

## Performance Improvement Through Motivation: Commitment Parallel Mediation Model

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### ABSTRACT

**Purpose** The study describes a parallel mediation model of improving performance through motivation with the mediation of commitment (affective, normative, and continuation). This provides an overall picture of how three commitment dimensions and their variations mediate the relationship between motivation and performance. **Methodology** A sample of 105 respondents from online motorcycle taxi drivers in Jakarta Indonesia was taken using a convenience sampling technique. The method of testing the hypothesis is through the macro process model no 4 with SPSS and Process v3.5. **Findings** The results found that total commitment (all three combined/unidimensional) was shown to mediate the relationship between extrinsic and intrinsic motivation for performance. Meanwhile, when the commitment is multidimensional, only affective commitment mediates the relationship between extrinsic and intrinsic motivation to performance. **Suggestion** This finding has implications for companies to maintain employee commitment, especially affective commitment.

**Keywords:** Performance; Affective-continuation-normative commitment; Motivation.

### ABSTRAK

**Tujuan** Tujuan Penelitian ini mendeskripsikan model mediasi paralel peningkatan kinerja melalui motivasi dengan mediasi komitmen (afektif, normatif, dan kelanjutan). Ini memberikan gambaran keseluruhan tentang bagaimana tiga dimensi komitmen dan variasinya memediasi hubungan antara motivasi dan kinerja. **Metodologi** Sampel sebanyak 105 responden dari pengemudi ojek online Jakarta Indonesia diambil dengan menggunakan teknik convenience sampling. Metode pengujian hipotesis adalah melalui model proses makro no 4 dengan SPSS dan Proses v3.5. **Temuan** Hasil penelitian menemukan bahwa komitmen total (ketiganya digabungkan/unidimensional) terbukti memediasi hubungan antara motivasi ekstrinsik dan intrinsik untuk kinerja. Sedangkan ketika komitmen bersifat multidimensi, hanya komitmen afektif yang memediasi hubungan antara motivasi ekstrinsik dan intrinsik terhadap kinerja. **Saran** Temuan ini berimplikasi pada perusahaan untuk menjaga komitmen karyawan, khususnya komitmen afektif.

**Kata kunci:** Kinerja; Komitmen afektif-normatif-kelanjutan; Motivasi.

## INTRODUCTION

The success of an organization is very dependent on the performance of the organization. The good or bad organizational performance depends on the human resources (HR) who live it, both from management and HR behavior within the organization. Therefore, improving the performance of employees or HR is an essential part of attention in the organization. The company or management will strive to improve and maintain good HR performance.

Employee performance is the ultimate goal that the HR department prioritizes because good employee performance ensures good company performance. Following the theory of motivation, someone is eager to work based on the motivation within the person. Whether consciously or unconsciously by the person, both intrinsic and extrinsic motivation play a role in driving effort and enthusiasm for work.

Many studies on the relationship between motivation and performance have been carried out. A meta-analysis study by Iddekinge et al. (2018) revealed that motivation is an essential and robust predictor of performance, and motivation is measured by *statelike* such as goal setting. The reward is a stronger predictor of performance than motivation measured by *trait-like* such as self-efficacy and locus of control (Iddekinge et al., 2018). Although many studies of motivation and performance have been carried out, the results of this study are still relatively varied and have not yet reached harmony. Some studies reveal that motivation is not proven to affect performance (Beltrán-Martín and Bou-Llugar, 2018). Another study that examined the five motivators that are part of intrinsic and extrinsic motivation showed that only 3 of the five motivators were able to affect performance (Chien et al., 2020). Several studies have prove that motivation in unidimensional affect employee performance (Syah dkk., 2021; Trisna dan Guritno, 2021; Umar dan Norawati, 2022).

Another study of motivation and performance divides motivation into intrinsic and extrinsic motivation. Several studies have shown very varied results regarding the effect of these two types of motivation on employee performance. There are studies on these two types of motivation that give different results that extrinsic motivation affects performance, and intrinsic motivation is not supported by data affecting performance (Anwar, 2019). In contrast, other studies prove the opposite, that intrinsic motivation has a positive influence on performance and extrinsic motivation does not significantly affect performance (Septina and Samuel, 2020). Several other studies that specialize in these two kinds of motivation get the same results with a unidimensional effect of motivation. Both have a significant positive effect on performance (Hamdani et al., 2019; Potu et al., 2021). Or both have no significant effect on performance (Jannah and Endratno, 2017). Other studies have shown that both have a significant effect in different directions; significant negative extrinsic motivation while intrinsic motivation significantly affects

positively employee performance (Ulifah and Mahfudiyanto, 2021).

The highly results variation in studies of motivation and performance need for further research to support this relationship. A large number of variations in the results of the direct influence of the two motivations on performance opens up opportunities for the possibility of the influence of other variables that mediate this performance motivation relationship. The commitment variable is a variable that is often mentioned in mediating the relationship between motivation and performance. Several studies have proven the mediating effect of commitment on the relationship between motivation and employee performance (Erawati and Wahyono, 2019; Suarjana et al., 2017; Yousaf et al., 2015). This study hopes to contribute to providing a comprehensive explanation of the mediating model of the three types of commitment and the variations of their combination in mediating motivation on employee performance.

This study attempts to explain the mediating effect of all the three combinations of affective, normative, and continuance commitment on the influence of both intrinsic and extrinsic motivation on employee performance. The aim of the study was to examine the parallel mediation of commitment on the relationship between motivation and performance.

## **HYPOTHESES DEVELOPMENT**

### **Motivation, Commitment, and Performance**

In recent decades, the development of motivation theory has grown rapidly. Especially motivation that divides into two types, namely intrinsic and extrinsic motivation, can be seen from the behavioral motivation theory framework (*behavioral*) or in accordance with the *self-determination theory* (SDT) framework. Unlike the behavioristic approach, which seeks to shape and control motivation from the outside, SDT places its emphasis on people's inherent motivational tendencies to learn and grow and how they can be supported (Ryan and Deci, 2020).

Self-determination theory (SDT) also provides new directions for human resource management, creating a series of new dynamics that explore deeper how to build a culture of motivation and commitment or employee engagement that can benefit employee empowerment and, of course, benefit the organization or company (Rigby and Ryan, 2018). In summary, companies or human resource management need to retain talent and increase productivity with employee engagement that motivates performance improvement (Rigby and Ryan, 2018).

*Self-determination theory* explains how motivational relationships can increase individual engagement, such as commitment, job involvement, and job engagement which in turn can increase love for work and lead to work improvement (Rigby and Ryan, 2018). Commitment theory recognizes three types of commitment, namely: affective, normative, and continuance (Luthans,

2011). Employees who have a strong affective commitment are willing to stay with the organization because they want to. Individuals who share normative commitments and stay with the organization because they feel they have to stay and be with their organization, as well as feel they have a burden and responsibility but not out of desire or voluntarily. Meanwhile, employees who have a continuous commitment feel they have to stay with the organization because they feel they have no other choice or it is difficult to find or move to another organization.

Employees who have a strong commitment to their organization feel together with the organization, and of course, it results in concern for the organization, their work, and improving their performance (Kalhor et al., 2017; Salleh et al., 2016; Yousaf et al., 2015). The connection between motivation and performance can be understood through the employee commitment process (Yousaf et al., 2015)

### **Intrinsic Motivation**

Self-determination theory (SDT) research began with a focus on intrinsic motivation. Intrinsic motivation is technically related to activities carried out for oneself or for the inherent interest and enjoyment of oneself. As well as a sense of satisfaction with the challenges of work that makes an employee feel excited to complete the job is a picture of intrinsic motivation.

Intrinsic motivation is believed to directly affect employee performance (Kalhor et al., 2017; Kuvaas et al., 2017; Li et al., 2015) as well as commitment (Kalhor et al., 2017; Kuvaas et al., 2017). Intrinsic motivation will increase employee commitment; this increase in commitment will increase performance (Kalhor et al., 2017). Unmotivated employees will display low performance and some negative behavior. In contrast to motivated employees, motivated employees will increase their commitment and lead to a love of work and increased performance (Salleh et al., 2016). In other words, commitment mediates the relationship between intrinsic motivation and employee performance (Yousaf et al., 2015). The hypothesis proposed in this study is as follows:

H1: Intrinsic motivation has a direct effect on performance

H2: Intrinsic motivation affects performance mediated by commitment

H2a: Intrinsic motivation affects performance by being mediated by affective commitment

H2b: Intrinsic motivation affects performance mediated by normative commitment

H2c: Intrinsic motivation affects performance mediated by continuance commitment

## **Extrinsic Motivation**

Extrinsic motivation is often contrasted with intrinsic motivation. Extrinsic motivation relates to the behavior of someone who is able to motivate or move one's spirit effort not based on satisfaction or enjoyment in a person but on instrumental or external factors (Ryan and Deci, 2020). Employees will be extrinsically motivated in doing work mainly because of the results outside of work that is separate from individual pleasure in carrying out work, such as rewards, punishments, shame to look like a failure, achievement, or recognition (Yousaf et al., 2015).

The effect of extrinsic motivation on the output of performance variables is still very varied compared to intrinsic motivation. Likewise, the research support has not been as much support as intrinsic motivation. But several studies have revealed that extrinsic motivation affects employee performance (Kalhoru et al., 2017; Li et al., 2015) as well as commitment (Kalhoru et al., 2017). Likewise, extrinsic motivation affects performance mediated by commitment (Sari and Digdowiseiso, 2022; Yousaf et al., 2015). Therefore, the hypothesis proposed in this study is based on previous research, and the explanation above is:

H3: Extrinsic motivation has a direct effect on performance

H4: Extrinsic motivation affects performance mediated by commitment

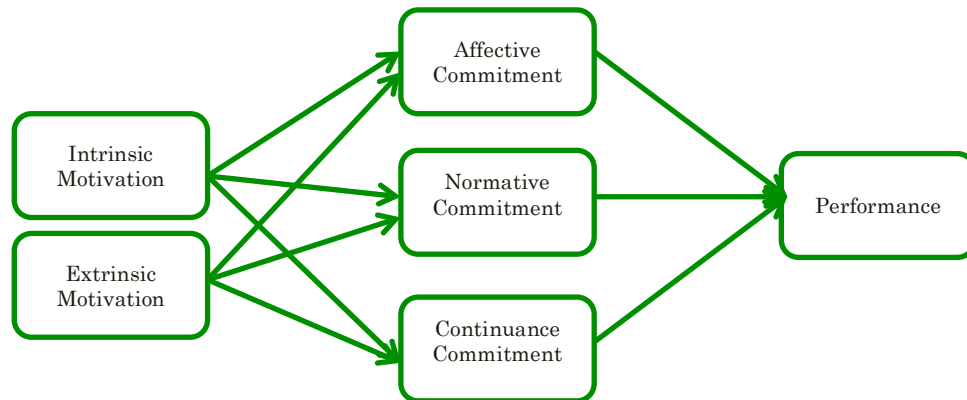
H4a: Extrinsic motivation affects performance by being mediated by affective commitment

H4b: Extrinsic motivation affects performance mediated by normative commitment

H4c: Extrinsic motivation affects performance mediated by continuance commitment

## **Research Model**

Based on the development of the hypothesis, the research model is described in Figure 1. The arrows in Figure 1 explain the effect to be tested in this study by showing commitment as a multidimensional variable.



**Figure 1. Research Model**

Source : the authors

## METHODOLOGY

### Sample and Data Collection

The samples in this study were drivers from two online motorcycle taxi transportation companies in Jakarta Indonesia. The sample size is based on the adequacy of the sample based on the considerations of experts due to the difficulty of obtaining a sampling frame. The sample size is in accordance with the recommendation of Roscoe's *rule of thumb* (1975) (Sekaran and Bougie, 2016) suggest: first, the appropriate sample size in social research is between 30-500. Second, if the variables are divided into several groups, such as women and men, then at least 30 respondents per group are represented. Therefore, in this study, the commitment is divided into three representatives. At least one group is 30 respondents, so the minimum total number is  $3 \times 30 = 90$ . So based on the recommendation of the second rule, the minimum sample in this study is 90 respondents. The third rule, if the research is multivariate, one variable must be represented by at least ten respondents, preferably more. Based on this third rule, where the number of variables in this study there are six variables, the minimum sample adequacy is  $6 \times 10 = 60$ . Concluding from the three rules above, the minimum sample that must be taken in this study is 90. This study took a sample of 105, and it is deemed to have met the adequacy of the sample. The Sampling technique of 105 respondents with *convenience sampling technique*.

### Measurement

Collecting data in this study with a questionnaire that adapts from various sizes that have been developed by previous researchers through the stages of developing a questionnaire. Before being distributed, the researchers translated the questionnaire items and carried out initial testing. Initial testing has been carried out on a number of respondents to find out if there is no difference in

meaning and to ensure that respondents understand the questions contained in the questionnaire. The questionnaire in this study used a Likert scale of 1 to 5. One stated strongly disagreed five stated strongly agreed.

*Motivation.* Motivation is divided into two, namely intrinsic and extrinsic motivation. Motivation is measured by the development instrument of Guay, Vallerand, and Blanchard (2000), namely *The Situational Motivation Scale* (SIMS). Intrinsic motivation is measured by 4 question items. Extrinsic motivation consists of two *internal dimensions regulation* and *external regulation*. The total number of items in extrinsic motivation is eight items (4 items for *internal regulation* and four items reflect *external regulation* ).

*Commitment.* Commitment in this study adapts measurements from Mowday et al. (1979) in Luthans (2011). Organizational Commitment Questionnaire (OCQ) with 15 question items. Consisting of 5 items measuring affective commitment, five items measuring normative commitment, and five items measuring continuance commitment.

*Employee performance.* Employee performance is measured using the Koopmans et al. (2013) development scale with 9 question items that measure task performance.

### **Data analysis**

The first test that was conducted was the Harman Single Factor test. This is done to see if there is a bias due to the common method variance (CMV), often referred to as the common method bias. What generally happens is that the data collection uses a self-rated questionnaire.

After testing that proves there is no CMV bias, an instrument test is carried out. The instrument test consists of validity and reliability tests. The validity test is done by *confirmatory factor analysis*. Reliability testing with *Cronbach alpha*. All instrument testing through the SPSS 26 tool.

Hypothesis testing using Macro Process V3.5, with Model no 4. Before testing the hypothesis, testing the assumptions of normality, heteroscedasticity and multicollinearity were carried out. Likewise, descriptive statistical tests and correlations were also carried out. Testing Assumptions and Correlation as well as descriptive using SPSS 26.

## **RESULT**

The research sample was 105 respondents, consisting of 85 men and 20 women. With ages ranging from 20 years to 50 years. There are 40 people who work less than one year, there are 53 people who have worked 1-2 years, and the remaining 12 people have worked for more than 2 years.



**Table 1. Validity and Reliability Test Results**

Items And CA	Motivation Extrinsic	Motivation Intrinsic	Commitment Affective	Commitment normative	Commitment Continuation	Performance Task
MEx1	0.809					
MEx2	0.827					
MEx3	0.844					
MEx4	0.868					
MEx5	0.868					
MEx6	0.834					
MEx7	0.586					
MEx8	0.718					
Mins1		0.611				
Mins2		0.547				
Mins3		0.829				
Mins4		0.848				
AC1			0.690			
AC2			0.784			
AC3			0.842			
AC4			0.655			
AC5			0.760			
NC1				0.543		
NC2				0.888		
NC3				0.774		
NC4				0.863		
NC5				0.773		
CC1					0.738	
CC2					0.732	
CC3					0.745	
CC4					0.665	
CC5					0.624	
KNJ1						0.791
KNJ2						0.813
KNJ3						0.781
KNJ4						0.702
KNJ5						0.803
KNJ6						0.756
KNJ7						0.803
KNJ8						0.680
KNJ9						0.792
Cronbach's Alpha	0.934	0.737	0.893	0.881	0.826	0.912

Source: SPSS 26 Data Processing 2022

Self-rated measurements or questionnaires that are distributed and filled out at one time or *cross-section* lead to bias (Podsakoff et al., 2003). Research with bias, then the results can not be interpreted properly. Therefore, this study tested the *Harman Single Factor test*. The *Harman Single Factor test* aims to test whether there is a large amount of variance that explains one common factor (Podsakoff et al., 2003). The results of the *Harman Single Factor test* showed that there was no CMV or there was no serious bias. The results show that the total explanatory power of one factor is 67.94% and the explanatory power of one factor is 17.38%, and the explanatory power of one factor does not exceed half the total explanatory power. Results show that none of the measurement items has a factor that accounts for the majority (50% or more) of the covariance.



The results of the validity test using *confirmatory factor analysis* showed that all items were valid, with the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) value above 0.6 for each variable. In detail, the MSA results for the motivation variable are 0.901, the commitment variable is 0.874, and the task performance variable is 0.897, and all of them are significant at the <0.01 level. Furthermore, all items loading fit according to their respective components and dimensions, and with a loading factor value above 0.5. So that all items are declared valid. The test results can be seen in table 1. Validity and Reliability Test Results.

Table 1. Shows the results of the *loading factor* and *cronbach's alpha values*. Reliability testing with *Cronbach's alpha* shows the results of the Cronbach alpha value above 0.7. So that all instruments are declared reliable and can be used. In detail, the value of *Cronbach's alpha* is as follows: intrinsic motivation variable is 0.737, extrinsic motivation is 0.934, affective commitment variable *Cronbach's alpha value* is 0.893, normative commitment variable is 0.881, continuation commitment is 0.826, and task performance is 0.912.

After testing the instrument, it is continued with assumption testing. The results of the assumption test show that the data is normally distributed, and apart from heteroscedasticity and multicollinearity do not occur. The data is normally distributed as indicated by the results of the Kolmogorov-Smirnov test with the asymp value. Sig (2 tailed) of 0.200. Apart from heteroscedasticity, it is shown from the results of the Glejser test. When all independent variables are regressed to the dependent variable, the absolute residual value is not significant. This proves that there is no heteroscedasticity. Likewise, multicollinearity testing with the results of VIF values around 1 and 2. So it can be stated that there is no multicollinearity.

**Table 2. Descriptive and Correlation Analysis**

Variable	mean	SD	Ex's motive	Ins motivation	Affective	normative	Continuation
Performance	4,004	0.774	.679 **	.366 **	.682 **	.399 **	.528 **
Ex's motive	3,851	0.848	1	.486 **	.553 **	.316 **	.593 **
Ins motivation	3,357	0.844		1	.451 **	.392 **	.518 **
Affective	3,670	0.867			1	.550 **	.672 **
normative	3,356	0.936				1	.467 **
Continuation	3,562	0.830					1

\*\*p<0.01

Source: SPSS 26 Data Processing, 2022

Prior to hypothesis testing, tests that produce descriptive statistics and correlations are performed. The results of descriptive statistics and correlation tests can be seen in table 2. The test results show that all variables have a positive and significant correlation.

The results of hypothesis testing indicate that Hypothesis 1 is not

accepted. Intrinsic motivation has no direct effect on performance. With a value of  $b=0.0379$ ,  $95\%CI(-0.1199;0.1588)$ ,  $p\text{-value } 0.6345 > 0.05$ . The results can be seen in table 3.

**Table 3. Commitment Mediation Test on Intrinsic Motivation to Performance**

	effect	t	p	LLCI	ULCI
Intrinsic Motivation	,0379	,4768	,6345	-,1199	,1958
<b>Indirect effects Commitment to intrinsic motivation to performance</b>					
Total	,2975			,0920	,5095
Affective	,2415			,0888	,4219
normative	,0038			-.0684	,0787
Continuation	,0521			-.0347	,1751
Affective-Normative	,2378			,0802	,4530
Affective-Continuation	,1894			.0170	,4028
Normative-Continuation	-.0484			-,1856	,0508
R-sq	,1340				
F	15.9291		,0001		

Source: Macro Process V3.5 Data Processing, 2022

Hypothesis 2, namely the relationship of intrinsic motivation to performance mediated by commitment, proved significant with a value of  $b = 0.2975$ ,  $95\% CI (0.0920; 0.5095)$ . The mediating model of commitment to intrinsic motivation to performance is a viable model.  $F$  value 15.9291 and  $p$  value  $0.0001 < 0.05$ . Although the explained variance is only 13.40%, while 86.60%, the effect of the performance is explained by other variances apart from the variables and models in this study.

Hypothesis 2a, which states the effect of intrinsic motivation on performance through the mediation of affective commitment, is supported. The results showed the value of  $b=0.2415$ ,  $95\%CI (0.0888;0.4219)$ . While hypotheses 2b and 2c are not supported. Table 4. also shows the variation in the mediation outcomes of combined commitments. Affective-normative commitment and affective-continuation commitment have been shown to mediate the effect of intrinsic motivation on performance. Meanwhile, the combined normative-continuation commitment did not mediate this relationship. Of all the alternative variations of commitment, the one that gives the greatest contribution to mediating the relationship between intrinsic motivation and performance is a total commitment or a combination of the three with  $b=0.2975$ . And the smallest contribution in mediating is the combination of affective-continuation commitment with  $b=0.1894$ .

**Table 4. Commitment Mediation Test on intrinsic motivation to performance**

	effect	t	p	LLCI	ULCI
Extrinsic Motivation	,4138	5.5594	,0000	,2662	,5615
<b>Indirect effects Commitment to Extrinsic motivation for performance</b>					
Total	,2055			.0496	,3579
Affective normative	,2287			,0969	,3825
Continuation	,0102			-.0301	,0571
Affective-Normative	-.0335			-.1495	,0518
Affective-Continuation	,2185			,0870	,3905
Normative-Continuation	,2622			,0924	,4809
	.0437			-.0549	,1774
R-sq	,4606				
F	87.9659		,0000		

Source: Macro Process V3.5 Data Processing, 2022

The third hypothesis with the statement that extrinsic motivation has a direct effect on performance is supported. The results show the value of  $b = 0.4138$ , 95% CI (0.2662; 0.5615), and p-value 0.000. This confirms that extrinsic motivation directly affects employee performance. The commitment mediation model on the relationship of external motivation to performance is an acceptable model. The F value is 87.9659 with a p-value of 0.0000, indicating that this model is a good model. With 46.06% explaining the variance of the model studied, while 53.94% of the model to explain the performance was obtained from the variance of other variables and models outside the variables and models studied in this study.

Parallel mediation testing supports hypothesis 4, that overall commitment mediates the relationship of extrinsic motivation to performance. This is shown by the *indirect value effect*  $b=0,2055$ , 95%CI(0,0496;0,3579). This supports previous research, which proves that commitment mediates the effect of extrinsic motivation on performance (Triadi et al., 2019).

Likewise, hypothesis 4a, which states that affective commitment mediates the relationship between extrinsic motivation and performance, is supported. With *indirect value effect* is  $b=0.2287$ , 95%CI (0.0969;0.3825). The statement of the results of this study shows similar results to research (Yousaf et al., 2015) that affective organizational commitment mediates the effect of extrinsic motivation on employee task performance.

Table 4. also shows the results that hypotheses 4b and 4c are not accepted. Normative commitment does not mediate the effect of extrinsic motivation on

performance. Likewise, the effect of extrinsic motivation on performance is not through the mediation of continuance commitment. In addition to showing the results that have been hypothesized, table 3. shows the results of the combined mediation variation of commitments. Combined affective-normative, affective-continuation commitment also provides significant results mediating the relationship of extrinsic motivation to performance. At the same time, the combined normative-continuation commitment did not mediate the relationship of extrinsic motivation to performance. The one that has the largest contribution effect in mediating the effect of extrinsic motivation on performance is the combination of affective-continuation commitment with  $b=0.2622$ .

## DISCUSSION

These results are in accordance with the research of Jannah and Endratno (2017), in which intrinsic motivation does not significantly affect the performance of Banjarnegara Islamic Hospital employees. And also, other studies that provide results on intrinsic motivation are not supported by data affecting employee performance (Anwar, 2019; Muhamad et al., 2019; Satriyo, 2019).

This study explains that intrinsic motivation affects performance mediated by commitment, but intrinsic motivation does not affect performance directly. Previous research has also proven the same result; organizational commitment mediates the effect of intrinsic motivation on employee performance (Triadi et al., 2019).

Organizational commitment is how individuals identify their involvement in the organization (Luthans, 2011). Affective organizational commitment shows that individuals are involved in the organization willingly and willingly without other factors such as obligations (normative) and losses when leaving (continuation commitment). Therefore, this explains how someone who has an intrinsic motivation, which is a person's inner motivation for his desire and love for work, will increase his affective commitment compared to other commitments (Becker et al., 2015; Yousaf et al., 2015).

The results show that only affective commitment and those containing affective commitment can mediate the effect of both intrinsic and extrinsic motivation on employee performance. This is explained because it is an affective commitment that can reflect the actual direct behavior of employees, which reflects the adaptation of the real self (Becker et al., 2015; Yousaf et al., 2015). Under the definition of affective commitment, which is the desire of employees to remain with the organization without obligation and sense of obligation (Luthans, 2011), it is purely from the employee's will. So that someone who has a motivation, especially intrinsic, will increase his affective commitment where the desire to be involved as part of the organization will improve employee

performance.

## CONCLUSION

Commitment is proven by being supported by data mediating the effect of both intrinsic and extrinsic motivation on employee task performance. Of the three types of commitment, it is an affective commitment that has a steady or stable mediating effect on the intrinsic/extrinsic motivational relationship on employee performance.

## Research Implications

The practical implications of this study's result suggest that entrepreneurs, especially transportation companies, encourage and increase the commitment of drivers, especially affective commitment. Employees who have an affective commitment are more stable in improving their performance than those who do not. Affective commitment makes employees feel with the organization without coercion, voluntarily based on their wishes. According to the literature, this commitment can be increased by the alignment of culture and mission between the individual and the organization. It is also necessary to increase the motivation of employees, both extrinsic and intrinsic. Extrinsic motivation allows direct influence on improving performance. Extrinsic motivation is obtained from recognition, giving bonuses, or even punishment. Extrinsic motivation is proven to affect performance either directly or through mediating the commitment of online motorcycle taxi drivers. Therefore, the company should increase the forms that are a reflection of extrinsic motivation, such as the addition of other bonuses.

## Research Limitations, and Suggestions

This research is only focused on online motorcycle taxi drivers, so the interpretation of the results of this study is limited. Therefore, suggestions for further research are expected to increase the number and variation of the population. Second, this study uses a questionnaire that is filled out by the respondents themselves and, with a one-time distribution, does not use *time lag*, thus allowing for bias (Sari, 2018). However, researchers have tested with a *single Harman factor* and proved that there is no bias. However, future research should be carried out with a longitudinal design to gain a deeper and more comprehensive understanding of the effects of these three variables.

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