and significant effect on employee performance.

(Arief Adi Saputro, Joko Utomo, 2018) The influence of organizational commitment, motivation and compensation on managerial performance with internal locus of control as a moderating variable. The results of this research show that organizational commitment, motivation and compensation have a significant influence on managerial performance.

(Lita Wulantika, 2012) Motivation is the driving force within humans, it is very important to continuously move it because with motivation human life will be better.

4. Effect of Compensation on Driver Performance.

Based on the results of hypothesis testing above, compensation has a p - value of 0.000 with a confidence level p - value of 0.05, then ($0.000 < 0.05$) and a t - statistic value of 5.217 is greater than the t - table value of 1.971 ($5.217 > 1.971$) so it can be It is concluded that the hypothesis (H4) is accepted where compensation has a significant effect on performance.

The results of the analysis are in accordance with research conducted by (Imam Syaiful Wicaksono, 2019) and hear about Gojek drivers' job flexibility compensation on performance with job satisfaction as an intervening variable. Compensation has a significant positive influence on employee performance.

(Arief Adi Saputro, Joko Utomo, 2018) The influence of organizational commitment, motivation and compensation on managerial performance with internal locus of control as a moderating variable. The results of this research show that organizational commitment, motivation and compensation have a significant influence on managerial performance.

Compensation is a source of employee job satisfaction and motivates employees at work (Martocchio, 2015; Mondy & Martocchio, 2016).

5. The influence of compensation moderates driver commitment to performance.

Based on the results of the hypothesis testing above, compensation moderates organizational commitment to performance, having a p - value of 0.402 with a confidence level p - value of 0.05, then ($0.402 > 0.05$) and a t - statistic value of 0.248 which is smaller than the t - table value of 1.971 ($0.248 < 1.971$) so it can be concluded that hypothesis (H5) is not accepted where compensation does not moderate driver commitment which has a significant effect on performance.

The research results are in accordance with research conducted by (Hasrun Afandi, UmpuSinga, Metro State Islamic Institute, 2022) concerning the Effect of Organizational Commitment on Employee Performance with compensation as a moderating variable at the Kosasih Clinic, Lampung. If organizational commitment is moderated by compensation, it has no influence on employee performance so that compensation strengthens the influence of organizational commitment on employee performance and is rejected.

6. The effect of compensation moderating discipline on driver performance.

Based on the results of the hypothesis testing above, compensation moderates discipline on performance, has a p - value of 0.418 with a confidence level p - value of 0.05, then ($0.418 > 0.05$) and the t - statistic value of 0.206 is smaller than the t - table value of 1.971 ($0.206 < 1.971$) so it can be concluded that hypothesis (H6) is not accepted where compensation does not moderate discipline which has a significant effect on performance.

The research results are in accordance with research by (Achmad Efendi, Ermi Utami, 2020) How compensation moderates the influence of work discipline and organizational culture on work productivity where the conclusion of the research results in the moderation regression table is that compensation does not moderate the influence of work discipline and organizational culture on the productivity of PT employees. BASS. Samarinda.

The theory presented by (Jackson et al., 2018; Torrington et al., 2014) is that performance management is needed to achieve company goals. One important factor in performance management is the performance of human resources/employees. Factors that influence employee performance include information about work (rules, policies, procedures) and budget support.

7. The effect of compensation moderating motivation on driver performance.

Based on the results of the hypothesis testing above, compensation moderates motivation on performance, has a p - value of 0.271 with a confidence level p - value of 0.05, then ($0.271 > 0.05$) and the t - statistic value of 0.610 is smaller than the t - table value of 1.971 ($0.610 < 1.971$) so it can be concluded that hypothesis (H7) is not accepted where compensation does not moderate motivation which has a significant effect on performance.

The research results are in accordance with research by (Jufrizen, 2018) The role of motivation in moderating the influence of compensation and discipline on employee performance where the research results work motivation cannot moderate the relationship between work discipline and performance therefore work motivation is not a moderating variable for work discipline but is a moderating variable for compensation.

What is different is the research conducted by (Muhammad Rifqi, Rinda Asytuti, 2021) regarding Organizational Culture, Motivation and Training on Employee Performance: The Role of Compensation as a Moderator at (BNI Syariah Pekalongan), Based on the results of the analysis above, the following conclusions are obtained: Employee performance training.

The hypothesis states that compensation can moderate the relationship between work motivation and employee performance.

CONCLUSIONS

Based on the research results, it can be concluded in general that driver commitment, discipline and motivation and compensation have a direct effect on performance, while compensation variables cannot weaken or strengthen the driver commitment, discipline and motivation variables on driver performance.

1. The influence of driver commitment to the organization, discipline, motivation and compensation on driver performance based on the results of the hypothesis testing above has a p - value of 0.000 so the hypothesis is accepted. The influence of driver commitment to the organization, discipline, motivation and compensation have a significant effect on performance. This is also shown by the respondent's answer mode being the highest at number 4 and the respondent's answer index > 73.3 (high range) for the drivers' commitment to the organization, discipline, motivation and compensation indicators studied. This states that in general driver commitment, discipline, motivation and compensation are good but the value is not yet optimal at level 5. So the OJOL organization still needs to make efforts so that performance supporting factors including driver commitment, discipline, motivation and compensation need to be maintained and improved by carry out programs that can encourage an increase in the level of indicators of supporting factors for performance.
2. Compensation moderates driver commitment, discipline and motivation towards driver performance, based on the results of testing the hypothesis that compensation moderates driver commitment, discipline and motivation towards performance has a p - value greater than 0.05 so the hypothesis is not accepted where the compensation variable cannot weaken or strengthen the variable Driver commitment, discipline and motivation towards performance.

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