

## The Effect of Workload and Commitment on Online Motorcycle Taxi Drivers' Performance

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### ABSTRACT

The community daily life is inseparable from the need of transportation facility. The need of transportation seems to be a certain business opportunity for some people. Lumajang Go is a technology company established in Lumajang regency that provides public transportation service application include 2-wheeled and 4-wheeled motorized vehicles. The objective of this research is to determine the effect of workload and commitment on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang with a sample of 30. The method of this study is using multiple regression analysis technique. The result of this study shows that workload has no significant effect on drivers' performance, commitment has significant effect on drivers' performance while workload and commitment have significant effect on drivers' performance simultaneously. The 42.3% of drivers' performance can be explained by workload and commitment variables while the rest of 57.7% were affected by other variables not examined in this study.

Keywords: Workload, Commitment, Drivers' Performance.



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### INTRODUCTION

The community daily life are inseparable from the need of transportation facility. To fulfill the need of transportation, the community is faced by the choice of having their own vehicles or using the transportation services which are widely available. The need of transportation seems to be a certain business opportunity for some people. – 7 Lumajang Go is a technology company established in Lumajang regency that provides public transportation service application include 2-wheeled and 4-wheeled motorized vehicles. Lumajang Go is a technology company that only launches application and for the vehicle itself is drivers' own vehicles or respective partners.

The high activity in reach this business opportunity is inseparable from the condition of Lumajang Go drivers. This creates high pressure on drivers which ultimately affected their performance. The employee performance can be said to be good and maximum with some factors which are workload and organizational commitment.

Performance is a description about the achievement level of activity program or policy in realizing goals, the vision and mission of the organization that poured through strategic planning of an organization. The performance of these drivers will certainly be affected by some conditions which are workload and commitment (Habibi, 2020).

The workload is job volume that is borne to the workers, both physically or mentally, and becomes their responsibility. Each job is a borne to workers and they have their own ability in order to handle their workload, which are physically, mentally and socially (Mahawati et al., 2023) .

When the workload is not balanced with the employees' ability, the possibility is decreased employee performance. When the workload is too heavy, it will affect the physical ability which results in obstacles to work so that the employee will feel burdened in their work. The workload will be easy if all jobs are carried out with high organizational commitment (Yanda, 2023)

The organizational commitment is the employees' loyalty in the organization, by staying in the organization, helps to achieve organizational goals and not intended to leave the organization for any reason (Yusuf & Syarif, 2018). The employees who have a high commitment to the organization will show more quality, totality when working and the low turnover rate in the organization. The work performance is a work result both in quality and quantity that have been achieved by employees in carrying out their duties in accordance with the responsibilities delegated to them (Budiantara, Mitariyani, & Imbayani, 2022)

The researches about workload and commitment on performance have been done before, namely (Rana, Kolibu, & Korompis, 2020) about "Relationship between Organizational Commitment and Workload to Performance" on medical staff in Paniki Bawah, Manado. It showed that there are relationship between organizational commitments with performance, and there are no relationship between workload with performance. On another research (Irawati & Carrollina, 2017) about "The Effect of Workload on Performance" showed that workload internally has positive effect on employee performance, externally has no positive effect but it has negative effect on employee performance. The workload both internally and externally have simultaneously effect on employee performance (Murdiyani, 2010) in their study about "Effect of Workload and Organizational Commitment on Performance" showed that there are no negative and significant effect between workload and performance.

Based on previous data, researches and events on the drivers of Lumajang Go in Lumajang, the study will examine "The Effect of Workload and Commitment on Online Motorcycle Taxi Drivers' Performance of Lumajang Go".

The ongoing research on workload and commitment and its effect on performance requires problems to be answered through hypothesis testing:

- a. Is there a significant workload effect on drivers' performance of Lumajang Go in Lumajang?
- b. Is there a significant commitment effect on drivers' performance of Lumajang Go in Lumajang?
- c. Is there a significant workload and commitment simultaneously on drivers' performance of Lumajang Go in Lumajang?

Based on the problem formulation, the following hypothesis can be formulated:

- H1 : There is a significant workload effect on drivers' performance of Lumajang Go in Lumajang.
- H2 : There is a significant commitment effect on drivers' performance of Lumajang Go in Lumajang.
- H3 : There is a significant workload and commitment effect on drivers' performance of Lumajang Go in Lumajang.

## **METHODS**

### Research Design

The research is a type of survey research, namely research that does not make changes or does not have special treatment on variables studied (non-experimental) (Jogiyanto Hartono, 2018) The purpose of this research is explanatory research, namely type of research that describe the causal relationship between one variable and another through hypothesis.

Based on its nature, this research is exploratory because further testing of a study is needed.

### Research Objects

The research was conducted on online motorcycle taxi drivers of Lumajang Go in Lumajang. The reason for choosing this object is: (1) the rampant of transportation business with a very sharp competitive, (2) the main player in online transportation business is the online motorcycle taxi drivers and (3) the online motorcycle taxi drivers' performance is one of the determinants of the success of this transportation business.

### Data Sources and Types

The data sources used in this study are internal and external data (Data). The internal data is the development of the online transportation business in Lumajang, while the external data is study data on the previous studies obtained from scientific journals and the development of online transportation business in Lumajang.

The data type used in this study is primary data obtained from the respondents, namely the online motorcycle taxi drivers by questionnaire.

The data measurement is done giving scores to each answer from the question items from the questionnaire. The scoring in this study based on the Likert scale. According to Sugiyono (2008:93), the Likert scale as follows:

- |                              |   |
|------------------------------|---|
| a. Strongly agree is scored  | 5 |
| b. Agree is scored           | 4 |
| c. Neither agree or disagree | 3 |
| d. Disagree                  | 2 |
| e. Strongly disagree         | 1 |

### Population and Sampling Techniques

The population in this study are the online motorcycle taxi drivers of Lumajang Go in Lumajang. The sampling technique used in this study is simple random sampling, where the principal of this sampling is each element in the population has the same opportunity to be selected.

The method of determining sample size used in this study is a method developed by Roscoe (1982:253) in his book "Research Methods for Business" as quoted in (Paramita, Rizal, & Sulistyan., 2021) that the decent sample size in a study between 30 to 500. Therefore, the amount of sample in this study is 30 respondents.

### Research Variables

The variables used are independent and dependent variables. The independent variables are workload and commitment, while the dependent variable is performance.

**Research Instrument**  
**Table 1 Research Instrument and Measurement Scale**

No	Variable	Indicator	Measurement Scale
1.	Workload	a. I must be able to carry out the job targets that have been determined b. My job has greatly affected the way I work	Ordinal

		c. I have to work according to predetermined standard	
2.	Commitment	<ul style="list-style-type: none"> <li>a. I stay (work) in Lumajang Go and do not want to leave</li> <li>b. I am willing to do extra work to accomplish the task</li> <li>c. I have committed to keep the corporate secrets</li> <li>d. I am promoting my company to the community</li> <li>e. I followed the rules even without supervision</li> </ul>	Ordinal
3.	Performance	<ul style="list-style-type: none"> <li>a. The online motorcycle taxi drivers of Lumajang Go can achieve their goals well</li> <li>b. The online motorcycle taxi drivers of Lumajang Go have a high professional standard</li> <li>c. The online motorcycle taxi drivers of Lumajang Go got achievement when they were doing the work well</li> <li>d. The online motorcycle taxi drivers of Lumajang Go carry out the work according to their competence.</li> <li>e. The online motorcycle taxi drivers of Lumajang Go have certain ways in order to finish the job</li> <li>f. The online motorcycle taxi drivers of Lumajang Go have the opportunity to showcase their work achievements</li> </ul>	Ordinal

Data sources: Putra, A. S., & Hubeis, M. (2012), Wibowo (2016), Bastian, I. (2019).

### Data Analysis Technique

The data analysis technique used in this study is multiple regression analysis. Previously, the research instrument will be tested because the research instrument used is a questionnaire which has to be tested for its validity and reliability – 12. To be able to continue in multiple regression analysis, it must meet the classical assumption namely normally distributed data, multicollinearity free, and heteroscedasticity free. Furthermore, the hypothesis testing is carried out: -- 18

The t-test (for partial test)

The t-test is used to determine the effect of independent variables on dependent variables partially which are tested by means of significance. The following criteria are:

If  $t \text{ count} < - t \text{ table}$  or  $t \text{ count} > t \text{ table}$ , H1 is accepted.

If  $- t \text{ table} \leq t \text{ count} \leq t \text{ table}$ , H1 is rejected.

The F test (for simultaneous test)

The F test is used to determine the effect of independent variables on dependent variables simultaneously which are tested by means of significance. The following criteria are:

If  $F \text{ count} \geq F \text{ table}$ , H2 is accepted.

If  $F \text{ count} < F \text{ table}$ , H2 is rejected.

## RESULTS AND DISCUSSION

### Data Analysis Results

The respondent in this study is the online motorcycle taxi drivers of Lumajang Go in Lumajang. The number of respondents who were sampled in this study is 30. The following is the data that will be presented related to respondents' description:

**Table 2 Respondents' Description by Gender**

No.	Gender	Quantity	%
1.	Male	26	86.67%
2.	Female	4	13.33%
	Total	30	100%

Data source: Results of the Research Questionnaire, 2021.

**Table 3 Respondents' Description by Education Level**

No.	Education	Quantity	%
1.	High School	24	80%
2.	Bachelor	6	20%
	Total	30	100%

Data source: Results of the Research Questionnaire, 2021.

**Table 4 Respondents' Description by Age**

No.	Age	Quantity	%
1.	21 - 30 years	22	73.33%
2.	31 - 40 years	6	20.00%
3.	41 - 50 years	2	6.67%
	Total	30	100%

Data source: Results of the Research Questionnaire, 2021.

Based on the classical assumption, the normally distributed data, multicollinearity free, and heteroscedasticity free are obtained. Furthermore, the following multiple regression analysis obtained:

$$Y = 18,647 - 0,453 X_1 + 0,567 X_2$$

The partially hypothesis testing is done by using the t-test. First, we determine the t table value where the t table value with  $\alpha = 100\%$ , df (n-2) the t table obtained  $(\alpha/2 ; 30-2) = (0.05 ; 28) = \pm 2.048$ , the following results are obtained:

#### 1) Hypothesis Testing 1

The t count obtained of -1.127 with a significant level of 0.134 which means that t count (-1.127) lies between  $\pm$  the t table (2.048) and sig (0.134)  $>$   $\alpha$  (0.05), the hypothesis is rejected, and is concluded there is no significant workload effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

#### 2) Hypothesis Testing 2

The t count obtained of 3.563 with a significant level of 0.004 which means that t count (3.563) lies between  $\pm$  the t table (2.048) and sig (0.004)  $>$   $\alpha$  (0.05), the hypothesis is accepted, and is concluded there is significant commitment effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

#### 3) Hypothesis Testing 3

First, we determine the F table value, where the F table value with  $(\alpha);(df1);(df2) = (\alpha 0.05);(df1 = 6);(df2=30 - 6 - 1 = 23)$  the F table obtained = 2.53.

From the test results obtained the F value of 5.289 with a significant of 0.006 which means that the F count (5.289)  $>$  F table (2.53) and sig (0.006)  $<$   $\alpha$  (0.05), the hypothesis is accepted, and is

concluded there is a significant workload and commitment effect simultaneously on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

The coefficient of determination (R Square) obtained of 0.423. It means that 42.3% of online motorcycle taxi drivers' performance of Lumajang Go in Lumajang can be explained by workload and commitment, while the rest of 57.7% were affected by other variables not examined in this study.

## **Discussion**

### **The Effect of Workload on Performance**

The discussion is related to the result of the first hypothesis which stated that there is a significant workload effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. The result showed that workload has no significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

Based on the questionnaire items for the workload variable are consist of (1) I must be able to carry out the job targets that have been determined, (2) my job has greatly affected the way I work, and (3) I have to work according to predetermined standard. These three statements that built the workload variable have proven that workload has no significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

This is interesting to discuss that workload has no significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. The workload is not perceived as something that affects the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. They think that it is a work assignment that they have to do to get compensation. The workload is the amount of process or activities that must be completed by an employee within a certain period. If employees were able to finish and adjust themselves to given work assignments, it will not become a workload. However, if they were unsuccessful, these tasks and activities will become a workload.

Nevertheless, if the workload is bigger than the employee capacity, there must be bad effects will occur. The adjustment between the workload and employees' skills is very important in order to support better productivity of the company. If the employee already overloaded, both mentally and physically, the energy recovery is needed, among others are the length, period and frequency of time off (Paramarta & Darmayanti, 2020) .

The workload occurs because there is a desire to finish the tasks so that the target achieved. The workload as a concept arises due to limited capacity to access information. When facing a task, an employee can finish the task on a certain level. If the employees' limitations hinder the achievement of work results on the expected level, it means that there has been deliberation between the level of expected ability and capacity that is owned. This gap causes performance failures (Nabawi, 2019)

It is recommended to the online motorcycle taxi driver manager of Lumajang Go in Lumajang to maintain not to give the excessive workload to the drivers, because if the workload exceeds the drivers' ability then likely to result in a decrease in their performance.

### **The Effect of Commitment on Performance**

The discussion is related to the result of the second hypothesis which stated that there is a significant commitment effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. The result showed that commitment has a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

Based on the questionnaire items for the commitment variable are consist of (1) I stay (work) in Lumajang Go and do not want to leave, (2) I am willing to do extra work to accomplish the task, (3) I have committed to keep the corporate secrets, (4) I am promoting my company to the community,

and (5) I followed the rules even without supervision. These five statements that built the commitment variable have proven that commitment has a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

This is interesting to discuss that commitment has a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. The commitment is self-emotional encouragement in a positive sense where the employees who want to enhance their career are committed to achieve their goals, and the employees who feel important to service are committed to increase their competence (Guridno & Sinambela, 2021)

This is a form of expression that shows that the employees believe and care about the organization. Without a commitment, the employees do not have a maximum effort in increasing competence and low motivation in achieving company or organizational goals. The drivers' commitment to their job are able to beat the workload. This shows that the drivers have a high commitment to their job (Rizki & Juhaeti, 2023)

The commitment is related to employees' emotional, identification and involvement in an organization. The affective commitment is an emotional connection to the organization and a belief in its values. The employee may still care about the organization because the organization cares about the environment as they likes it. This commitment encourages people to continue working for the organization because they agree with the goals and values in the organization. People with a high affective commitment have a desire to stay in the organization because they support the organization's goals and willing to achieve them (Aprijal, 2021)

It is recommended to the manager of the online motorcycle taxi of Lumajang Go in Lumajang to appreciate the drivers so that they feel appreciated which can increase their commitment and loyalty to the company.

### **The Effect of Workload and Commitment on Performance Simultaneously**

The discussion is related to the result of the third hypothesis which stated that there is a significant workload and commitment effect simultaneously on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. The result showed that workload and commitment have a significant effect simultaneously on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

Why the workload and commitment have a significant simultaneously on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang? This can be explained that these online drivers have a high commitment to their job and company so that the workload that may indeed be heavy is no longer a burden at work. Simultaneously, it can make the performance of the online motorcycle taxi drivers of Lumajang Go in Lumajang even better.

Therefore, it is recommended to the manager of the online motorcycle taxi of Lumajang Go in Lumajang to give the achievement and appreciate the drivers' performance so it can create a high commitment. The high commitment will increase the performance that also benefits the business owner eventually (Hendrawan & Wijaya, 2020)

### **CONCLUSION**

The objective of this research is to determine the effect of workload and commitment, both partially and simultaneously on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. It is proven that the workload has a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang. It is proven that the commitment has a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

It is proven that the workload and commitment have a significant effect on the online motorcycle taxi drivers' performance of Lumajang Go in Lumajang.

The results of this study are expected to give benefits to various parties, the researcher will also give some recommendations which can be considered by the manager of the online motorcycle taxi of Lumajang Go in Lumajang. The following recommendations are: The manager of the online motorcycle taxi of Lumajang Go in Lumajang to maintain not to give the excessive workload to the drivers, because if the workload exceeds the drivers' ability then likely to result in a decrease in their performance. The manager of the online motorcycle taxi of Lumajang Go in Lumajang to appreciate the drivers so that they feel appreciated which can increase their commitment and loyalty to the company. It is recommended for the further researchers who interested to study similar objects to study different businesses, because there may be different results. It is recommended to consider other aspects besides the workload and commitment that can affect the performance.

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