



## The Effect Of Flexible Working Hours And Compensation On Driver Performance With Job Satisfaction As An Intervening Variable At Pt Gojek Makassar

<sup>1</sup>Muh. Hidayat, <sup>2</sup>Eka Suhartini, <sup>3</sup>Akhmad Jafar

<sup>1,2,3</sup>Alauddin State Islamic University Makassar, Indonesia.

<sup>1</sup>[mhmmmdhidayat@gmail.com](mailto:mhmmmdhidayat@gmail.com), <sup>2</sup>[ekasuhartini@uin-alauddin.ac.id](mailto:ekasuhartini@uin-alauddin.ac.id), <sup>3</sup>[akhmad.jafar@uin-alauddin.ac.id](mailto:akhmad.jafar@uin-alauddin.ac.id)

\*Correspondence Email: [mhmmmdhidayat@gmail.com](mailto:mhmmmdhidayat@gmail.com)

**Abstract:** This study aims to analyze the effect of flexible working hours and compensation on the performance of Gojek drivers in Makassar, with job satisfaction as an intervening variable. The background of this study is based on drivers' need for flexibility in working hours to balance the demands of work and personal life, as well as the importance of adequate compensation to increase motivation and loyalty. Research Approach and Location This study uses an associative quantitative approach to identify relationships between variables. The research location is PT Gojek's Makassar branch, focusing on Gojek two-wheeled drivers (GoRide). The sample used consists of 120 Gojek drivers in Makassar, selected using Hair's formula, which was determined using incidental sampling techniques. Data Analysis The data analysis method uses Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. Testing was conducted through convergent validity, discriminant validity, and reliability. The results of the study show that flexible working hours and compensation play an important role in increasing the satisfaction and performance of Gojek drivers in Makassar. Job satisfaction has been proven to be a significant intervening variable, strengthening the relationship between flexible working hours and compensation with performance. These findings underscore the importance of policies that support work-life balance and fair compensation in order to increase the motivation, loyalty, and productivity of Gojek drivers.

**Keywords:** Flexible Working Hours, Compensation, Driver Performance, Job Satisfaction.

### INTRODUCTION

According to the results of a Kurious survey conducted by Katadata Insight Center (KIC) in 2023, some people are dissatisfied with their current jobs. The first indicator is the low level of recognition and appreciation, which was reported by only 42.3% of respondents[1]. Second, only 37.3% of respondents stated that their jobs could improve their personal lives[2]. Third, the level of job satisfaction reported by respondents was only 36.6%[3]. The last indicator is the balance between personal and professional life, as reported by 34.5% of respondents. And as many as 30% of respondents stated that they were dissatisfied with the compensation they received in their jobs.



The results of this survey will be the focus of research related to flexible working hours, as many people still want to maintain a balance between their personal and professional lives and receive compensation in the form of recognition and appreciation, with the aim of achieving performance and job satisfaction. The results of the above survey will be the focus of research related to flexible working hours, as many people still want to maintain a balance between their personal and professional lives and receive recognition and rewards in order to achieve performance and job satisfaction.

From a human resource management perspective, work flexibility and compensation are closely related to the Work Life Balance theory, which emphasizes the importance of balancing work demands and personal life[6]. This theory argues that maintaining balance can improve psychological well-being, reduce stress, and have a positive impact on individual satisfaction and performance. Several previous studies have also shown that work flexibility has a positive effect on satisfaction and performance (Syaiful et al., 2019), while fair compensation increases motivation and work loyalty (Siregar et al., 2021). Furthermore, research by Febriantora et al. (2020) proves that job satisfaction plays a significant role in improving driver performance, which means that the emotional and financial well-being of employees contributes directly to optimal work results.

In the context of Gojek drivers in Makassar, flexible working hours are a tangible application of the Work Life Balance principle, where drivers have the freedom to arrange their working hours according to their personal needs and life circumstances. This theory explains that when individuals are able to balance their working hours with non-work activities, their stress levels decrease and job satisfaction increases, which ultimately has a positive impact on performance. Flexible working hours are the choice of place and time to work, whether formal or informal, which facilitates workers in terms of how long (time flexibility), when (timing flexibility), and where (place flexibility) they work, while compensation is a form of reward given to employees as a form of appreciation for their contributions and work to the organization. This compensation can be in the form of direct or indirect financial rewards, and the rewards can also be indirect in nature. Secondly, it can encourage or motivate Gojek drivers to improve their performance, followed by the job satisfaction they get.



The main issue in this study is the fluctuation in the performance of Gojek drivers in Makassar, which is thought to be influenced by flexible working hours and a compensation system that is not yet optimal. Although flexible working hours give drivers the freedom to manage their own working time, this also has the potential to cause negative effects, such as irregular working hours leading to fatigue, decreased productivity, and even driving safety risks (Putri et al., 2019). Based on these issues, this study aims to:

- To determine that flexible working hours have an effect on the job satisfaction of Gojek drivers in Makassar
- To determine whether compensation has an effect on the job satisfaction of Gojek drivers in Makassar
- To determine whether flexible working hours have an effect on the performance of Gojek drivers in Makassar
- To determine whether compensation has an effect on the performance of Gojek drivers in Makassar
- To determine whether job satisfaction has an effect on the performance of Gojek drivers in Makassar
- To determine whether flexible working hours have an effect on the performance of Gojek drivers in Makassar through job satisfaction
- To determine whether compensation has an effect on the performance of Gojek drivers in Makassar through job satisfaction.

## **METHOD**

The type of research used in this study is quantitative research that utilizes numerical data and statistical calculations, using an associative research approach. The research sample consisted of 120 people through convenience sampling in determining the number. Sampling in this study used incidental sampling, also known as accidental sampling or convenience sampling, which is a sampling technique in which researchers select respondents based on their accessibility and availability, without using specific criteria or random procedures (Sekaran et al., 2020). This study used a closed model distributed through Google Forms, with a Likert scale ranging from 1 to 5.



The data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) assisted by the SmartPLS 3.0 program.

## RESULT AND DISCUSSION

### Result

#### Respondent Characteristics

This study distributed questionnaires to 120 respondents who were Gojek drivers. Five characteristics of the respondents were included in this study, namely gender, age, length of service, daily working hours, and daily income. Of the 150 respondents, the majority were male (95.8 percent), aged 30-39 (38.3 percent), had been working for 1-2 years (35.83 percent), worked 6-8 hours per day (35.83 percent), and earned 100-150 (61.67 percent).

#### Outer Model Test

##### Convergent Validity

Convergent validity serves to measure how much of a relationship there is between a construct and a latent variable by using outer loading and Average Variance Extracted (AVE). According to Hair *et al*(2019), convergent validity is considered adequate when an indicator's outer loading is  $>0.7$  and the Average Variance Extracted (AVE) is  $\geq 0.50$  [45].

	Flexible Working Hours	Job Satisfaction	Drivers Performance	Compensation
FW1	0.848			
FW2	0.878			
FW3	0.904			
FW4	0.877			
FW5	0.889			
PD1			0.749	
PD2			0.889	
PD3			0.890	
PD4			0.847	
PD5			0.900	
JS1		0.877		
JS2		0.874		
JS3		0.897		
JS4		0.889		
JS5		0.892		
CO1				0.824
CO2				0.885
CO3				0.856
CO4				0.848



**Table 1. Outer Loading**

<sup>1</sup> Source: Primary data processed, 2025

Referring to Table 1, all loading factor values in this study show values  $>0.70$ , indicating that each construct has valid indicators and meets the criteria for convergent validity. Therefore, it can be concluded that all constructs in this model have met the criteria for convergent validity as defined by Hair et al. (2021) and Sarstedt et al. (2017).

Variable	Average Variance Extracted (AVE)
Flexible Working Hours	0.773
Job Satisfaction	0.785
Drivers Performance	0.734
Compensation	0.733

**Table 2. Average Variance Extracted (AVE)**

<sup>2</sup> Source: Primary data processed, 2025

Based on the data in Table 4.7 above, it can be concluded that each construct in this model shows an AVE value above the minimum limit of 0.50. Therefore, each construct has met the convergent validity criteria, indicating that the indicators used have the optimal ability to represent each construct.

### Discriminant Validity

Discriminant validity aims to determine whether the construct has adequate discriminants, namely by comparing the loading values on the target construct, which must be greater than the other values (Ghozali et al., 2015). Discriminant validity is evaluated using cross loading and the Fornell-Lacker criterion. The cross loading values of each construct are evaluated to ensure that the correlation between the construct and the measurement items is greater than that of other constructs. The expected cross loading value is greater than 0.7 (Ghozali et al., 2021).

	Flexible Working Hours	Job Satisfaction	Drivers Performance	Compensation
FW1	0.848	0.688	0.663	0.627
FW2	0.878	0.643	0.690	0.673
FW3	0.904	0.599	0.692	0.691
FW4	0.877	0.671	0.702	0.679
FW5	0.889	0.659	0.724	0.708
PD1	0.630	0.662	0.749	0.726
PD2	0.655	0.693	0.889	0.658
PD3	0.670	0.698	0.890	0.692
PD4	0.684	0.677	0.847	0.568



PD5	0.737	0.770	0.900	0.688
JS1	0.670	0.877	0.737	0.748
JS2	0.645	0.874	0.726	0.695
JS3	0.666	0.897	0.704	0.773
JS4	0.635	0.889	0.713	0.704
JS5	0.671	0.892	0.747	0.758
CO1	0.748	0.702	0.626	0.824
CO2	0.682	0.708	0.656	0.885
CO3	0.660	0.715	0.680	0.856
CO4	0.575	0.701	0.644	0.848
CO5	0.628	0.729	0.721	0.864

**Table 3. Croos Loading**

<sup>3</sup> Source: Primary data processed, 2025

Based on the data in Table 3, it can be seen that each variable shows a higher correlation with the variable it measures than with other variables. Thus, the Cross Loading test results can be considered valid. Furthermore, the approach used is the Fornell-Larcker criteria. The Fornell-Larcker criteria is a method used to assess discriminant validity at the construct level. A construct is considered to meet discriminant validity if the AVE root value of that construct is higher than the correlation value with other constructs in the model.

	Flexible Hours (X1)	Working Hours (X1)	Job Satisfaction (Z)	Drivers Performance(Y)	Compensation (X2)
Flexible Hours (X1)	0.879				
Job Satisfaction (Z)	0.742		0.886		
Drivers Performance (Y)	0.790		0.819	0.857	
Compensation (X1)	0.769		0.831	0.779	0.856

**Table 4. Fornell-Larcker Criteria**

<sup>4</sup> Source: Primary data processed, 2025

Based on Table 4, it appears that the AVE root values for each construct exceed the correlation values between other constructs. This indicates that the data used in this study meets the criteria for discriminant validity. Thus, the measurement model has been validated and can proceed to the next stage of analysis.

### Composite Reliability

Composite reliability testing is conducted to assess the internal consistency of indicators in latent variables. This method is a crucial step in assessing reflective measurement models.



Composite reliability generally has a higher value and is considered more appropriate for evaluating internal reliability (Hair et al., 2021). A good composite reliability score is indicated by a value of  $\geq 0.70$ . If this value is achieved, then the measured construct can be considered reliable.

Variable	<i>Cronbach's Alpha Composite Reliability</i>	
Flexible Working Hours (X1)	0.927	0.945
Job Satisfaction (Z)	0.931	0.948
Drivers Performance (Y)	0.908	0.932
Compensation (X1)	0.909	0.932

**Table 5.** *Composite Reliability*

<sup>5</sup> Source: Primary data processed, 2025

Referring to Table 5, all constructs in this study can be considered reliable. This can be seen from the Cronbach's Alpha and Composite Reliability values, which all exceed the recommended minimum limit of 0.70. Therefore, all constructs show good internal consistency and can be used in further testing. According to the data presented, this study also shows convergent validity, discriminant validity, and high internal consistency reliability.

### Inner Model Test

According to Hair et al. (2021), model analysis aims to test the causal relationship or influence between latent constructs in a structural model. One of the main indicators in assessing the inner model is the coefficient of determination ( $R^2$ ), which reflects how much variation in the dependent variable can be explained by the independent variables in the model. The  $R^2$  value is used to evaluate the predictive ability of the model. The higher the  $R^2$  value, the higher the proportion of variance that can be explained by the independent constructs, so that the predictive ability of the model is also better. Hair et al. (2021) divide the  $R^2$  value into three categories, namely: 0.75 = strong, 0.50 = moderate, and 0.25 = weak. The following are the  $R^2$  estimation results for the dependent variables in this study.

	<i>R Square R Square Adjusted</i>	
Job Satisfaction (Z)	0.717	0.712
Drivers Performance (Y)	0.750	0.743

**Table 6.** *R-Square*

<sup>6</sup> Source: Primary data processed, 2025

Based on Table 6, the R Square value for the Employee Performance variable (Y) is 0.750, which indicates that 75% of the variation in Driver Performance can be explained by the variables



Flexible Working Hours (X1), Compensation (X2), and Job Satisfaction (Z). The remaining 25% is explained by other factors not included in this research model. According to Hair et al. (2021), an R Square value of 0.75 is classified as strong, indicating that this model is very good at explaining the relationship between variables. The Adjusted R Square value of 0.743 indicates an adjustment to the number of predictors in the model. This indicates that the model used remains stable even though there are several independent variables.

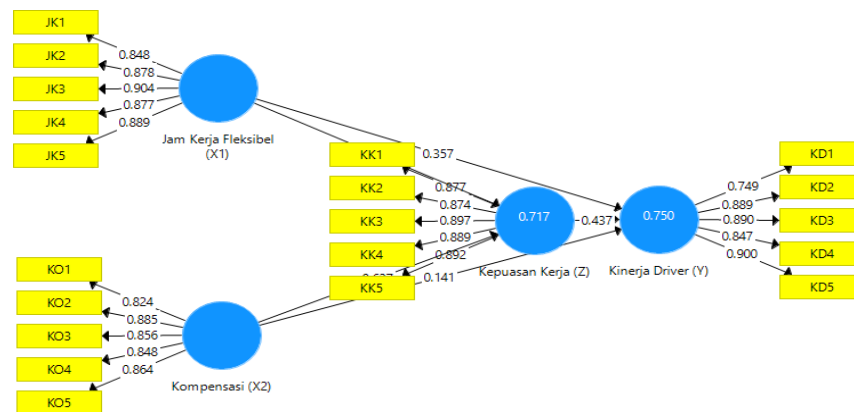


Figure 2. Structure Model

## Hipotesis Test

Based on the analysis with SmartPLS, hypothesis testing was conducted by considering the t-statistic and p-value obtained from the bootstrapping results. According to Hair et al. (2014), a hypothesis is accepted if the t-statistic  $> 1.96$  and the p-value  $< 0.05$  at a significance level of 5% ( $\alpha = 0.05$ ). Conversely, the hypothesis will be rejected if the t-statistic is  $< 1.96$  and the p-value is  $> 0.05$ , indicating that the effect between variables is not statistically significant.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Value
Jam Kerja Fleksibel (X1) -> Kepuasan Kerja (Z)	0.253	0.253	0.081	3.131	0.002
Jam Kerja Fleksibel (X1) -> Kinerja Driver (Y)	0.468	0.470	0.091	5.133	0.000



Kepuasan Kerja (Z) -> Kinerja Driver (Y)	0.437	0.430	0.109	3.996	0.000
Kompensasi (X2) -> Kepuasan Kerja (Z)	0.637	0.638	0.080	8.007	0.000
Kompensasi (X2) -> Kinerja Driver (Y)	0.419	0.419	0.091	4.626	0.000
Jam Kerja Fleksibel (X1) -> Kinerja Driver (Y) -> Kepuasan Kerja (Z)	0.110	0.107	0.041	2.704	0.007
Kompensasi (X2) -> Kinerja Driver (Y) -> Kepuasan Kerja (Z)	0.278	0.276	0.083	3.344	0.001

**Table 7. Hypothesis Test Results**

<sup>7</sup> Source: Primary data processed, 2025

Table 7, which displays the results of hypothesis testing, shows that the first hypothesis (H<sub>1</sub>) has a significant effect, with a regression coefficient of 0.253 (positive), a t-statistic value of 3.131 (>1.96), and a p-value of 0.002 (<0.05). The second hypothesis (H<sub>2</sub>) The data analysis results show that the second hypothesis has significant implications, with a regression coefficient of 0.637 (positive), a t-statistic value of 8.007 (>1.96), and a p-value of 0.000 (<0.05). For testing hypothesis 3 (H<sub>3</sub>), the results of data analysis show that the third hypothesis has significant implications, with a regression coefficient of 0.468 (positive), a t-statistic value of 5.133 (>1.96), and a p-value of 0.000 (<0.05). Furthermore, for testing hypothesis 4 (H<sub>4</sub>), the results of data analysis show that the third hypothesis has significant implications, with a regression coefficient of 0.419 (positive), a t-statistic value of 4.626 (>1.96), and a p-value of 0.000 (<0.05). Similarly, for testing hypothesis 5 (H<sub>5</sub>), the data analysis results show that the third hypothesis has significant implications, with a regression coefficient of 0.437 (positive), a t-statistic value of 3.996 (>1.96), and a p-value of 0.000 (<0.05). For testing hypothesis 6 (H<sub>6</sub>), the data analysis results show that the sixth hypothesis has significant implications, with a regression coefficient of 0.110 (positive), a t-statistic value of 2.704 (>1.96), and a p-value of 0.000 (<0.05). And finally, for testing hypothesis 7 (H<sub>7</sub>), the results of data analysis show that the sixth hypothesis has significant



implications, with a regression coefficient of 0.278 (positive), a t-statistic value of 3.344 ( $>1.96$ ), and a p-value of 0.001 ( $<0.05$ ).

## **Discussion**

The Effect of Flexible Working Hours on the Job Satisfaction of Gojek Drivers in Makassar

The results of the analysis show that the first hypothesis has a significant effect, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_1$  is accepted, so it can be concluded that flexible working hours have a positive and significant effect on the job satisfaction of Gojek drivers. These findings indicate that flexibility in determining working hours provides a sense of comfort, control, and balance between work and personal life.

Theoretically, this finding is supported by the Work-Life Balance Theory, which states that a balance between work demands and personal needs can increase job satisfaction. With flexible working hours, Gojek drivers can manage their time to fulfill personal commitments, such as family and health, which can increase their job satisfaction.

This finding is also in line with previous research showing that flexible working hours serve as a significant factor in increasing job satisfaction (Kyule et al., 2018), with drivers reporting higher levels of satisfaction. Findings in a practical context show that Gojek management needs to continue implementing the concept of flexible working hours in a consistent and fair manner as a strategy to increase driver commitment to achieving driver job satisfaction.

## **The Effect of Compensation on the Job Satisfaction of Gojek Drivers in Makassar**

The results of the data analysis show that the second hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_2$  in this study is accepted. It can be concluded that compensation has a positive and significant effect on driver job satisfaction. This means that the fairer and more appropriate the compensation received, whether in the form of direct income or additional incentives, the higher the level of driver job satisfaction. This supports the theory that compensation is an important factor in fulfilling basic needs and work motivation.

This finding is in line with the Work-Life Balance Theory, which emphasizes the importance of creating harmony between work demands and personal life to achieve individual satisfaction



and well-being. In this context, adequate compensation provides sufficient financial support for drivers, so that they can meet their personal and family needs without having to sacrifice too much time or energy at work. With adequate compensation, drivers feel more economically secure, which ultimately encourages a balance between their work and personal roles. These findings are supported by research results that say compensation has a significant effect on job satisfaction (Audina et al., 2020). This creates a deeper understanding of these dynamics among Gojek drivers in Makassar.

### **The Effect of Flexible Working Hours on the Performance of Gojek Drivers in Makassar**

The results of the data analysis show that the third hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_3$  in this study is accepted. It can therefore be concluded that flexible working hours have a positive and significant effect on driver performance. With the freedom to manage their time, drivers can work when they feel most productive and comfortable, thereby improving service quality and work effectiveness.

This finding is in line with the Work-Life Balance Theory. It emphasizes the importance of balancing work demands and personal needs to create optimal and sustainable working conditions. In the context of Gojek drivers, flexible working hours give them the freedom to adjust their operating hours to their personal circumstances, such as spending time with family, getting adequate rest, or engaging in other activities outside of work. This freedom to manage their time reduces psychological pressure, increases their sense of control over their lives, and creates a comfortable working environment, which ultimately leads to increased motivation and productivity.

This finding is also supported by research results showing that flexible working hours have a significant positive impact on employee performance (Migiro et al., 2018). Therefore, flexible working hours are one of the factors that support the creation of work-life balance, which in turn significantly improves driver performance.

### **The Effect of Compensation on the Performance of Gojek Drivers in Makassar**

The results of data analysis show that the third hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not



exceeding the significance level. Thus,  $H_4$  in this study is accepted. It can therefore be concluded that compensation has a positive and significant effect on driver performance. This reinforces the assumption that financial incentives are one of the main drivers in increasing work motivation and productivity. Drivers who feel materially appreciated will be more motivated to provide the best service.

This finding is in line with the Work-Life Balance Theory. This theory emphasizes the importance of balancing work demands and personal life so that individuals can perform their roles optimally in both areas. Fair compensation acts as an external factor that supports this balance, as it allows drivers to meet their living needs without having to work excessively, which can sacrifice time with family or their health. When financial needs are met through fair compensation, drivers experience lower work stress, higher work enthusiasm, and intrinsic motivation to perform at their best. Thus, good compensation not only increases satisfaction but also strengthens driver performance due to the achievement of a healthy balance between work and personal life.

These findings are also supported by research results showing that compensation has a positive effect on Gojek driver performance (Liong, 2022). This study emphasizes the importance of performance in determining the amount of compensation received by drivers and shows that improved performance can contribute to better renewal rates.

### **The Effect of Job Satisfaction on the Performance of Gojek Drivers in Makassar**

The results of the data analysis show that the third hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_5$  in this study is accepted. It can therefore be concluded that job satisfaction has a positive and significant effect on driver performance. Drivers who are satisfied with their jobs tend to have high work enthusiasm, strong loyalty, and responsibility in carrying out their duties, which directly impacts performance improvement.

This finding can be linked to the work-life balance theory. This theory states that when individuals are able to balance their roles and responsibilities at work and in their personal lives, they will feel greater satisfaction at work. In the context of Gojek drivers, job satisfaction arises when they feel that their work does not interfere with their personal lives, supported by flexible



hours and sufficient income. This balance creates stable psychological conditions, increases motivation, and reduces stress levels, thereby encouraging improved performance.

Therefore, the higher the job satisfaction felt by drivers due to achieving a balance between work and life, the higher their performance in carrying out their duties. Therefore, the higher the job satisfaction felt by drivers due to achieving work-life balance, the higher their performance in carrying out their duties. The research findings are supported by findings that reveal a significant influence between job satisfaction and employee performance. Employee performance is influenced by other factors not examined in this study (Nurrohmat et al., 2021).

### **Flexible Working Hours on Performance through Job Satisfaction Gojek Drivers in Makassar.**

The results of the data analysis show that the sixth hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_6$  in this study is accepted. It can therefore be concluded that flexible working hours have a positive and significant effect on the performance of Gojek drivers through job satisfaction in Makassar. This means that flexible working hours not only have a direct impact on performance, but also indirectly through increased job satisfaction. This indicates the importance of paying attention to the emotional well-being of drivers as a factor that supports productivity.

This finding is in line with the work-life balance theory, which emphasizes the importance of harmonizing work demands and personal life to achieve individual well-being. In this context, flexible working hours give drivers the freedom to manage their working time, allowing them to adjust their work to their personal needs and other responsibilities. This contributes to increased job satisfaction, as drivers feel they have more control over their lives. When job satisfaction increases, drivers tend to be more motivated and committed to providing better service to customers. Thus, flexible working hours not only help drivers achieve a balance between work and personal life, but also serve as a driver for better performance. Previous findings are also in line with earlier findings showing that flexible working hours have a positive impact on job satisfaction through driver performance (Preselliya et al., 2021).

### **Compensation for Performance through Gojek Driver Job Satisfaction in Makassar**



The results of data analysis show that the sixth hypothesis has significant implications, with a positive regression coefficient, a t-statistic value exceeding the critical value, and a p-value not exceeding the significance level. Thus,  $H_7$  in this study is accepted. It can be concluded that compensation has a positive and significant effect on Gojek driver performance through job satisfaction in Makassar. When drivers are satisfied with the compensation system they receive, they will be more motivated to work better. This satisfaction is an important link that strengthens the effect of compensation on work performance.

Through the work-life balance theory in this context, fair and competitive compensation provides incentives for drivers to work harder and more efficiently because they feel appreciated for their efforts and contributions. When drivers receive adequate compensation, they tend to feel more satisfied with their jobs. This job satisfaction, in turn, serves as a driver to improve performance. Drivers who feel valued and satisfied with the compensation they receive will be more motivated to provide better service to customers, which has a positive impact on their overall performance. Thus, good compensation not only contributes to the financial well-being of drivers, but also helps them achieve a balance between work and personal life.

## CONCLUSION

Based on the results of an analysis conducted on 120 Gojek Makassar driver respondents, it can be concluded that flexible working hours and compensation have a positive and significant effect on driver job satisfaction and performance. Flexible working hours give drivers the freedom to arrange their work schedules according to their personal needs, thereby increasing their comfort and satisfaction at work. Meanwhile, adequate compensation is a major motivating factor in improving motivation and performance. Furthermore, job satisfaction has been proven to act as an intervening variable that strengthens the relationship between flexible working hours and compensation on driver performance. Thus, the implementation of a flexible work system and the provision of fair compensation can create higher job satisfaction, which ultimately has a positive impact on improving the performance and loyalty of Gojek drivers in Makassar.

The implications of this study indicate that the implementation of flexible working hours and adequate compensation play an important role in improving the satisfaction and performance



of Gojek drivers in Makassar. The discovery of a positive and significant influence between work time flexibility and satisfaction and performance indicates that freedom in managing work time can have a real impact on the motivation and productivity of partners. Therefore, companies need to maintain a flexible work system accompanied by time management guidelines to ensure work effectiveness is maintained. In addition, fair, transparent, and competitive compensation has been proven to encourage increased job satisfaction while strengthening driver loyalty. An incentive system tailored to workload and rewards for outstanding performance can be a strategic step to increase work enthusiasm. On the other hand, job satisfaction has been proven to be a significant connecting variable between flexible working hours and compensation for performance, which confirms the importance of psychological and emotional aspects in the work environment. PT Gojek Makassar needs to pay attention to the emotional well-being of its partners through psychological support or performance appreciation programs. Overall, improving driver performance does not only depend on the work system or compensation alone, but requires an integrated approach that balances financial, psychological, and work well-being aspects, thereby creating sustainable performance and optimal productivity.

## REFERENCE

- Audina, A. M. (2020). *The effect of compensation and work motivation on the job satisfaction of Goride (Gojek) driver partners in Makassar*. Journal of Economics and Management.
- Audina, B., Aisyah, N., & Iskandar, K. (2023). The effect of motivation and compensation on employee performance. *Creative Management Journal*, 1(4), 274–1289. <https://doi.org/10.55606/makreju.v1i4.2174>
- Endang, T., Tarmizi, A., & Perkasa, D. (2023). The effect of rewards, punishments, and work motivation on employee performance (A study at Bank Mayapada Jakarta Barat). *Journal of Economics, Management, and Accounting*, 2(3), 219–241.
- Erdiansyah, M. (2019). *The effect of compensation and career development on employee job satisfaction at PT BPR Fianka Rezalina Fatma Pekanbaru* (pp. 1–23).
- Fiantika, W. M., Jumiati, Honesti, Wahyuni, J., et al. (2022, March). *Qualitative research methodology*. Rake Sarasin.



- Fox, J. (2015). *Applied regression analysis and generalized linear models*. Sage Publications.
- Gulick, L. (2019). Human resource management in education management. *Journal of Education Management*, 9(2), 952–962.
- Gunawan, H., & Wardana, A. W. (2018). Knowledge sharing as a mediator between employee engagement and the performance of Gojek drivers in Yogyakarta. *Briliant: Journal of Research and Conceptualization*, 3(4), 411. <https://doi.org/10.28926/briliant.v3i4.229>
- Habibi, A. (2022). Human resource management in educational institutions. *Taklimuna: Journal of Education and Teaching*, 1(1), 1–11.
- Hernawan, R. T., & Hasibuan, S. (2016). Analysis of the influence of experience level and coaching style on the leadership quality of project managers in efforts to increase productivity at PT JCI. *Journal of Industrial Engineering*, XI(1), 84–97.
- Hermingsih, A., & Purwanti, D. (2020). The influence of compensation and workload on job satisfaction with work motivation as a moderating variable. *Dimensi Journal*, 9(3), 574–597. <https://doi.org/10.33373/dms.v9i3.2734>
- Mahmudah, E. (2017). *Human resource management*.
- Misi, H. L. (2022). The effect of compensation on the performance of Gojek drivers in Makassar City. *Journal of Applied Management and Business Research*, 2(1), 18–23.
- Nawano, R., Sarpan, Wahyuni, N., Mofu, C. J., & Fikri, M. N. (2024). Work-life balance on employee performance. *Journal of Management*, 11(2), 180–186.
- Nurrohmat, A., & Lestari, R. (2021). The effect of job satisfaction on employee performance. *Journal of Accounting Research*, 1(2), 82–85. <https://doi.org/10.29313/jra.v1i2.419>
- Possenriede, D. S., & Plantenga, J. (2021). Temporal and locational flexibility of work, working-time fit, and job satisfaction. *SSRN Electronic Journal*, 8436. <https://doi.org/10.2139/ssrn.2502296>
- Rachmayani, A. N. (2024). The effect of work flexibility, compensation, and work safety on the job satisfaction of Grabbike drivers in Ponorogo. *Journal of Management and Business*, 6.
- Riduwan. (2011). *Easy research learning for teachers, employees, and beginner researchers*.
- Rosalia, P. D., Mintarti, S., & Heksarini, A. (2020). The effect of compensation and motivation on job satisfaction and employee performance at SMK Medika Samarinda. *Saudi Journal of*



*Business and Management Studies*, 5(7), 448–454.

<https://doi.org/10.36348/sjbms.2020.v05i07.009>

Saputro, I. E., Bairizki, A., & Hidayat, S. (2021). The effect of compensation and work flexibility of Grab drivers on performance and motivation as intervening variables in Mataram. *Jurnal Bina Bangsa Ekonomika*, 14(1), 24–45. <https://doi.org/10.46306/jbbe.v14i1.26>

Septiyansyah, A., Valianti, R. M., & Salmah, N. N. A. (2022). The effect of work stress and incentives on the performance of drivers at PT Gojek Indonesia Palembang Branch. *Scientific Journal of Management*, 16(1), 1–23.

Setiawan, D. (2021). The effect of work flexibility, compensation, and work safety on the job satisfaction of GrabBike drivers in Ponorogo. *Jurnal Manajemen UMPO*, 5(3), 248–253.

Siregar, L. P., Hetami, A. A., & Bharata, W. (2021). The effect of compensation and flexibility of Gojek drivers on performance with job satisfaction as an intervening variable at PT Gojek Indonesia Samarinda Branch. *Journal of Business Administration (JUBIS)*, 1(1), 18. <https://doi.org/10.35194/jubis.v1i1.1518>

Sudarta. (2022). The effect of compensation and flexibility of Gojek drivers on performance with job satisfaction as an intervening variable at PT Gojek Indonesia Bali Branch, 16(1), 1–23.

Widodo, S., et al. (2023). *Textbook on research methods*. CV Science Techno Direct.

Wicaksono, I. S. (2019). The effect of compensation and work flexibility of Gojek drivers on performance with job satisfaction as an intervening variable, 8(5), 55.

Wirasto, S. (n.d.). The effect of compensation, work flexibility, and job satisfaction on the performance of Gojek drivers in the former Surakarta residency. *Muhammadiyah University of Surakarta*.