



STUDY OF MANAGING THE JOB PERFORMANCE OF ONLINE MOTORCYCLE TAXI IN
INDONESIA

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Abstract

This study aims to examine the influence of caring climate, job satisfaction, and organizational commitment to the job performance of Gojek drivers. Respondents in this study were Gojek drivers operating in the Yogyakarta area. 142 data were analyzed from 150 respondents who had been surveyed. This study uses the accidental sampling method as a sampling technique. In addition, this study also uses Structural Equation Modeling analysis techniques with AMOS. Based on the results, it was found that caring climate had a direct effect on job satisfaction and organizational commitment, but not on job performance. Direct influence also occurs on job satisfaction on organizational commitment and job performance, as well as organizational commitment to job performance. While the indirect effect was found that caring climate had an effect on job performance through job satisfaction. Then, job satisfaction cannot be a mediator between caring climate relations to organizational commitment, as well as organizational commitment that cannot be a mediator between the relationship of job satisfaction to job performance.

Key words – Caring climate, job satisfaction, organizational commitment, job performance



I. INTRODUCTION

The art of managing Human Resources (HR) is increasingly complex and continues to be actual along with the development of the times and technology today. Every company expects to have good quality human resources to answer all existing challenges. The realization of good quality human resources can be pursued by building a corporate culture. The function of corporate culture itself is a differentiator between a company and another. The culture formed by the company gives identity to each of its members, facilitates the emergence of commitment, and increases the stability of the social system. Furthermore, corporate culture functions as a mechanism for making meaning as well as controlling direction that shapes employee attitudes and behavior (Rivai, 2014).

The corporate culture is strongly influenced by the ethical climate that it implements. Ethics assessment in companies, one of which, is to ensure that companies can run their business processes well and not constrained, be able to profit and develop in the future, and build harmonious relationships between companies and their members. In order to create harmonious cooperation relationships, the company designed guidelines on Code of Conduct that contained ethical values. Empirical findings, which have been carried out in many Western countries, find a relationship between ethical climate and various types of work outcomes, such as job satisfaction (Goldman and Tabak, 2010; Meeusen et al., 2011; Okpara and Wynn, 2008; Deshpande and Fu, 2013) and organizational commitment (Tsai and Huang, 2008; Elci et al., 2007; Filipova, 2011).

II. ETHICAL CLIMATE

Ethical climate in the organization itself refers to the shared perception of organizational members about what ethical behavior is right and how issues regarding ethics must be addressed (Victor and Cullen, 1987). Caring climate is one of the five ethical climate dimensions. In caring climate members are expected to care for others and have sincerity towards the welfare of others, both inside and outside the company (Laratta, 2009).

III. JOB SATISFACTION

Job satisfaction is defined as the level of someone liking (satisfied) or disliking (dissatisfied) with their work (Spector, 1997). Davis and Newstrom (1985) offer a definition of job satisfaction as a set of feelings (someone's emotions) of employees about their work, whether it is pleasant or not. Meanwhile, the definition stated by Kreitner and Kinicki (2013) that job satisfaction reflects an employee's emotional effectiveness or response to various aspects of the work he/she does. Robbins (2014) illustrates that job satisfaction is a general attitude towards the work of employees who confirms the difference between the actual number of awards received and the expectations they get from the company.



IV. ORGANIZATIONAL COMMITMENT

Organizational commitment is described as a situation in which a member takes sides with the organization where he or she is and his goals and intends to remain in it (Robbins, 2014). In Robbins's view, commitment to the organization is the actual attitude of work. Because it reflects someone's feelings (likes / dislikes) in the organization where they work. Robbins then goes on to said that organizational commitment is an individual orientation towards the organization which includes loyalty, identification and involvement. Greenberg and Baron (2008) stated that organizational commitment is the extent to which an individual identifies and involved with his organization or reluctant to leave it.

V. JOB PERFORMANCE

Job performance can be interpreted narrowly as work results. Job performance itself has a broader meaning, not only expressing it as a result of work, but also how the work process takes place. Job performance is about doing work and the results that will be achieved from the company. According to Armstrong and Baron (2008), job performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and economic contribution. Thus, job performance is about doing work and the results achieved from work and how to do it.

Definition of job performance has been stated by several experts, such as those delivered by Mangkunegara (2011) that job performance is the achievement of work. The work of the employee, both in quantity and quality, which is in accordance with the responsibilities given to him/her is a form of good job performance. The definition of job performance in the perspective of Danim (2008) is an interaction relationship between members that is intertwined in a group by fulfilling certain conditions. Then Simanjuntak (2011) argues that job performance is a person's ability and skill in doing a job.

VI. HYPOTESISES

Employees learn appropriate behavior in their organization through a climate of perception. Victor and Cullen (1988, 1990) define climate as values and beliefs that are known and felt by work groups and / or members of the organization. In 1975, Schneider strongly argued that because of the many types of climate that exist within an organization, researchers must stop focusing on the general climate. This research focuses on caring climate because seeing the dominant climate among Gojek drivers is a climate that allows drivers to care for others.

Previous studies have found that a caring climate has a significant impact on job satisfaction, organizational commitment, and job performance. Okpra and Wynn (2008), Elci et al. (2007) and Deshpande and Fu (2013) found that caring climate has a direct effect on the three variables. Through a caring climate that happens in the work environment makes employees feel satisfied with their work because of the "pleasant" experience of the climate they feel. In addition, a work situation that prioritizes caring and sincerity towards everyone, both inside and outside the



work environment, is able to form a desire to continue to stay within the company. Finally, with the climate of care that occurs, it allows the support of fellow co-workers to do work that will later improve job performance.

Based on the above explanations, the researcher proposes 3 hypotheses at once, as follows:

H1: Caring climate has an effect on job satisfaction.

H2: Caring climate has an effect on organizational commitment.

H3: Caring climate has an effect on job performance.

There have been many studies that reveal the influence of organizational commitment on employee job performance. Jaramillo et al. (2005), Khan et al. (2010), and Jamal (2011) found that job satisfaction has an effect on employee job performance. This is based on a sense of persistence in the company which demands to continue to achieve high job performance goals so the researcher proposes the following hypothesis:

H6: Organizational commitment has an effect on job performance.

Based on the above hypotheses that the researchers have proposed, the ethical climate also has an indirect impact on organizational commitment through the mediating role of job satisfaction, and on job performance through the mediating role of job satisfaction and organizational commitment. Also, job satisfaction has an indirect impact on job performance through organizational commitment. Through Deshpande and Fu's research (2013), it shows that the role of these two variables as mediators is acceptable. Departing from that finding, 3 hypotheses are built at once, including:

H7: Caring climate has an effect on organizational commitment through the mediating role of job satisfaction.

H8: Caring climate has an effect on job performance through the mediating role of organizational commitment.

H9: Job satisfaction has an effect on job performance through the mediating role of organizational commitment.

VII. RESEARCH METHODS

The research sample is Gojek motorcycle-based drivers in the Yogyakarta region. The number of respondents was determined as many as 150 drivers. The sampling technique used in this study is Accidental Sampling which will then be analyzed using AMOS as a data analysis tool.

Caring climate as a form of caring and sincere attitude towards the welfare of other people, both inside and outside the company that may be affected by their ethical decisions (Kaplan et al., 2013). This variable can be measured by asking three questions that have been previously developed by Dinc and Vesna Plakalovic (2016).

Job satisfaction is basically something that is individual; each individual has varying degrees of satisfaction according to the value system that applies to (Celluci and Deevries's, 1978). Job satisfaction is measured by using 3 items developed by them.

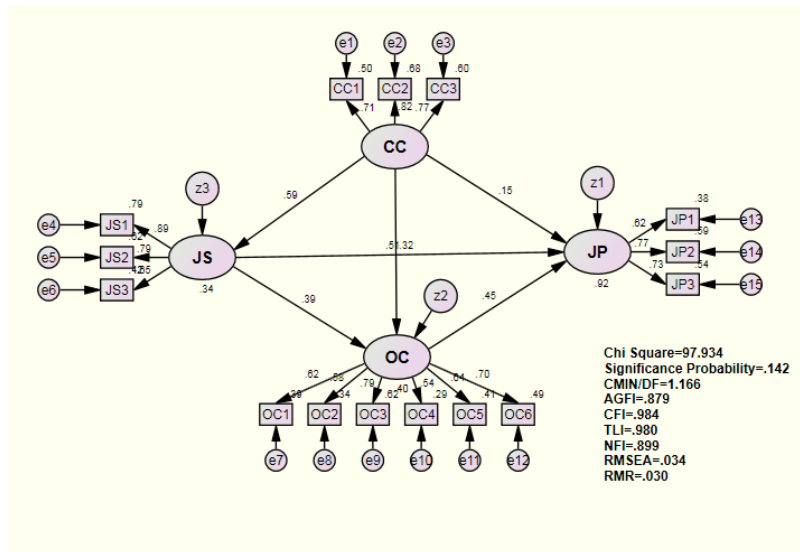


In simple terms, the definition of organizational commitment is the desire of the employee to remain a member of the organization (Colquitt et al., 2017). Organizational commitment is measured using 6 items that actually come from the division of 3 types of organizational commitment, namely affective, continuance, and normative. These six items are modified by researchers based on the proposals of Meyer and Allen (1991).

Job performance can be interpreted as a record of the results produced in certain functions or work activities for a certain period of time (Bernardin, 2012). To record the work results of an employee in a certain period of time, it can be measured using three items.

VIII. RESULTS

Figure 1. Full SEM Model



Source: Data processed in 2018

Based on the results of testing Goodness of Fit index found that the Chi-Square index, Probability, CMIN / DF, GFI, CFI, TLI, RMSEA, and RMR are included in the criteria of good fit. While the NFI and AGFI are categorized as marginal fit because the results obtained approach the cut-off value criteria. With the results of the Goodness of Fit test, it can be concluded that the model is accepted because it has several indexes that are categorized as good fit.

Table 1. Hypothesis Test Results

			Estimate	S.E.	C.R.	P	Label
JS	<---	CC	.461	.093	4.963	***	par_10
OC	<---	JS	.307	.100	3.055	.002	par_12
OC	<---	CC	.198	.077	2.581	.010	par_14
JP	<---	JS	.461	.106	4.354	***	par_9



			Estimate	S.E.	C.R.	P	Label
JP	<---	CC	.108	.066	1.626	.104	par_11
JP	<---	OC	.513	.132	3.881	***	par_13

Source: Data processed in 2018

First Hypothesis Testing

In the test of influence between the two variables produces a value of C.R of 4.963 with a probability value of ***. The test results of these two variables indicate that the first hypothesis is **accepted**.

Second Hypothesis Testing

In the test of influence between the two variables produces a value of C.R of 2.581 with a probability value of 0.010. The test results of these two variables indicate that the second hypothesis is **accepted**.

Third Hypothesis Testing

The test of influence on the two variables resulted in C.R of 1.626 with a probability value of 0.104. The test results of these two variables indicate that the third hypothesis is **rejected**.

Fourth Hypothesis Testing

The standardized regression weight coefficient between the two variables is 0.307, the C.R is 3.055, and the probability is 0.002. These values make the fourth hypothesis is **accepted**.

Fifth Hypothesis Testing

From the hypothesis test that has been shown previously above, the effect of both can be seen from the standardized regression weight coefficient of 0.461, the C.R of 4.354, and the probability of ***. The results of such tests indicate that the fifth hypothesis is **accepted**.

Sixth Hypothesis Testing

The standardized regression weight coefficient value obtained is 0.513, the C.R is 3.881, and the probability is as big as ***. With these results it shows that the sixth hypothesis is **accepted**.

Table 2. Standardized Direct Effect Test Results

	CC	JS	OC	JP
JS	.586	.000	.000	.000
OC	.321	.391	.000	.000
JP	.153	.514	.449	.000

Source: Data processed in 2018



Table 2. Standardized Indirect Effect Test Results

	CC	JS	OC	JP
JS	.000	.000	.000	.000
OC	.229	.000	.000	.000
JP	.548	.175	.000	.000

Source: Data processed in 2018

Seventh Hypothesis Testing

From the table above, it can be seen that the direct influence between the two variables is 0.321. While the second influence with organizational commitment as mediator is 0.229. Thus, the seventh hypothesis is **rejected**.

Eighth Hypothesis Testing

From the table above, it can be seen that the direct influence between the two variables is 0.153. While the second influence with organizational commitment as mediator is 0.548. Thus, the eighth hypothesis is **accepted**.

Ninth Hypothesis Testing

The direct effect of the variable job satisfaction on job performance is 0.514. Meanwhile, the influence of job satisfaction variables on job performance with organizational commitment as mediating variables is 0.175. These results indicate that the direct effect of the variable job satisfaction on job performance is greater than the indirect effect mediated by organizational commitment. Thus, the proposed ninth hypothesis is **rejected**.

IX. DISCUSSION

The company climate that contains employees with a high level of care will stimulate increased job satisfaction. The situation of concern in the work environment that is felt will cause "pleasure" which can affect the job satisfaction of Gojek drivers. Through the results of hypothesis testing that has been done, the results obtained that the caring climate has a very significant effect on job satisfaction. This condition reveals that the higher the level of caring climate in a company will affect the increasing job satisfaction of Gojek drivers.

Luthans (2010) argues that organizational commitment is the attitude of employees which includes employee loyalty to the company as well as a continuous process for employees to express their concern for the company. Organizational commitment can be realized from the caring climate that is formed in the company. By having a high caring climate, employees will be encouraged to remain in the company.

Caring climate also helps guide employees to decide on a right or wrong behavior in their company (Fu and Deshpande, 2013). Knowledge of right and wrong behavior in a company will certainly impact on the results of work done. In this context, the climate in the company that is



thick with "care" will be able to drive excellent employee job performance. However, it was found that the climate caring did not have an influence on the job performance of Gojek drivers. This can occur because of the characteristics of Gojek drivers's job that do not need attention or support from their co-workers to complete the job.

Satisfaction about the job for a Gojek driver encourages increased commitment to PT Gojek Indonesia. Feelings of pleasure obtained at the place they work can make them reluctant to leave the company. The higher sense of job satisfaction in Gojek drivers will increase loyalty to the organization.

Job satisfaction significantly affects job performance. This condition explains that the higher the job satisfaction, the higher the job performance will be. Robbins (2014) stated that job satisfaction in the organization leads to the achievement of good work. Employees who are satisfied with their work will become productive workers.

Organizational commitment has a very significant effect on job performance. These results explain that the more an employee is reluctant to leave the company (loyal), the higher the job performance he/she will produce. Hersey et al. (2012) stated that employees must have a degree of willingness and a certain level of willingness to do the work given. Organizational commitment, from here, can be said as one of the strongest motivations or a kind of employee motivation to improve job performance.

Job satisfaction variables cannot add value to the influence of caring climate on organizational commitment. Gojek drivers will continue to have loyalty to the company because of the high caring climate that occurs in the work environment and the opposite, no matter whether he/she is satisfied or not with his/her job.

Although it does not affect job performance directly, the caring climate is able to create organizational commitment which further improves job performance. Gojek drivers who feel that there is a high caring climate in the work environment will be more loyal to the company and will then improve his/her performance.

There is no mediating effect that occurs by organizational commitment to job satisfaction and job performance. Employees who from the beginning have high job satisfaction will have high job performance without going through organizational commitment. This is because job satisfaction directly affects Gojek driver's job performance and existing organizational commitment will not affect the value of both effects.

Seeing the comparison of the biggest path coefficients owned by the caring climate pathway towards job performance through job satisfaction then through organizational commitment of 1.426 (by calculating the direct effect values). Thus, the implications of the managerial policy of PT Gojek Indonesia in improving the job performance of Gojek drivers are by means of; (1)



making programs to improve climate caring, (2) increasing drivers job satisfaction through programs or giving bonuses, (3) increasing organizational commitment.

X. CONCLUSION

In the discussion described in the previous section, it can be concluded that in terms of direct effect, there are five accepted hypotheses, namely caring climate on job satisfaction and organizational commitment, job satisfaction that affects organizational commitment and job performance, and organizational commitment influences the job performance of Gojek drivers. While the caring climate on job performance has no direct effect.

In terms of indirect effect can be seen if the caring climate can affect job performance, but through organizational commitment as a mediator. Meanwhile, with greater direct effect than indirect effects, making job satisfaction cannot be a mediator between caring climate and organizational commitment. Similarly, organizational commitment cannot mediate the relationship between job satisfaction and the job performance of Gojek drivers.

XI. SUGGESTION

Especially in similar research to this study, many variables also influence job performance. The development of variables or research models is needed by science to become a reference for information on the development of the increasingly rapid business environment with a combination of advanced technology today. In the next study, research can be done with other variables, or by trying to replace the research subject with other motorcycle taxi drivers in other regions. In addition, drivers can also be examined by other online motorcycle taxi service providers to find findings that are complementary.

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