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**The effect of Compensation, Job Insecurity, and Work Motivation to
Turnover Intention on Drivers Online in Jakarta**

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Abstract: This study aims to determine the effect of compensation, job insecurity, work motivation on turnover intention on online drivers in Jakarta. The research survey was in Jakarta using purposive sampling with 211 respondents. The data analysis technique used SPSS version 26. The results of this study indicate that compensation has a negative effect on turnover intention. job insecurity has a positive effect on turnover intention. Work motivation has a positive effect on turnover intention.

Keywords: Compensation, Job Insecurity, Turnover Intention and Work Motivation.

background

The development of the era that is getting faster, makes all organizations or companies throughout the country, especially in the business sector, encouraged to increase their productivity and performance. Strong competition requires companies to work more effectively and efficiently to compete with other companies on a domestic or foreign scale. (Saputra et al., 2018).

Means of transportation is an inseparable part of a person. Transportation is an important facility in supporting activities in daily life. Transportation is a reinforcement in increasing the wheels of the economy, strengthening unity and influencing aspects of life. The better the transportation of a country, the better the economic life (Rahma, 2020). One of them is the capital city of Indonesia, namely, DKI Jakarta. Some time ago until now, we are facing the Covid – 19 pandemic. This pandemic has greatly impacted human life regardless of status, age, gender, and others. During the current pandemic, many small and large companies have been forced to go out of business due to lack of market demand.



Katadata.com explained that during the 2020 pandemic, several offline transportation companies experienced losses. For example, Blue Bird, which suffered losses of up to Rp. 93.67 billion. Furthermore PT. Express Trasindo Utama Tbk which also suffered a loss of Rp. 43.44 billion (Aldin, 2020). The Covid – 19 pandemic is affecting the business world dramatically through increased automation and digitalization. Many companies are accelerating in the field of digitization so they are not unable to compete with other companies. The development of automation and digitalization is also being felt by Grab. In 2012, Grab was a taxi ordering application. Then it developed its product platform including rental car and motorcycle taxi ordering services. Grab services are intended to provide drivers and passengers with an alternative to driving that emphasizes speed, safety and certainty.

In connection with the acceleration of technology, it must be based on human resource management (HR). HR management is very important in the company in order to run and maintain the smooth running of the company's activities. For this reason, it is necessary to have planning, organizing, directing, and monitoring that must be carried out. Without these things, the activities carried out become directionless so that it will cause internal company problems to arise (Dhananjaya & Dewi, 2018).

If the company has poor human resource management, it will result in losses that will be experienced by the company. Such as increasing desire to leave, which is also called turnover intention. Turnover intention is an employee's willingness to leave the company voluntarily or move from where he works now to a new workplace according to his own choice (Tiwi 2018).

Signs of a willingness to leave (turnover intention) can be seen by the increasing rate of absenteeism, the feeling of delaying work and being lazy to work, the rate of violations of regulations continues to increase, the increase in protests against superiors (Chandra 2018). An increase in protests was also carried out by thousands of online motorcycle taxi drivers in March 2022 who demanded the applicator regarding the evaluation of tariffs. Drivers complain about the lower fare of 6,400 rupiah / km. Online motorcycle taxi drivers also hope that there will be additional costs so as not to burden customers and drivers. In addition, the rates imposed by online motorcycle taxi officials are not in balance with the rates given by the government in dailyjogja.com news. (Subarkah, 2022). August 29, 2022 is also the time that will later perpetuate the momentum of thousands of online motorcycle taxi drivers to voice their opinions regarding setting lower rates. In addition, there are still 9 demands that will be presented at the demonstration. For example, involving the community to formulate rates and reduce application discounts reported by cnbcindonesia.com (Novina Putri Bestari, 2022).

Grab driver partners feel job insecurity due to a threatening work situation. For example, there are fictitious orders or fake orders that are still often received by Grab driver-partners. One of Grab's partners, Mr. Gatot Wijayanto, last received a fictitious order last month. When interviewed he said that the address given by the consumer is an empty field. He delivered food that should have been paid for in cash.



News.detik.com reported that Mr. Agus, as a Grab partner, was also a victim of a fictitious order. He said that the address given did not match the location point. In addition, there are still 6 driver-partners who get fictitious orders at the same point with the same consumer name (Darmawan, 2021). The psychological condition of employees that expresses a feeling of confusion or insecurity due to changes in environmental conditions. Employees who feel very insecure will leave the company (Heryanda, 2019; Silva et al., 2022). Aligned with research Leovani and Inharjano (2020) states that there is a relationship between job insecurity and turnover intention.

Continuous problems will result in the emergence of negative thoughts and anxiety for working employees (Dhananjaya & Dewi, 2018). The emergence of negative thoughts and anxiety allows employees to think about the continuity of performance in the organization. Employees who feel anxious and uncomfortable will voluntarily think about finding a new company that is better than the company where they work now (Cinar et al. 2014; Dhananjaya and Dewi 2018).

THEORETICAL FRAMEWORK

Turnover Intention

Desire (intention) is a desire that arises in oneself to complete something. While turnover is the process of employees leaving a company or organization and a replacement must be found immediately (Astawa and Sutapa 2020). Maulidah et al. (2022) added that intention is a desire that comes from the workforce in carrying out an activity. Turnover is the level of employees who resign or leave work. From the definition previously mentioned, the researcher draws the conclusion that turnover intention is an employee's plan to leave work consciously to get a better job but has not been accompanied by a definite activity to move companies.

Compensation

Compensation is a gift received by employees as a form of reciprocity issued by the company because it has helped to achieve organizational goals that have been set. (Raharjo et al., 2021; Sija, 2021). Compensation is something that is material or non-material that is given directly or indirectly to employees (Choiriyah et al., 2018; Mushawir et al., 2019; Purwati et al., 2020). Compensation usually has two methods; direct financial (wages, salaries, incentives, commissions and bonuses) and indirect financial (financial benefits such as insurance and vacations). Compensation is a material or non-material reciprocity given by the company to employees to repay the energy and thoughts expended by the workforce and is a benchmark for differentiating between workers.

Job Insecurity

According to (Gayatri & Muttagiyathun, 2020; Rehatta et al., 2022) Job insecurity is a psychological condition of employees who feel confused or feel insecure due to changing environmental conditions (perceived impermanence). Another definition put forward by Saputri et al. (2020) that job insecurity is a situation that is felt by employees because of the uncertainty they face. The conclusion from the definitions above is that job insecurity is a condition that is felt by employees over anxiety about the sustainability of work that comes from factors such as shifting work areas, threatening work situations, and the future of the job.



Work motivation

Work motivation is a process that considers the intensity, direction and persistence of individual efforts to direct all high-level efforts by providing encouragement and enthusiasm for oneself, whether consciously or not, to achieve organizational goals. (Muklis et al., 2022). In line with the opinion expressed by Suriadi et al. (2022) Work motivation is a person's strength (energy) that can lead to a level of persistence and enthusiasm in carrying out an activity. The conclusion from the definitions above is that work motivation is an encouragement that is influenced by internal or external factors in order to encourage motivation for employees to do the job optimally and fulfill the company's goals to be achieved

Theoretical Framework

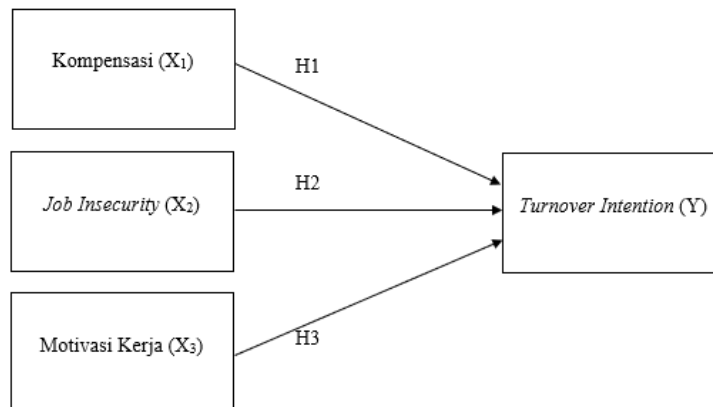


FIGURE 2. THEORETICAL FRAMEWORK
Source: Data processed by Researchers (2022)

Compensation and Turnover Intention

Study Alzahrani and Shaddady (2021) has the aim of analyzing the impact of financial compensation and non-financial compensation on turnover intention. The number of respondents studied was 142 employees of the Saudi Arabia oil company using the G-form survey. The results of this study indicate that financial compensation and non-financial compensation have a positive effect on turnover intention. It is stated more specifically that non-financial compensation is promotion and training.

Job Insecurity and Turnover Intention



StudyBrahmannanda and Dewi (2020)The results of this study show that job insecurity has a positive and significant relationship to turnover intention. Compensation and job satisfaction have a negative relationship to turnover intention. Job insecurity has a negative relationship with job satisfaction. Compensation has a positive relationship to job satisfaction and job satisfaction mediates between job insecurity and compensation on turnover intention. In this study using Structural Equation Modeling (SEM) as a tool for data analysis techniques.

Work Motivation and Turnover Intention

StudyMasfufah (2017)shows that the results of the study show that work motivation and job satisfaction affect turnover intention. Meanwhile, work motivation has no significant effect on turnover intention. Job satisfaction has a negative effect on turnover intention.

METHODS

Research design

The research method used in this study is a quantitative method which is processed using primary data through online surveys. Researchers tested the hypotheses listed and tested the independent variables on the dependent variable. With the chosen method, researchers want to know the effect of compensation, job insecurity, and work motivation on turnover intention.

Population and Sample

The population taken in this study were online motorcycle taxi drivers in Jakarta. The sampling technique in this study is by using a purposive sampling technique. The sample characteristics needed in this study are drivers who are at least 17 years old and live in Jakarta. As well as having experience working as an online motorcycle taxi driver at Grab for at least 3 months.

Data Collection Techniques and Measurement Scales

The data used by researchers in this study are primary data obtained by distributing online or online questionnaires to online motorcycle taxi drivers who live in Jakarta as many as 211 respondents. In this study, researchers used an even six-point Likert scale with answer criteria (1) Strongly Disagree, (2) Disagree, (3) Slightly Disagree, (4) Slightly Agree, (5) Agree, and (6) Strongly Agree.

Data analysis technique

The analysis tool used is SPSS. To find out the correlation in validity, the researcher used factor analysis using EFA (Exploratory Factor Analysis) in SPSS software. This study uses a reliability test with the Cronbach's Alpha formula. If the Cronbach's Alpha value is > 0.6 , then the research instrument is said to be reliable, and vice versa.

Classical Assumption Test namely; Normality test with data criteria > 0.05 i.e. data normally distributed, Linearity Test with data criteria < 0.05 i.e. data having a linear relationship, Multicollinearity Test with VIF data criteria > 5 i.e. independent variables having correlation, Heteroscedasticity Test with Sig data criteria > 0.05 , that is, the variable does not have



heteroscedasticity problems. Test Analysis namely; Multiple Linear Regression, F test with data criteria F count is greater than F table or sig value < 0.05 , T test with data criteria accepted if tcount $>$ ttable or the significance value is greater than 0.05, and the Coefficient of Determination with the data criteria for the value of the coefficient of determination ranges from zero to one

RESULTS

Data Description

In this study, the characteristics of the respondents include age, domicile, length of work, gender, educational status and educational status of the respondents, can be seen in the following table.

1. Age

No	Age	Number of Respondents	Percentage
1	> 17 years	211	100%

Table 1. Number and Percentage of Respondents' Age

Source: Data processed by Researchers (2023)

2. domicile

No	domicile	Number of Respondents	Percentage
1	DKI Jakarta	211	100%

Table 2. Number and Percentage of Respondents' Domiciles

Source: Data processed by Researchers (2023)

3. Working time

No	Age	Number of Respondents	Percentage
1	> three months	211	100%

Table 3. Number and Percentage of Respondents Working Time



Source: Data processed by Researchers (2023)

4. Gender

No	Gender	Number of Respondents	Percentage
1	Man	208	98.6%
2	Woman	3	1.4%

Table 4. Number and Percentage of Respondents' Gender

Source: Data processed by Researchers (2023)

5. Educational status

No	Educational status	Number of Respondents	Percentage
1	< high school	2	0.9%
2	high school	209	99.1%

Table 5. Number and Percentage of Respondents' Educational Status

Source: Data processed by Researchers (2023)

6. Marital status

No	Marital status	Number of Respondents	Percentage
1	Not married yet	161	76.3%
2	Marry	50	23.7%

Table 6. Number and Percentage of Respondents' Marital Status

Source: Data processed by Researchers (2023)

Results



Validity test

Validity test is used to measure the validity of an instrument to be used. Researchers use EFA (Exploratory Factor Analysis) with SPSS software. Whether an indicator is valid or not can be seen from the factor loading value of 0.40, if the factor loading value is <0.40 then it can be declared invalid.

No	Indicator	<i>Factor loading</i>	Information
1	KO1	0.855	Valid
2	KO2 Incentives given by the company in accordance with the work performed	0.979	Valid
3	KO3 Incentives received according to my performance	0.861	Valid
4	KO4 I feel that the incentives provided by the company are in accordance with my field of work	0.977	Valid
5	KO5 Grab provides health insurance to driver-partners	0.564	Valid
6	KO6 Grab provides driver-partner family welfare benefits such as scholarships, discounts on family needs	0.609	Valid
7	KO7 I am responsible for work or orders given by Grab	0.916	Valid
8	KO8 I have the intention to do a better job than before	0.868	Valid
9	KO9 I have a wonderful co-worker	0.920	Valid
10	KO10 Grab makes policies that do not burden partner drivers	0.872	Valid

Table 7. Factor Loading Compensation

Source: Data processed by Researchers (2023)



No	Indicator	<i>Factor loading</i>	Information
1	I think the incentives given are not appropriate	0879	Valid
2	I worry about less interesting work assignments in the future	0814	Valid
3	I feel threatened by a reduction in incentives	0.883	Valid
4	I feel threatened to stay on the same level	0.757	Valid
5	I am worried that losing my job will affect my own dignity	0.856	Valid
6	The possibility of losing my job fills my mind at the moment	0.874	Valid
7	I'm worried about being terminated as a Grab partner if I violate company rules	0.823	Valid
8	I feel worried that I will have to leave my job before I want to	0.872	Valid
9	I feel powerless against Grab's regulations which are quite burdensome	0.785	Valid
10	I feel helpless in the face of circumstances that exist in the environment	0.808	Valid

Table 8. Factor Loading Job Insecurity

Source: Data processed by Researchers (2023)

No	Indicator	<i>Factor loading</i>	Information
1	I have a desire to complete an order given by Grab	0.935	Valid



2	I always comply with Grab regulations	0.908	Valid
3	I'm always serious at work	0.918	Valid
4	I always want to work better than before	0.941	Valid
5	I remain persistent at work even though the environment is less supportive	0.922	Valid
6	I always try to work beyond the target given by Grab	0.924	Valid

Table 9. Factor Loading Work Motivation

Source: Data processed by Researchers (2023)

No	Indicator	<i>Factor loading</i>	Information
1	I always thought about resigning from Grab	0.943	Valid
2	I am considering leaving a Grab driver partner	0.938	Valid
3	I'm looking for better job info than the current job	0.937	Valid
4	I am ready to leave if accepted in another company	0.954	Valid
5	I have the intention to stop being a Grab driver partner	0.937	Valid
6	I will prepare myself after I stop being a Grab driver partner	0.948	Valid

Table 10. Factor Loading Turnover Intention

Source: Data processed by Researchers (2023)

Reliability Test



Based on the table of Cronbach's alpha values, it can be concluded that the variables customer loyalty, service quality, product quality, and customer satisfaction are declared reliable. This is because a variable is declared reliable because it has a Cronbach's alpha value > 0.60.

No.	Variable	Cronbach's Alpha	Status
1.	Compensation	0939	Reliable
2.	Job Insecurity	0914	Reliable
3.	Work Motivation	0966	Reliable
4.	Turnover Intention	0.975	Reliable

TABLE 11. CRONBACH'S ALPHA VALUE

Source: Data processed by researchers(2023)

Classic assumption test

1. Normality test

N		209	
Normal Parameters, b	Means	.0000000	
	std. Deviation	.83597055	
Most Extreme Differences	absolute	.080	
	Positive	.050	
	Negative	-.080	
Test Statistics		.080	
asyp. Sig. (2-tailed)		.003c	
Monte Carlo Sig. (2-tailed)	Sig.	.130d	
	99% Confidence Intervals	LowerBound	.121
		Upperbound	.138

TABLE 12. NORMALITY TEST

Source: Data processed by researchers(2023)



This shows the significance value of compensation, job insecurity, and work motivation > 0.05. So that it can be concluded that the data is normally distributed so that the next analysis test can be carried out

2. Linearity Test

ANOVA Table							
			Sum of Squares	df	MeanSquare	F	Sig.
TotalTI * TotalKO	Between Groups	(Combined)	4,626	6	.771	.937	.469
		Linearity	2,857	1	2,857	3,473	.064
		Deviation from Linearity	1,770	5	.354	.430	.827
	Within Groups		166,158	202	.823		
	Total		170,785	208			

TABLE 13. COMPENSATION LINEARITY TEST

Source: Data processed by researchers(2023)

This shows that the significance value of the compensation variable (X1) on turnover intention is > 0.05. So that it can be concluded that the two variables have a linear relationship.

ANOVA Table							
			Sum of Squares	Df	MeanSquare	F	Sig.
TotalTI * TotalJS	Between Groups	(Combined)	19,754	10	1975	2,590	006
		Linearity	17,508	1	17,508	22,953	.000
		Deviation from Linearity	2,246	9	.250	.327	.965
	Within Groups		151031	198	.763		
	Total		170,785	208			



TABLE 14. JOB INSECURITY LINEARITY TEST

Source: Data processed by researchers(2023)

This shows that the significance value of the job insecurity variable (X2) on turnover intention is > 0.05 . So that it can be concluded that the two variables have a linear relationship.

ANOVA Table							
			Sum of Squares	df	MeanSquare	F	Sig.
TotalTI * TotalMK	Between Groups	(Combined)	21,766	5	4,353	5,930	.000
		Linearity	14,750	1	14,750	20,094	.000
		Deviation from Linearity	7.016	4	1,754	2,389	.052
	Within Groups		149,019	203	.734		
	Total		170,785	208			

TABLE 15. WORK MOTIVATION LINEARITY TEST

Source: Data processed by researchers(2023)

This shows that the significance value of the work motivation variable (X3) on turnover intention is > 0.05 . So that it can be concluded that the two variables have a linear relationship.

3. Multicollinearity Test

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	28,067	2,901		9,675	.000		
	TotalKO	-.086	.042	-.134	2,067	.040	.976	1,024
	TotalJS	.095	.030	.222	3.163	.002	.838	1,193
	TotalMK	.124	.041	.210	3,024	.003	.856	1,169

TABLE 16. MULTICOLLINEARITY TEST

Source: Data processed by researchers(2023)



Referring to the table, it can be seen that the compensation tolerance value (X1) is 0.976, job insecurity (0.838) and work motivation (0.856) which is > 0.1 and the variance inflation factory value is 1.024, 1.193, 1.169 which is < 10 , so it can be concluded that there is no multicollinearity problem.

4. Heteroscedasticity Test

correlations						
			TotalKO	TotalJS	TotalMK	Unstandardized Residuals
Spearman's rho	TotalKO	Correlation Coefficient	1,000	-.133	.067	.038
		Sig. (2-tailed)	.	.055	.337	.580
		N	209	209	209	209
	TotalJS	Correlation Coefficient	-.133	1,000	.302**	-.006
		Sig. (2-tailed)	.055	.	.000	.933
		N	209	209	209	209
	TotalMK	Correlation Coefficient	.067	.302**	1,000	-.041
		Sig. (2-tailed)	.337	.000	.	.559
		N	209	209	209	209
	Unstandardized Residuals	Correlation Coefficient	.038	-.006	-.041	1,000
		Sig. (2-tailed)	.580	.933	.559	.
		N	209	209	209	209

TABLE 17. HETEROSCEDASTICITY TEST

Source: Data processed by researchers(2023)



Referring to the table, it can be seen that the significance value of compensation (X1) is 0.580, job insecurity (0.933) and work motivation (0.559). It can be concluded that there is no heteroscedasticity problem.

5. Multiple linear regression

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	28,067	2,901		9,675	.000		
	TotalKO	-.086	.042	-.134	2,067	.040	.976	1,024
	TotalJS	.095	.030	.222	3,163	.002	.838	1,193
	TotalMK	.124	.041	.210	3,024	.003	.856	1,169

TABLE 18. MULTIPLE LINEAR REGRESSION

Source: Data processed by researchers(2023)

Referring to the multiple regression analysis table, the equation can be formulated as follows:

$$Y = 28.067 - 0.086 X_1 + 0.095 X_2 + 0.124 X_3$$

Hypothesis testing



1. F test

ANOVAa						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	25,425	3	8,475	11,952	.000b
	residual	145,360	205	.709		
	Total	170,785	208			

TABLE 19.F TEST

Source: Data processed by researchers(2023)

This shows that F count 11.952 > F table 1.971603 so that it can be concluded that the variables of compensation (X1), job insecurity (X2) and work motivation (X3) have a simultaneous effect on the variable turnover intention (Y).

2. T test

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	28,067	2,901		9,675	.000		
	TotalKO	-.086	.042	-.134	2,067	.040	.976	1,024
	TotalJS	.095	.030	.222	3,163	.002	.838	1,193
	TotalMK	.124	.041	.210	3,024	.003	.856	1,169

TABLE 20.T TEST

Source: Data processed by researchers(2023)

Therefore it is understood that if the calculated t value is (2.067) > t table (1.971603) then it can be concluded that there is a significant influence between the compensation variable (X1) on the turnover intention variable (Y). Then for the job insecurity variable (X2) it is known t count is (3.163) > t table (1.971603) so it can be concluded that there is a significant influence between the job insecurity variable (X2) on the turnover intention variable (Y). Furthermore, in the work motivation variable (X3) it is known that t count is (3.024) > t table (1.971603) so that it can be concluded that



there is a significant influence between the work motivation variable (X3) on the turnover intention variable (Y).

3. Coefficient of Determination

Summary modelb				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.386a	.149	.136	.84207

TABLE 21. COEFFICIENT OF DETERMINATION

Source: Data processed by researchers(2023)

The percentage of compensation variable (X1), job insecurity (X2), and work motivation (X3) to explain the variable turnover intention (Y) simultaneously or collectively is 13.6%, while some of it can be influenced by other variables not studied in this research.

DISCUSSION

Effect of Compensation on Turnover Intention

Based on the analysis test described above, the compensation coefficient (X1) is negative in the amount of -0.86 meaning that if the compensation variable increases by 1 value, then it will be followed by a decrease in the value of the variable turnover intention (Y) amounting to 0.86 assuming that the variable value is fixed. The coefficient is negative, which means that there is a negative or opposite relationship between compensation (X1) and turnover intention. That is, if compensation (X1) increases, then turnover intention (Y) will decrease and vice versa, if compensation (X1) decreases, then turnover intention will increase.

Effect of Job Insecurity on Turnover Intention

Referring to the research findings and calculations described above, the t count in the job insecurity variable (X2) is 3,163 and the t table can be studied in the t distribution table at the significance level through the formula $t_{table} = (df ; n - k - 1)$ then it is obtained the t table value is 1.971603. Therefore it is known that the t count value (3.163) > t table (1.971603) and a significant value of $0.000 < 0.05$, it can be concluded that there is a significant influence between the job insecurity variable (X2) on the turnover intention variable (Y).

Effect of Work Motivation on Turnover Intention



Referring to the research findings and calculations described above, the t count in the work motivation variable (X3) is 3,024 and the t table can be studied in the t distribution table at the significance level through the formula $t_{table} = (df ; n - k - 1)$ then it is obtained the t table value is 1.971603. Therefore it is known that the t count value (3.024) > t table (1.971603) and a significant value of $0.000 < 0.05$, it can be concluded that there is a significant influence between the work motivation variable (X3) on the turnover intention variable (Y).

CONCLUSION

Based on the results of research on "The Influence of Compensation, Job Insecurity, and Work Motivation on Turnover Intention for Online Ojek Drivers in Jakarta" that has been conducted, the researcher can conclude that:

1. There is a negative and significant effect between compensation and turnover intention. That is, the higher the compensation, the lower the turnover intention.
2. There is a positive and significant influence between job insecurity and turnover intention. That is, the higher the compensation, the lower the turnover intention.
3. There is a positive and significant influence between work motivation and turnover intention. That is, the higher the compensation, the lower the turnover intention.

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