

THE INFLUENCE OF JOB FLEXIBILITY AND FINANCIAL COMPENSATION ON JOB SATISFACTION OF GRAB DRIVER PARTNERS IN TULUNGAGUNG

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Abstract: The purpose of this study is to examine the influence of job flexibility and financial compensation on job satisfaction among Grab driver partners in Tulungagung. The sample for this study consists of 100 Grab drivers, selected using purposive sampling, a technique based on specific criteria. Data analysis was conducted using multiple regression tests. The findings reveal that job flexibility significantly affects job satisfaction among Grab driver partners in Tulungagung, indicating that higher job flexibility leads to greater job satisfaction. Financial compensation also significantly influences job satisfaction among Grab driver partners in Tulungagung. Furthermore, job flexibility and financial compensation jointly have a significant impact on job satisfaction among Grab driver partners in Tulungagung.

Keywords: Job Flexibility, Financial Compensation, Job Satisfaction

INTRODUCTION

Time constantly evolves, compelling humanity to adapt and move in tandem with the progress of the era. Undeniably, these changes require individuals to endure and navigate various aspects of life. The evolution of time is accompanied by rapid technological advancements, which continue to develop and impact human lives worldwide. Technology represents a process that enhances added value, enabling the creation of products interconnected with existing ones. Consequently, it has become an integral component of broader systems (Sriyaningsih, Putu Martini, and Said 2021).

The discovery of various technological tools, one of which facilitates and simplifies human mobility, particularly in the field of online transportation, has undoubtedly brought significant benefits. With the emergence of numerous companies offering online transportation services, not only has mobility been made easier, but these companies have also created new job opportunities for the community, allowing individuals to join as online motorcycle taxi partners. According to Government Regulation (*Peraturan Pemerintah*) No. 44 of 1997 on Partnerships, Article 1, Clause 1 defines partnerships as cooperative relationships between businesses small, medium, and large based on principles of mutual necessity, reinforcement, and benefit. To enhance a nation's competitiveness in facing global challenges, it is essential to develop human resources capable of utilizing information and communication technology effectively and efficiently. Sunyoto (2015) states that human resource management involves the planning, organizing, coordinating, implementing, and supervising of activities related to the recruitment, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals.

Human resources within an organization play a vital role as drivers and managers in a company; therefore, employee job satisfaction is essential to prioritize. According to Gibson, Ivancevich, and Konopaske, R. (2012) job satisfaction refers to an employee's attitude toward their job, encompassing workplace conditions, collaboration among colleagues, compensation received, and factors related to both physical and psychological aspects. It stems from various job-related elements such as wages, promotion opportunities, and co-worker relationships. Everyone who joins a job expects to gain satisfaction from their workplace. Fundamentally, job satisfaction is an individual matter, as each person experiences varying levels of satisfaction based on their personal values. Consequently, the higher the satisfaction felt, the more positive the outcome.

One aspect that can influence job satisfaction is job flexibility. Job flexibility allows employees to better balance their job and personal lives. It is often portrayed as a key to a company's competitive success

due to its direct impact on jobbing conditions, productivity, and overall organizational performance. Job flexibility is a crucial factor that must be considered in any job, as it can significantly affect attitudes and behaviors related to job. This flexibility refers to employees having the opportunity to determine and adjust their job schedules to manage and balance their professional responsibilities alongside their personal obligations (Rubery, 2015).

Waspodo, Handayani, & Paramita (2013) state that job satisfaction refers to an attitude arising from an employee's feelings of pleasure or displeasure resulting from a specific job. The phenomena related to job flexibility, job satisfaction, and job motivation can be observed in one of the online ride-hailing service providers, PT. Grab Teknologi Indonesia. Technological advancements have driven the establishment of several online-based transportation companies, each offering its unique advantages, including Grab. In the current era, the presence of online ride-hailing applications has greatly facilitated daily mobility, enabling people to conveniently book rides online, thus catering to and serving the transportation needs of the community.

Grab implements a schedule flexibility system, which involves formal policies on jobplace flexibility established by human resource management. According to Abadi and Taufiqurrahman (2023) the implementation of schedule flexibility serves as a flexible job arrangement, allowing Grab drivers to determine how long they job (time flexibility), when they job (timing flexibility), and where they job (place flexibility). This approach helps retain Grab drivers by enabling them to continue improving their job quality, as they are given the freedom to job according to the hours they set. However, in practice, balancing job and personal life is not easy. Often, when a driver faces issues related to their job, it affects their job performance. Without fixed jobbing hours, drivers must manage and organize their schedules as effectively as possible to maintain consistency and avoid a decline in motivation, which could impact their ability to meet daily life needs due to an unbalanced job-life situation. When drivers feel satisfied with their performance and are able to job at their own pace, it can boost their motivation. However, this must be accompanied by careful consideration to ensure that there is a balance between job and personal life..

Job satisfaction is influenced by various factors such as salary, jobbing conditions, relationships with colleagues, job fit, and the provision of rewards such as bonuses to Grab driver partners. Recently, Grab has introduced changes to its incentive scheme, which has led to different reactions from Grab drivers regarding these adjustments. The changes in the incentive scheme can elicit various responses from driver partners, potentially affecting their performance and, in turn, influencing their job satisfaction. Moreover, the implementation of schedule flexibility can also impact the job satisfaction of Grab driver partners and consequently their job motivation, whether it leads to an increase or decrease. As observed, a decline in motivation can occur when drivers' performance drops due to intense competition with other Grab partners, causing dissatisfaction with their job. This is also evident when drivers frequently fail to job or take orders, showing a lack of enthusiasm to meet targets and earn bonuses or appreciation in the form of levels. Job flexibility and job satisfaction among Grab driver partners are important for the company to address, as they may have a significant impact on the drivers' motivation to perform in line with the company's expectations.

In addition to the factor of job flexibility, compensation also plays a crucial role in the consideration of employees. According to (Rozarie 2017) the level of job satisfaction and job motivation can be influenced by the compensation provided to employees. Compensation refers to the form of remuneration, services, and financial benefits that jobbers receive as part of the employment relationship (Putri 2022). Compensation is related to the rights received by employees in exchange for the sacrifices made within an organization or similar entity.

Parmin (2017) states that one of the objectives of providing compensation (rewards) is to enhance job satisfaction. Meanwhile, according to (Siagian 2014) The compensation provided to employees significantly affects job satisfaction, job motivation, and job outcomes. A company must understand the factors that create job satisfaction for its employees and provide appropriate compensation to achieve this satisfaction. Based on survey results, Grab driver-partners still require more attention to job flexibility, financial compensation, and job satisfaction. Moreover, Grab driver-partners are the primary assets of the company, playing a vital role in driving its operations. Therefore, for the company to remain competitive and sustainable, it is essential to maximize available resources and provide appropriate rewards for its driver-partners. This reward system is expected to enhance job satisfaction among Grab driver-partners, as the existence of PT. Grab Teknologi Indonesia is inseparable from their performance. Compensation is intended as a recognition for drivers and is expected to improve their job satisfaction. Thus, it becomes a critical focus for PT. Grab Teknologi Indonesia to enhance job satisfaction among its driver-partners, ultimately contributing to the achievement of the company's vision and mission.

RESEARCH METHOD

This research is classified as associative causal research, using quantitative data. Associative causal research is a study aimed at analyzing the relationship between one variable and another, or how one variable influences another variable (Arikunto 2017). This study is conducted to determine the effect of job flexibility and financial compensation on the job satisfaction of Grab driver partners in Tulungagung. This quantitative research also means a study that can measure the outcomes (Creswell 2018). Quantitative descriptive research can be used to demonstrate the influence of job flexibility and financial compensation on the job satisfaction of Grab driver partners in Tulungagung.

Population according to Sekaran and Bougie (2020) It can be defined as a group of people, events, or things that are of interest to be studied. The population in this study consists of Grab driver partners in Tulungagung, totaling 415 individuals. To determine the sample size, the Slovin formula was used, resulting in 80.58 respondents. To ensure a better fit for the study, the sample size was rounded up to 100. Therefore, the sample size used in this research consists of 100 respondents.

The data collection technique used in this study is a questionnaire. A questionnaire is a data collection method in which a set of written questions or statements is provided to respondents for them to answer (Haryanti 2019). To obtain the required data, the researcher employs several methods, including the questionnaire method. The questionnaire method is defined as "a set of questions presented in writing to an individual, referred to as the respondent. The responses are also provided in writing." (Creswell 2018).

The data analysis in this study uses the multiple regression formula. Multiple regression analysis is an extension of simple regression analysis. Its purpose is to predict the value of the dependent variable (Y) when there are two or more independent variables (X) (Morissan 2019). Multiple regression analysis is a tool used to predict the impact of two or more independent variables on a single dependent variable (to test the existence of a functional or causal relationship between two or more independent variables X_1, X_2, \dots, X_i and a dependent variable Y).

RESEARCH RESULT

The validity test refers to the reliability and accuracy of the measurement tool used. This test is employed to determine whether an item is suitable for use or not. Validity measurement is conducted using Pearson Product Moment analysis. To determine the validity of the instrument, the correlation results are compared with the critical value from the correlation table at a significance level of 5%. If the correlation value exceeds the table value, the instrument is considered valid and appropriate for data collection. To assess the level of instrument validity, the researcher used SPSS version 26. The results of the validity test are presented in Table 1 below:

Table 1 The Results of the Validity Test for the Job Flexibility Variable

Question	r Count	r Table	Conclusion
X1	0.558	0.1966	Valid
X2	0.679	0.1966	Valid
X3	0.427	0.1966	Valid
X4	0.724	0.1966	Valid
X5	0.660	0.1966	Valid
X6	0.702	0.1966	Valid

Source: Primary data processed with SPSS, 2024.

Table 1 demonstrates that all six question items are deemed valid, as the calculated r-count exceeds the r-table value.

The results of the validity test are presented in Table 2 below:

Table 2 The Results of the Validity Test for the Financial Compensation Variable

Question	r Count	r Table	Conclusion
X2.1	0.448	0.1966	Valid
X2.2	0.653	0.1966	Valid
X2.3	0.618	0.1966	Valid
X2.4	0.376	0.1966	Valid
X2.5	0.648	0.1966	Valid
X2.6	0.623	0.1966	Valid
X2.7	0.503	0.1966	Valid

X2.8	0.517	0.1966	Valid
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Source: Primary data processed with SPSS, 2024.

Table 2 indicates that all eight question items are deemed valid, as the calculated r -count exceed the r -table values.

The results of the validity test are presented in Table 3 below:

Table 3 The Results of the Validity Test for the Job Satisfaction

Question	r Count	r Table	Conclusion
Y1	0.612	0.1966	Valid
Y2	0.676	0.1966	Valid
Y3	0.381	0.1966	Valid
Y4	0.646	0.1966	Valid
Y5	0.651	0.1966	Valid
Y6	0.691	0.1966	Valid
Y7	0.411	0.1966	Valid
Y8	0.647	0.1966	Valid

Source: Primary data processed with SPSS, 2024.

Table 3 shows that all ten question items are deemed valid, as the calculated r -count exceed the r -table values.

Reliability testing is a process used to assess the accuracy of data, ensuring its suitability for determining the quality of research findings. In this study, reliability is evaluated based on the Cronbach's alpha coefficient, which must be greater than or equal to 0.60 to indicate sufficient reliability. The reliability test results for the three variables are presented in Table 4 below:

Table 4 Reliability Test Result

Variabel	Cronbach's Alpha
Job flexibility	0,693
Financial compensation	0,660
Job satisfaction	0,740

Source: Primary data processed with SPSS, 2024.

The results of the questionnaire reliability test presented in Table 4 indicate that the Cronbach's alpha values are > 0.60 . This signifies that all variables are reliable.

The normality test aims to determine whether the regression model involving the dependent and independent variables follows a normal distribution. The normality test can be conducted using two approaches: graphical analysis and statistical testing. In this study, the normality test was performed using the One-Sample Kolmogorov-Smirnov test. The data distribution is considered normal if the significance value is greater than 0.05.

**Table 5 Normality Test Result
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.38889848
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.061
Test Statistic		.079
Asymp. Sig. (2-tailed)		.123 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data processed with SPSS, 2024.

Based on the normality test table, the Asymp. Sig. value is 0.123, which is greater than 0.05 (0.123 $>$ 0.05). Therefore, it can be concluded that the data is normally distributed. The results of the normality test in the data analysis are presented in Figure 1 as follows:

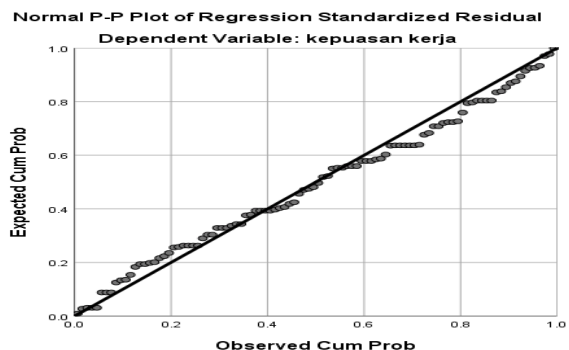


Figure 1 Normality Test Result

Source: Primary data processed with SPSS, 2024

Based on the figure above, it is shown that the data spreads around the diagonal line and follows the direction of the diagonal line. Therefore, it can be concluded that the residual data is normally distributed.

The multicollinearity test is a method used to identify and detect the presence of a strong linear relationship among independent variables in a calculation. High multicollinearity can make it difficult to distinguish and isolate the effects of each independent variable on the dependent variable. One way to observe such relationships is by examining the covariance coefficient matrix from the data processing results. The larger the covariance coefficient, the higher the multicollinearity, and the stronger the relationship between the two independent variables.

Table 6 Multicollinearity Test Result Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Fleksibilitas Kerja	.255	3.928
kompensasi finansial	.255	3.928

a. Dependent Variable: kepuasan kerja

Source: Primary data processed with SPSS, 2024

Based on the table above, two parameters are used to detect multicollinearity: the tolerance value and the Variance Inflation Factor (VIF) value. The tolerance value must be > 0.10 , and the VIF value must be < 10 . From the calculations above, the tolerance value is > 0.10 , and the VIF value is less than 10.00 , indicating that multicollinearity is not detected.

The heteroscedasticity test is used to determine whether there is an indication of non-homogeneous variance among residuals, which can result in inefficient estimates. Heteroscedasticity occurs if the correlation coefficients of the independent variables are significant at a 5% significance level. A good regression model is one that does not exhibit heteroscedasticity. There are several methods to detect heteroscedasticity, one of which is by observing a scatter plot. A good regression model is achieved when the residual scatter diagram does not form a specific pattern and the data points are spread around zero on the Y-axis. Additionally, the graph should not show any specific patterns, such as clustering in the center, narrowing and then widening, or vice versa.

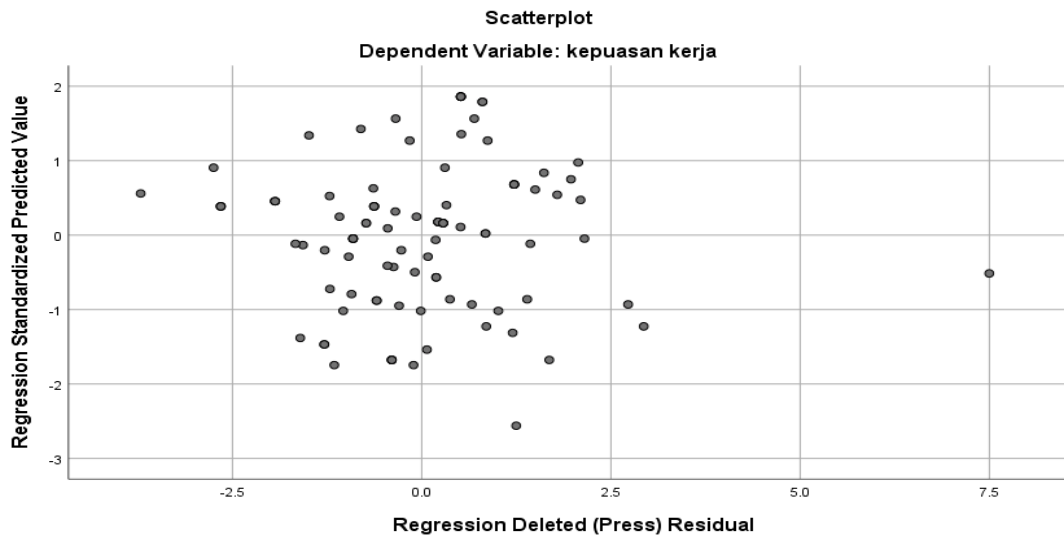


Figure 2 Heteroscedasticity Test Result
Source: Primary data processed with SPSS, 2024

Figure 2 illustrates that the scattered data does not form any specific pattern and is distributed around the zero point on the Y-axis. This indicates that the data under study meets the heteroscedasticity assumption.

The multiple linear regression analysis, based on the results of the multiple linear regression test, is presented in the coefficients table as follows:

Table 7 Results of Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.415	1.465		.965	.337
	Fleksibilitas Kerja	.900	.080	.745	11.274	.000
	kompensasi finansial	.277	.082	.223	3.380	.001

a. Dependent Variable: kepuasan kerja

Source: Primary data processed with SPSS, 2024

Based on the regression analysis results presented in Table 7, the regression equation can be formulated as follows:

$$Y = 1.415 + 0.900 X_1 + 0.277 X_2 + 1.465 e$$

The regression equation above can be interpreted as follows. The constant value of 1.415 indicates that the intersection of the regression line on the Y-axis is located at 1.415. This value is constant, meaning it is not influenced by either the independent or dependent variables. The regression coefficient for job flexibility (X_1) is 0.900, which is positive. This implies that if the job flexibility variable (X_1) increases by one unit, the financial compensation variable (X_2) will increase by 0.900, assuming all other variables remain constant. The regression coefficient for financial compensation (X_2) is 0.277, which is also positive. This indicates that if the financial compensation variable (X_2) increases by one unit, the job flexibility variable (X_1) will increase by 0.277, assuming all other variables remain constant.

The F-test (Model Feasibility Test) is conducted to determine whether the job flexibility variable (X_1) and the financial compensation variable (X_2) have a significant predictive capability for the job satisfaction variable (Y).

Table 8 F Test Result
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1580.385	2	790.193	401.355	.000 ^b

Residual	190.975	97	1.969	
Total	1771.360	99		

- a. Dependent Variable: kepuasan kerja
 b. Predictors: (Constant), kompensasi finansial , Fleksibilitas Kerja
 Source: Primary data processed with SPSS, 2024

Based on the F-test results presented in Table 4.18, it can be observed that F-count > F-table, specifically 401.355 > 3.09, with a significance value of 0.000 < 0.05. This indicates that job flexibility (X1) and financial compensation (X2) simultaneously have a positive and significant effect on job satisfaction (Y).

The t-test aims to determine whether there is a partial (individual) effect of the independent variable (X) on the dependent variable (Y).

Table 9 T-Test Result Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.415	1.465		.965	.337
	Fleksibilitas Kerja	.900	.080	.745	11.274	.000
	kompensasi finansial	.277	.082	.223	3.380	.001

- a. Dependent Variable: kepuasan kerja
 Source: Primary data processed with SPSS, 2024

Based on the t-test results presented in Table 9 can be observed that t-count > t-table, specifically 11.274 > 1.98472, with a significance value of 0.000 < 0.05. This indicates that job flexibility (X1) has a positive and significant partial effect on job satisfaction (Y). Similarly, the t-test results in Table 9 show that t-count > t-table, specifically 3.380 > 1.98472, with a significance value of 0.001 < 0.05. This indicates that financial compensation (X2) also has a positive and significant partial effect on job satisfaction (Y).

The determination analysis (R²) and multiple regression analysis were used to examine the influence of independent variables, including job environment and job discipline, as well as to test the proposed hypotheses. Using SPSS 26.0 for Windows, the regression calculation yielded multiple regression coefficients, which are presented comprehensively in the following table:

Table 10 Regresion Output Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.892	.890	1.40314

- a. Predictors: (Constant), kompensasi finansial , Fleksibilitas Kerja

Source: Primary data processed with SPSS, 2024

Based on Table 10, the R-value is 0.945, indicating a very strong correlation between the independent variables, namely job flexibility and financial compensation. The R² value is 0.892, which means that the independent variables (job flexibility and financial compensation) explain 89.2% of the variation in the dependent variable (job satisfaction), while the remaining 10.8% is influenced by other factors.

RESEARCH DISCUSSION

The Effect of Job Flexibility on Job Satisfaction of Grab Driver Partners in Tulungagung

Based on the data analysis, the results of this study indicate that job flexibility has a significant effect on the job satisfaction of Grab driver partners in Tulungagung. This is evidenced by the calculated t-count > t-table specifically 11.274 > 1.98472, and a significance value of 0.000 < 0.05. Therefore, it can be concluded that job flexibility has a positive and significant partial effect on job satisfaction. This implies that the higher the job flexibility, the greater the level of job satisfaction.

Sugama (2017) found that employees are more satisfied with their jobs when they can choose when to start and finish their job. The ability to adapt job schedules is part of hierarchical adaptability, which can assist individuals in managing both job and family obligations. As a result, job adaptability can be considered a significant benefit in the workplace. Variations in job arrangements are a form of job flexibility

that helps prevent boredom among employees. Providing flexible jobbing hours can enhance employees' sense of responsibility and promote a better job-life balance within the organization (Putri 2022).

The study by Fadila and Rezeki (2023), found that job flexibility has a significant positive effect on job satisfaction. The research by (Huda and Ekhsan 2023), shows that flexitime leads to increased job satisfaction, but has a negligible effect on performance.

The Effect of Financial Compensation on Job Satisfaction of Grab Driver Partners in Tulungagung

Based on the data analysis, the results of this study indicate that financial compensation has a significant effect on job satisfaction among Grab driver partners in Kediri City. This is evidenced by the obtained t-count $>$ t-table specifically $3.380 > 1.98472$, and a significance value of $0.001 < 0.05$. Therefore, it can be concluded that financial compensation (X2) has a positive and significant partial effect on job satisfaction (Y).

The company, through the compensation paid to employees, can influence job fulfillment. In the workplace, representatives are entitled to legitimate wages for the administration they have provided to the organization, ensuring that they receive proper compensation for their hard job and high job performance. This is further supported by the study by (Asmarantaka 2012) which states that the purpose of providing compensation (rewards) is as a form of participation obligation, job fulfillment, achievement success, inspiration, representative stability, discipline, and the influence of trade unions and the government. This finding aligns with Yasin (2022) research, which discovered that monetary compensation has a positive and significant effect on job satisfaction. Transportation company partners are among the organization's most valuable assets, and their human resources must be adequately compensated so that they can better serve their customers.

The study by Thanan, Pio, and Kalangi (2021), found that financial compensation has a significant positive effect on job satisfaction.

Job flexibility and financial compensation have a joint effect on job satisfaction among Grab driver partners in Tulungagung

Based on the data analysis of this study, it shows that job flexibility and financial compensation have a significant effect on job satisfaction among Grab driver partners in Tulungagung. This is evidenced by the calculated F-count $>$ F-table which $401.355 > 3.09$ and the significance value of $0.000 < 0.05$. Therefore, it can be concluded that job flexibility (X1) and financial compensation (X2) have a positive and significant simultaneous effect on job satisfaction (Y).

Job flexibility and financial compensation are factors that influence job satisfaction among Grab driver partners. Flexible jobbing hours also have a positive impact on the mental health of organizational members by reducing their stress levels (Huda and Ekhsan 2023). Kreitner, Kinicki, and Buelens (2001) argue that the mental health of organizational members has a positive effect on their job satisfaction. This positive impact on job satisfaction will subsequently affect job performance, which in turn influences employee performance.

According to the theory of (Aliyah and Ariyanto 2021) job satisfaction is an employee's attitude toward their job, which is related to the job environment, cooperation among employees, the rewards received from job, and factors related to physical and psychological aspects. Based on this definition, wages and incentives are financial compensations that are related to the job satisfaction of Grab driver partners.

In this study, previous research from sources such as (Abadi and Taufiqurrahman 2023; Fadila and Rezeki 2023; Huda and Ekhsan 2023; Thanan, Pio, and Kalangi 2021; Yasin 2022) suggests that both job flexibility and financial compensation simultaneously have an impact on the job satisfaction of driver partners.

CONCLUSION

Based on the results of the study and discussion, the following conclusions can be drawn: Job flexibility has an effect on the job satisfaction of Grab driver partners in Tulungagung, as evidenced by the obtained t-count $>$ t-table which is $11.274 > 1.98472$, and a significance value of $0.000 < 0.05$. Thus, it can be concluded that job flexibility has a positive and significant partial effect on job satisfaction. This means that the higher the job flexibility, the higher the job satisfaction. Financial compensation also has an effect on the job satisfaction of Grab driver partners in Tulungagung, as evidenced by the obtained t-count $>$ t-table which is $3.380 > 1.98472$, and a significance value of $0.001 < 0.05$. Therefore, it can be concluded that financial compensation (X2) has a positive and significant partial effect on job satisfaction (Y). Furthermore, job

flexibility and financial compensation together have an effect on the job satisfaction of Grab driver partners in Tulungagung, as evidenced by the obtained F-count > F-table which is 401.355 > 3.09, and a significance value of 0.000 < 0.05. Thus, it can be concluded that both job flexibility (X1) and financial compensation (X2) simultaneously have a positive and significant effect on job satisfaction (Y).

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