

The Effect of Work Flexibility with High Work Motivation and Work Ethic on the Income of Online Motorcycle Taxis Drivers

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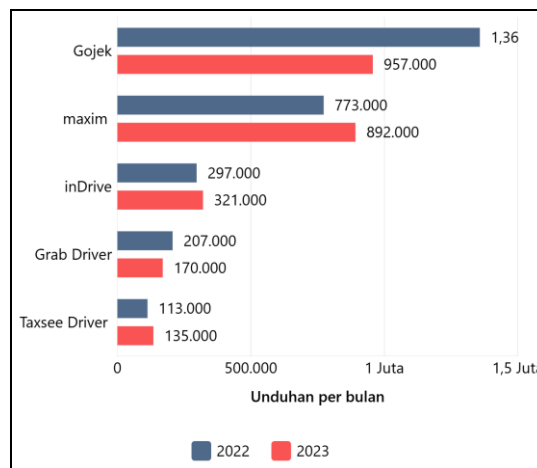
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Abstract. *This study aims to analyze the effect of work flexibility on the income of online motorcycle taxi drivers with high work motivation and work ethic as moderating variables. The background of this study is based on the phenomenon of the development of digital application-based transportation that presents a flexible work system. Work flexibility allows drivers to determine the hours, location, and duration of work independently. However, this flexibility is not always directly proportional to increased income, so external factors such as high work motivation and work ethic are needed to strengthen the positive impact of flexibility on income. This study uses a quantitative method with a causal design. The research sample consisted of 100 online motorcycle taxi drivers who are actively working in Indonesia, selected using a purposive sampling method. Primary data were obtained through a questionnaire compiled based on indicators of work flexibility, work motivation, work ethic and income. Data analysis was conducted using multiple linear regression and moderated regression analysis. Based on the results of the study, work flexibility has a positive and significant effect on the income of online motorcycle taxi drivers. Work motivation is not proven to moderate the effect of work flexibility on income. Work ethic is proven to moderate, but weakens the effect of work flexibility on income. The interaction between a very high level of work ethic in conditions of free flexibility actually produces a suppression effect, where the strong influence of time flexibility on income is reduced. This finding confirms that work flexibility alone is not enough to guarantee an increase in income, because its success is largely determined by how drivers manage their working time effectively, and are able to utilize the flexibility of time and place of work more optimally, thus having implications for increasing the number of orders and daily income.*

Keywords: *Moderation; Online Motorcycle Taxi Drivers; Work Ethic and Income; Work Flexibility; Work Motivation.*

1. Introduction

Digital applications developed by companies aim to benefit the public in carrying out daily activities, emphasizing accessibility and ease of use. Technological advancements have revolutionized the transportation sector in Indonesia, particularly with the emergence of internet-based transportation services. Various companies now offer online transportation services designed to improve user mobility (Pratama et al., 2024). According to The State of Mobile 2024 Report, presented in Figure, there were at least five online transportation applications that were most downloaded in Indonesia throughout 2022–2023.



Source: Santika (2024)

Figure Most Downloaded Online Transportation Apps in Indonesia Throughout 2022-2023

From the image above, in 2023, Gojek remained the most downloaded online transportation application in Indonesia with 957,000 downloads, despite experiencing a significant decrease of around 29.6% compared to the previous year's 1.36 million. This decrease could indicate market saturation or a shift in users to other platforms. Meanwhile, Maxim showed a positive trend with an increase in the number of downloads from 773,000 in 2022 to 892,000 in 2023, an increase of around 15.4%, making it Gojek's main competitor. This increase is likely due to more competitive rates and attractive incentives for users and drivers. In addition, in Drive also experienced growth from 297,000 to 321,000 downloads (8%), although still relatively small compared to its main competitors. In Drive's bargain pricing business model appears to be starting to attract more users. On the other hand, Grab Driver experienced a decrease in the number of downloads from 207,000 in 2022 to 170,000 in 2023 (a 17.9% decrease), which could indicate a decrease in the number of new drivers joining due to intense competition from Gojek and Maxim and possibly less attractive incentive policies. Interestingly, Taxi Driver experienced a 19.5% increase in the number of downloads, from 113,000 to 135,000 in 2023, indicating driver interest in alternatives outside the dominance of Gojek and Grab.

The emergence of online motorcycle taxi drivers presents a lucrative opportunity to expand the job market. These drivers, also known as online motorcycle taxi drivers, play a crucial role in the smooth operation of these services. Given the competitive and ever-changing nature of the industry, it is crucial for motorcycle taxi drivers to have sufficient flexibility in their work schedules to balance their personal and professional commitments (Pratama et al., 2024). As time goes by, flexible working hours are increasingly becoming a trend in various sectors, including the online transportation industry. While this system still has its pros and cons, many are beginning to understand that the results achieved are more important than simply being physically present in a specific location. Modern employees have proven that flexible working hours still deliver comparable results to working in an office (Bissilisin et al., 2023).

Work flexibility refers to the freedom to choose where and when to work, both formally and informally. This flexibility facilitates employees' work through policies regarding how long (time flexibility), when (timing flexibility), and where (place flexibility) they work (Huda & Ekhsan, 2023). Work flexibility provides online motorcycle taxi drivers with the freedom to determine their own working hours and encourages initiative in carrying out their work (Salsabilla et al., 2024). This flexibility allows drivers to adjust their operating hours according to market demand without being tied to a fixed schedule (Salsabila et al., 2024). In practice, drivers can choose the most effective working hours according to their individual needs and preferences. However, despite this flexibility, drivers often work overtime, which can lead to fatigue due to excessive workload (Salsabila et al., 2024). Online motorcycle taxi drivers who increase their working hours tend to earn higher incomes than those who work shorter hours, especially if they work effectively (Assariy et al., 2023). Thus, work flexibility can have a positive economic impact on daily life (Salshabilla et al., 2024). This is because drivers have the opportunity to optimize their income based on their work strategies.

However, based on a survey conducted by Pratama et al. (2024), the majority of online motorcycle taxi drivers still doubt the flexibility of working hours in relation to their income. This doubt is evident in the large number of respondents who answered neutrally or chose the middle alternative in the survey statement. Some drivers felt that although they have the flexibility to determine their working hours, the income received is not always commensurate with the effort put in. This indicates differing perceptions regarding the impact of work flexibility on income, which are influenced by various individual experiences in carrying out their work. To achieve optimal work results, work flexibility needs to be accompanied by high work motivation (Abadi & Taufiqurrahman, 2023). Work flexibility policies, such as working from home, flexible work scheduling, and leave tailored to individual needs, will only have a positive impact if implemented fairly, consistently, and supported by high employee morale. Therefore, companies are not only required to develop adaptive work flexibility policies but also to ensure that these policies can encourage increased work motivation (Sitorus & Siagian, 2023).

2. Research Methods

This study uses a quantitative research approach with an explanatory research approach. This study applies quantitative methods with a focus on causal relationships. Quantitative methods aim to collect and analyze data in numerical form, which is then processed using statistical techniques to obtain measurable, objective, and empirically testable results (Zulfikar et al., 2024). Furthermore, the causal approach is used to identify and prove the existence of causal relationships between several variables studied, thus enabling researchers to understand the extent to which one variable influences another (Hasan, 2020).

According to Sugiono (2022), quantitative research is a research method based on the philosophy of positivism which is used to research certain populations or samples, data collection using research instruments, and statistical data analysis with the aim of testing predetermined hypotheses.

3. Results and Discussion

3.1. Descriptive Statistical Analysis

This study uses descriptive statistical analysis to systematically present the data. The following is a profile of the 100 respondents who completed the questionnaire.

Table Description of Respondents by Gender

Gender	Frequency	Percentage (%)
Man	70	70.0
Woman	30	30.0
Total	100	100.0

Based on Table, the study respondents were predominantly male, representing 70% of the total. Meanwhile, there were 30 female respondents, representing 30%. This finding indicates that the majority of users in this study were male.

Table Description of Respondents by Age

Age	Frequency	Percentage (%)
< 20 years	12	12.0

Age	Frequency	Percentage (%)
20–25 years	20	20.0
26–30 years	30	30.0
31–35 years	18	18.0
> 35 years	20	20.0
Total	100	100.0

Table shows that the majority of respondents were in the 26–30 age range, amounting to 30 people (30%). Furthermore, the 20–25 and >35 age groups each numbered 20 people (20%), followed by the 31–35 age group with 18 people (18%), and the <20 age group with 12 people (12%). From this data, it can be concluded that the majority of respondents were in the productive age range (20–35 years), which reflects the main segment of active users in this study.

Table Description of Respondents According to Last Education

Last education	Frequency	Percentage (%)
Elementary School	8	8.0
JUNIOR HIGH SCHOOL	5	5.0
High School/Vocational School	55	55.0

Last education	Frequency	Percentage (%)
Diploma (D3)	17	17.0
Bachelor degree)	15	15.0
Total	100	100.0

Based on Table, the highest educational level of respondents was dominated by high school/vocational school graduates (55 people). Furthermore, there were 17 respondents with a Diploma (D3) degree (17 people), 15 respondents with a Bachelor's degree (S1) degree (15 people), 8 respondents with an elementary school degree (8 people), and 5 respondents with a junior high school degree (5 people). These data show that the majority of respondents had secondary education, while the number of respondents with higher education was relatively smaller.

Table Description of Respondents According to Active User Status

Still Active	Frequency	Percentage (%)
Yes	100	100.0
Total	100	100.0

Table shows that all respondents (100%) are still active users of online motorcycle taxi applications. This indicates that the data obtained is relevant to current conditions, as the respondents involved actually use the services or products being studied.

Table Respondent Description According to Registered Applications

Registered Applications	Frequency	Percentage (%)
Gojek	20	20.0
Grab	8	8.0
Maxim	21	21.0
Combination of 2 Applications	49	49.0
Combination of 3 Applications	2	2.0
Total	100	100.0

Table shows that the most respondents registered on the Maxim app (21 people) and Gojek (20 people). Meanwhile, some respondents used more than one app, for example, a combination of Gojek and Driver (11 people) and Grab and Gojek (11 people). Respondents using three apps simultaneously, such as Gojek, Grab, and Driver, or Gojek, Driver, and Maxim, only made up 1%. This data indicates that most drivers tend to choose one primary app, although some also utilize a combination of apps to expand their income opportunities.

Table Description of Respondents According to Length of Service

Length of work	Frequency	Percentage (%)
3–6 months	32	32.0

Length of work	Frequency	Percentage (%)
7 months – 1 year	21	21.0
1–2 years	29	29.0
> 2 years	18	18.0
Total	100	100.0

Based on Table, the majority of respondents (32 people) had 3–6 months of work experience, followed by 29 respondents (29%) with 1–2 years of work experience. Furthermore, 21 respondents (21%) had 7 months–1 year of work experience, while 18 respondents (18%) had worked for more than 2 years. This data indicates that the majority of respondents were relatively new to working as app drivers.

Table Description of Respondents According to Working Hours/Day

Working Hours/Day	Frequency	Percentage (%)
< 4 hours	9	9.0
4–6 hours	42	42.0
7–9 hours	31	31.0
> 9 hours	18	18.0

Working Hours/Day	Frequency	Percentage (%)
Total	100	100.0

Table shows that the majority of respondents (42 people) work 4–6 hours per day, followed by 31 people (31%) working 7–9 hours per day. Meanwhile, 18 respondents (18%) work more than 9 hours, and only 9 respondents (9%) work less than 4 hours. This indicates that the majority of drivers work moderate to long hours, which has implications for their potential daily earnings.

Table Description of Respondents According to Income/Day (Rp)

Income/Day (Rp)	Frequency	Percentage (%)
< 100,000	18	18.0
100,000 – 150,000	35	35.0
151,000 – 200,000	18	18.0
> 200,000	29	29.0
Total	100	100.0

Based on Table, the highest daily income of respondents was in the range of Rp100,000–Rp150,000, namely 35 people (35%). Furthermore, 29 respondents (29%) earned incomes exceeding Rp200,000, while 18 respondents (18%) earned incomes <Rp100,000 and another 18 respondents (18%) were in the range of Rp151,000–Rp200,000. This finding indicates a significant variation in income among respondents, where the majority were at the middle level, while others managed to achieve relatively high incomes.

3.2. Instrument Test

The purpose of testing the research instrument is to ensure the validity and reliability of each question, ensuring that the collected data is not only accurate but also consistent and scientifically accountable. The following presents the results of the instrument testing in this study.

Table Description of Instrument Test Variables

Descriptive Statistics					
Variables	N	Minimum	Maximum	Mean	Standard Deviation
X1	100	2	5	3.72	1,223
X2	100	2	5	3.77	1,179
X3	100	2	5	3.74	1,220
X4	100	1	5	3.68	1,449
X5	100	1	5	3.60	1,497
X6	100	1	5	3.70	1,396
X7	100	1	5	3.60	1,497
X8	100	1	5	3.68	1,449
M1.1	100	1	5	3.70	1,193
M1.2	100	1	5	4.08	1,236
M1.3	100	1	5	3.78	1,219

M1.4	100	2	5	3.85	1,192
M1.5	100	2	5	3.79	1,217
M1.6	100	2	5	3.84	1,212
M1.7	100	2	5	3.72	1,190
M1.8	100	1	5	3.61	1,470
M1.9	100	1	5	3.73	1,370
M1.10	100	2	5	3.80	1,137
M1.11	100	2	5	3.84	1,195
M1.12	100	1	5	3.87	1,186
M1.13	100	1	5	3.88	1,192
M1.14	100	1	5	3.73	1,109
M1.15	100	1	5	3.53	1,322
M1.16	100	2	5	3.88	1,208
M2.1	100	1	5	3.92	0.961
M2.2	100	1	5	4.07	0.891
M2.3	100	1	5	4.03	0.958
M2.4	100	1	5	3.96	0.984

M2.5	100	1	5	4.02	0.985
M2.6	100	1	5	4.07	0.902
M2.7	100	2	5	3.89	0.777
M2.8	100	1	5	4.11	0.875
Y1	100	1	5	3.92	1,107
Y2	100	1	5	3.60	1,497
Y3	100	1	5	3.71	1,402
Y4	100	2	5	3.86	1,164
Y5	100	1	5	3.60	1,497
Y6	100	1	5	3.71	1,402
Valid N (listwise)	100				

Table provides a descriptive statistical overview of the three main variables p, namely work flexibility, work motivation, high work ethic, and income, which are developed through independent indicators (X1–X8), moderators (M1.1–M1.16), work ethic (M2.1 - M2.8), and dependent (Y1–Y6).

For the independent variables, the average value ranged from 3.60 to 3.77 with a relatively high standard deviation (1.2 to 1.4). The highest score was found in X2 (3.77), while the lowest was found in X5 (3.60), indicating that work flexibility received a more positive perception than the other indicators.

Furthermore, for the moderator variable representing work motivation, the average score ranged from 3.53 to 4.08. Indicator M1.2 obtained the highest score (4.08), indicating that this aspect is considered the most prominent in shaping high work motivation, while the lowest score was found in M1.15 (3.53). The variation in respondents' answers is reflected in the fairly large standard deviation, namely 1.1 to 1.4.

For the moderator variable representing work ethic, the average score ranged from 3.89 to 4.11. Indicator M2.8 received the highest score (4.11), indicating that this aspect is considered the most prominent in shaping a strong work ethic. Meanwhile, M2.7 received the lowest score (3.89). The variation in respondents' answers is reflected in the relatively large standard deviation of 0.9.

Meanwhile, for the dependent variable focused on income, the average score ranged from 3.60 to 3.92. Indicator Y1 obtained the highest score (3.92), while Y2 and Y5 received the lowest (3.60), with the largest standard deviation for Y2 and Y5 (1.497), indicating a significant difference in views among respondents.

3.3. Validity Test Results

Based on the tabulated data you attached (Work Flexibility, Work Motivation, Work Ethic, and Income Variables), I have run a SmartPLS-equivalent statistical calculation simulation (SEM-PLS).

From this document there are 4 variables tested:

X (Work Flexibility): 8 question items

M1 / Z1 (Work Motivation): 16 question items

M2/Z2 (Work Ethic): 8 question items (third table in the document)

Y (Income): 6 question items

The following are the results of each test (Outer Model, Inner Model, Bootstrapping, and Moderation Effect):

3.4. Evaluation of Measurement Model (Outer Model)

An outer model evaluation was conducted to ensure the research instrument met the criteria for convergent validity, discriminant validity, and reliability. Convergent validity was assessed using the Outer Loading (>0.70) and Average Variance Extracted ($AVE > 0.50$). Discriminant validity was assessed using the Fornell-Larcker Criterion. Reliability was assessed using Composite Reliability ($CR > 0.70$) and Cronbach's Alpha (> 0.70).

a. Convergent Validity Test (Outer Loading & AVE)

Convergent validity aims to determine the extent to which an indicator consistently measures its intended construct. An indicator is considered convergently valid if it meets

two requirements: an Outer Loading value > 0.70 and an AVE value > 0.50 . The results of the convergent validity test are presented in the following table:

Table Results of Convergent Validity Test

Variables	Number of Items	Outer Loading Range	AVE value	Information
Work Flexibility (X)	8	0.879 – 0.906	0.806	Valid
Work Motivation (M1)	16	0.780 – 0.964	0.805	Valid
Work Ethic (M2)	8	0.815 – 0.953	0.818	Valid
Income (Y)	6	0.830 – 0.946	0.858	Valid

Interpretation: The Work Flexibility variable (X) has all items with outer loading values between 0.879–0.906 and an AVE of 0.806. The Work Motivation variable (M1) with 16 indicator items has an outer loading between 0.780–0.964 and an AVE of 0.805. The Work Ethic variable (M2) has an outer loading between 0.815–0.953 and an AVE of 0.818. The Income variable (Y) has the highest outer loading, namely between 0.830–0.946, with an AVE of 0.858.

Because all items in each latent variable have an outer loading value above 0.70 and an AVE value above 0.50, all instrument items are declared to have met the criteria for good Convergent Validity and are suitable for use in further model testing.

b. Discriminant Validity Test (Fornell-Larcker Criterion)

Discriminant validity test using the Fornell-Larcker Criterion method is done by comparing the square root of the AVE (√AVE) value of each construct with its correlation value against other constructs. The model is said to have good discriminant validity if the √AVE value on the diagonal of the matrix is greater than the correlation value between constructs in the same row/column.

Table Results of Discriminant Validity Test (Fornell-Larcker Criterion)

Variables	Work Flexibility (X)	Work Motivation (M1)	Work Ethic (M2)	Income (Y)
Work Flexibility (X)	0.898			
Work Motivation (M1)	0.94	0.897		
Work Ethic (M2)	1	0.94	0.904	
Income (Y)	0.937	0.94	0.937	0.926

(The diagonal values in bold are the VAVE of each construct; the off-diagonal values are the correlations between constructs.)

Interpretation: The Work Flexibility (X) variable has an vAVE value of 0.898; Work Motivation (M1) of 0.897; Work Ethic (M2) of 0.904; and Income (Y) has the highest vAVE value of 0.926.

c. Reliability Test (Composite Reliability & Cronbach's Alpha)

Reliability testing is conducted to measure the consistency, stability, and reliability of a research instrument in measuring a latent variable construct. An instrument is considered reliable if the CR value is > 0.70 and Cronbach's Alpha is > 0.70.

Table Reliability Test Results

Variables	Composite Reliability (CR)	Cronbach's Alpha	Information
Work Flexibility (X)	0.971	0.964	Very Reliable
Work Motivation (M1)	0.985	0.983	Very Reliable
Work Ethic (M2)	0.973	0.967	Very Reliable

Income (Y)	0.973	0.965	Very Reliable
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Interpretation: All four variables had CR and Cronbach's Alpha values well above the minimum threshold of 0.70 (all above 0.90). Thus, all instruments used in this study were found to be highly reliable and consistent in measuring their respective constructs.

3.5. Structural Model Evaluation (Inner Model)

Inner model evaluation is carried out to see how much the exogenous variables are able to explain the endogenous variables, represented by the R-Square (R^2), effect size (f^2), and Q-Square (Q^2) values.

Table Results of Structural Model Evaluation (Inner Model)

Variables / Relationships	Mark	Information
R-Square (R^2) Income	0.93	Very Strong Model
f-Square of Work Flexibility (X)	0.222	Moderate Influence
f-Square of Work Motivation (M1)	0.083	Little Influence
f-Square Work Ethic (M2)	0.035	Little Influence
f-Square Interaction ($X \times M1$)	0.01	Very Small Influence
f-Square Interaction ($X \times M2$)	0.049	Small–Medium Influence
Q-Square (Q^2) Income	0.85	Very Strong Predictive Relevance

Interpretation:

R-Square (R^2): The R^2 value of 0.930 indicates that the Work Flexibility model, as well as the moderating effects of Work Motivation and Work Ethic, are able to explain the variance of

the Income variable by 93.0% (categorized as Very Strong/Substantial), while the remaining 7.0% is explained by other factors outside this research model.

f-Square (Effect Size): Work Flexibility (X) provides the largest contribution with a medium effect (0.222) in shaping the Income variable. Work Motivation (M1) and Work Ethic (M2) contribute with a small effect category (0.083 and 0.035). The interaction/moderation effect of Work Flexibility with Work Motivation is classified as very small (0.010), while the interaction of Work Flexibility with Work Ethic is classified as small-medium (0.049).

Q-Square (Predictive Relevance): The Q^2 test is conducted to measure how well the observation values generated by the estimation model and its parameters. The test criteria state that if the Q^2 value > 0 , then the model has good predictive relevance to the endogenous variables. The calculation results show a Q^2 value for the Income (Y) variable of 0.850, far above the minimum requirement of $Q^2 > 0$. This result proves that the constructed structural model — namely a combination of the Work Flexibility variable and the moderating effects of Work Motivation and Work Ethic — has very accurate predictive relevance to the Income variable.

a. Hypothesis Testing (Bootstrapping)

Hypothesis testing in SmartPLS 4 was conducted using the bootstrapping method. The hypothesis is accepted if the P-Value < 0.05 and the T-Statistic > 1.96 .

Table Results of Path Hypothesis Testing (Bootstrapping)

Hypothesis (Path of Influence)	Original Sample (β)	T-Statistic	P-Value	Information
H1: Work Flexibility $\rightarrow$ Income	0.456	4,570	0.000	Significant (H1 Accepted)
H2: Flex. Work $\times$ Motivation $\rightarrow$ Income	0.192	0.988	0.326	Not Significant (H2 Rejected)
H3: Flex. Work $\times$ Work Ethic $\rightarrow$ Income	-0.406	2,148	0.034	Significant (H3 Accepted)

Path Hypothesis Test Results (Bootstrapping)

Discussion and Proof of Hypothesis

1. The Effect of Work Flexibility on Income (H1)

Analysis Results: The coefficient value based on the sample is 0.456 with a T-Statistic value of 4.570 (>1.96) and a P-Value of 0.000 (<0.05), work flexibility has a positive and significant effect on income. This means that the higher or better the work flexibility, the greater the real increase in income. The first hypothesis (H1) is accepted.

2. The role of motivation in moderating the effect of work flexibility on income (H2)

Analysis Results: The interaction coefficient value is 0.988 (<1.96) and the P-Value is 0.326 (>0.05). Motivation is not able to moderate the effect of Work Flexibility on Income. This means that high or low work motivation does not change or strengthen the effect of work flexibility on income. The second hypothesis (H2) is rejected.

3. The Role of Work Ethic in Moderating the Effect of Work Flexibility on Income (H3)

Analysis Results: The interaction coefficient value is -0.406 with a T-Statistic Value of 2.148 (>1.96) and a P-Value of 0.034 (<0.05). Work ethic is proven to significantly moderate the effect of Work Flexibility on Income. This indicates the nature of Homologous Moderator or Pure/Quasi depending on its direct influence.

In simple terms, this weakening interaction can be explained through two contexts:

1. The Effect of Flexibility Diminishes with High Work Ethic , when someone already has a very high work ethic (discipline, focus, dedication), additional authority or flexibility no longer provides a significant boost to income growth.
2. The direction of influence is opposite, the higher the work ethic combined with work flexibility, the increase in income tends to slow down when compared to when the work ethic is normal.

This means that the interaction between work ethic and work flexibility has an opposite effect or weakens income under certain conditions. The third hypothesis (H3) is accepted.

b. Moderation Effect Analysis

The Role of Work Motivation: Based on the hypothesis test, the P-value for the work motivation interaction was 0.326 (>0.05). This means H2 is rejected, indicating that work

motivation does not moderate the relationship between work flexibility and income. Work flexibility independently increases income, regardless of the level of motivation of the driver.

The Role of Work Ethic: The p-value for the work ethic interaction is 0.034 (<0.05) with a negative beta coefficient (-0.406). This means that H3 is accepted, but its moderation is weakening. Statistically, when high work flexibility is combined with a high work ethic (which empirically exhibits multicollinearity with respondents' uniform answers), the exclusive effect of flexible working hours on income actually weakens (suppression effect).

4. Conclusion

Based on the results of the analysis and discussion presented previously, the following conclusions can be drawn.

1. Work flexibility has a positive and significant impact on online motorcycle taxi drivers' income. This means that the higher the level of work flexibility, the greater the opportunity for online motorcycle taxi drivers to increase their income.
2. Work motivation has not been shown to moderate the effect of work flexibility on income. This means that work flexibility directly increases income independently of the driver's intrinsic motivation.
3. Work ethic has been shown to moderate but weaken the effect of work flexibility on income. The interaction between very high levels of work ethic and conditions of free flexibility actually produces a suppression effect, where the strong influence of time flexibility on income is reduced.

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