

The Effects of Work Ethic, Work Environment on Organizational Commitment and Job Satisfaction of Drivers of PT. Grab Indonesia, Surabaya Branch

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Abstract. Pandemic Covid-19 has brought many changes to the world. It has infected more than 2 million people, since the first case was announced in March 2020. Since the pandemic Covid-19 spread rapidly to Indonesian population, people restrict their movement out of their residences. Therefore, economic of the society has been inevitably impacted. Pandemic Covid-19 has affected the income of online motorcycle taxi riders, who carry passengers. Government regulation has been imposed for the safety of online motorcycle taxi drivers and their customers, so that both the driver and the passenger can ride safely. The online transportation firms have also been imposing certain policies and providing safety appliances for their drivers to hinder any spread of Corona virus. This study aims to determine and prove the effects of: work ethic, and work environment on organizational commitment and job satisfaction of drivers of PT. Grab Indonesia, Surabaya Branch. The population in this study is the drivers of PT. Grab Indonesia, Surabaya Branch. Samples were taken as many as 339 drivers. The data analysis technique used is Structural Equation Modeling (SEM). Results of this study proved that: work ethic has positive and significant effects on organizational commitment and job satisfaction of drivers of PT. Grab Indonesia, Surabaya Branch; work environment has positive and significant effects on organizational commitment and job satisfaction of drivers of PT. Grab Indonesia, Surabaya Branch; and organizational commitment has a positive and significant effect on job satisfaction of drivers of PT. Grab Indonesia, Surabaya Branch.

Keywords: work ethic, work environment, organizational commitment, job satisfaction

Introduction

During pandemic Covid-19 that spreads throughout the world, including Indonesia, the people activities and environment have been changed considerably, including in their economic activities. Pandemic Covid-19 has been impacted the income of online taxi drivers, especially motorcycle riders, who carry passenger in his or her motorcycles. The driver carry passengers without any distance restriction, but they have to be separated using a protector devices.

The online transportation companies take advantage of the availability of information technology to operate their online business transportation. Online transformation businesses are highly depend on driver's satisfaction as online transportation business is unique. Not all of the drivers work full time. Most of them work on their spare time, however they have to be responsible to the company and their passengers. Therefore, a driver's work ethic become most important to the company and the passengers.

Work environment is an interesting variable in this study as the drivers work on the road and they work whenever they have spare time to work. Furthermore, the drivers are proud to be a part of the company as a part of their commitment to their company.

Two most successful online transportation companies in Indonesia are:

1. PT. Grab, is a public service provider of both 2-wheeled and 4-wheeled transportation, but Grab also cooperates with several drivers in Indonesia.
2. PT. Gojek is an online motorcycle taxi transportation service for 2 and 4 wheels that provides services such as Go-Ride, Go-Food, Go-Car, etc.

Job satisfaction has a high influence on online-based companies to customers who are directly represented by the driver. The work environment is the environment around the workers and which encourages the workers to carry out their responsibilities. If the work environment is conducive or comfortable for workers, it will have a positive influence on the level of job satisfaction of the worker.

The organizational commitment given by the company is that it improves the standard of living of the driver or drivers to be even better (Sunarta, 2005: 17).

Job satisfaction is an attitude, feeling of pleasure, or the gap between what has been obtained and what has been obtained. In addition, for employees, job satisfaction also means the attitude of each individual about the work they do every day. Positive behavior shown at work will illustrate the level of job satisfaction.

Some online transportation in Indonesia, researchers are interested in taking the phenomenon of online transportation services, namely Grab. The reason for choosing Grab is because online-based transportation services are better known by the Indonesian people. Therefore, the research focuses more on the problem of two-wheeled drivers.

Grab is an online two-wheeled or four-wheeled transportation service which can cover all levels of society to become drivers. In this case the most Grab drivers from 2 wheels and 4 wheels, namely 2 wheels, because 2 wheels have many drivers and provide the most service compared to 4 wheels, and have a positive impact on all customers.

Compensation will certainly increase the motivation of Grab drivers towards the company. It is very difficult to increase the motivation of Grab drivers, because if there is no bonus or reward, the driver will be reluctant to be active in taking orders. Grab Driver's work ethic will have an impact on consumers and companies, if the compensation rate can be increased again. Due to the threat of fare wars with other online motorcycle taxis, from here what is feared is that the customer's motivation for GRAB will decrease because one-way fares are expensive and the second is that the driver's performance will decrease due to lack of passengers, so drivers are lazy to take orders.

Based on the background that has been described previously, the objectives of this research are to proof and to analyze the influences of:

1. Work ethic on organizational commitment of driver of PT. Grab Indonesia, Surabaya Branch.
2. Work ethic on job satisfaction of driver of PT. Grab Indonesia, Surabaya Branch.
3. Work environment on organizational commitment of driver of PT. Grab Indonesia, Surabaya Branch.
4. Work environment on job satisfaction of driver of PT. Grab Indonesia, Surabaya Branch
5. Organizational commitment on job satisfaction of driver of PT. Grab Indonesia, Surabaya Branch.

Literature Review

Human Resource Management

Human resource management is a science related to the relationship, rules and roles of the workforce in an effective and efficient manner so that they can achieve the goals and ideals of the company, employees and the surrounding community (Hasibuan, 2013: 21) and is the framework of achieving organizational goals through several stages, namely planning, organizing, coordinating, implementing and ending with supervision of development, procurement, maintenance, integration and labor selection (Mangkunegara, 2013: 2).

Dessler (2017: 39) stated that human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Work Ethic

Ethics is the study of the science of human behavior and human actions (Stackhouse et al., 1995: 105) concerning norms or standards of human behavior (Johnson & Reath, 2011). Work ethic is a set of positive attitudes based on basic beliefs and an overall commitment to an integral way of thinking (Sinamo, 2009: 5).

Work ethic is a belief that work and diligence have a moral benefit and an inherent ability, virtue or value to strengthen character and individual abilities. It is a set of values centered on importance of work and manifested by determination or desire to work hard. Social ingrainment of this value is considered to enhance character through hard work that is respective to an individual's field of work (Marek et al., 2014).

Work Environment

A work environment is the setting, social features and physical conditions in which you perform your job. These elements can impact feelings of well being, workplace relationships, collaboration, efficiency and employee health.

Work environment can be anything that exists around the employee and can affect how he performs his duties. Nitisemito (1992) stated that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. The work environment is the tools and materials needed in full, the area around which the person works, the stages and rules that must be obeyed either individually or in a team according to Sedarmayanti (2012).

The work environment is all events, people and others that affect the way people work (Taiwo, 2010: 301). It is the overall relationship that occurs with employees at work (Noah & Steve, 2012: 37).

Organizational Commitment

Meyer and Allen developed a Three Component Model of Commitment in 1991. Organizational commitment is defined as “a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991: 67).

Meyer and Allen model explains that commitment to an organization is a psychological state, and it has three distinct components that affect how employees feel about the organization that they work for. The three components are:

1. Affection for your job (affective commitment).
2. Fear of loss (continuance commitment).
3. Sense of obligation to stay (normative commitment).

The model can be used to increase commitment and engagement in a team, while helping people to experience a greater feeling of well-being and job satisfaction. These three types of commitment are not mutually exclusive. People can experience all three, or two of the three, in varying degrees.

Organizational Commitment can also be described as a state in which an employee takes side to a certain organization and has the goal and intention to hold out his membership at the organization (Robbins, 2008: 101).

Job Satisfaction

The meaning of job satisfaction is the result of evaluating the employee's work experience when he is in an emotional state. Employees who work by prioritizing customer job satisfaction will prioritize the way they work for customers rather than the rewards they will receive later according to Luthans (2006). Robbins in Syahrudin *et al.* (2011) stated that job satisfaction indicates compatibility between one's expectation were raised by the remuneration provided by the job.

Conceptual Framework and Research Hypotheses

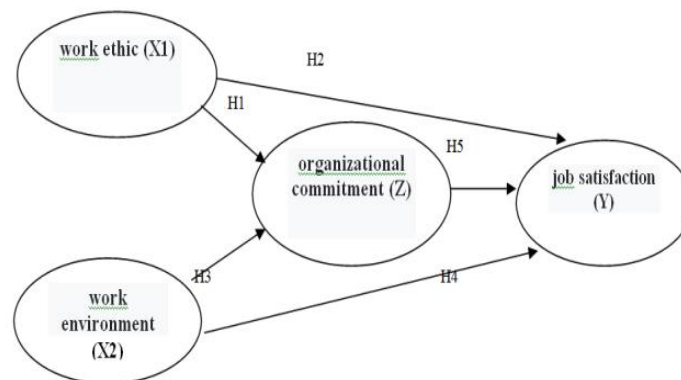


Figure 1. Conceptual framework

Research Hypotheses

Based on previous research problems and theories, a number of hypotheses are formulated as follows:

1. Work ethic has a significant effect on the organizational commitment of the driver of PT. Grab Indonesia, Surabaya Branch.
2. Work ethic has a significant effect on job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.
3. Work environment has a significant effect on the organizational commitment of the driver of PT. Grab Indonesia, Surabaya Branch.
4. Work environment has a significant effect on the job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.
5. Organizational commitment has a significant effect on job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.

Research Methods

This type of research is causal explanatory research which explained any relationship between exogenous variables on endogenous variables. The respondents were 339 drivers of PT. Grab Indonesia, Surabaya Branch. Using a random sampling technique, a number of respondents were selected as samples of this study from a population of 2,218 drivers. Data collected were analyzed using statistical program of AMOS 26.0 version.

Results and Discussion

Characteristics of Respondents

Table 1. Respondents' descriptive analysis results

Characteristics of respondents		Total	Percentage (%)
Sex	Male	329	97
	Female	10	3
Total		339	100
Age	17 – 20 Years	33	9.8
	21 – 25 Years	182	53.6
	26 – 30 Years	62	18.3
	31 Years Old and over	62	18.3
Total		339	100
Latest Education Level	Elementary School	2	0.6
	Junior High School	12	3.5
	Senior High School	272	80.2
	Diploma-3	7	2.1
	Undergraduate	46	13.6
Total		339	100

Table 1 showed that the majority of respondents in this study were male (97%). Almost all of the respondents in this study were at their productive age (21-31 years and over) and the majority of respondents in this study were high school graduates.

Validity Testing

Table 2. Result of validity testing

Variable	Items	Pearson Correlation	Sig.
Work Ethic (X1)	X1.1.1	0.904	0.000
	X1.1.2	0.867	0.000
	X1.2.1	0.847	0.000
	X1.2.2	0.776	0.000
	X1.3.1	0.931	0.000
	X1.3.2	0.723	0.000
Work Environment (X2)	X2.1.1	0.821	0.000
	X2.1.2	0.711	0.000
	X2.2.1	0.837	0.000
	X2.2.2	0.768	0.000
	X2.3.1	0.769	0.000
	X2.3.2	0.631	0.000
	X2.3.3	0.694	0.000
Organizational Commitment (Z)	Z.1.1	0.873	0.000
	Z.1.2	0.808	0.000
	Z.2.1	0.848	0.000
	Z.2.2	0.859	0.000
	Z.3.1	0.704	0.000
	Z.3.2	0.905	0.000
Job Satisfaction (Y)	Y.1.1	0.739	0.000
	Y.1.2	0.734	0.000
	Y.2.1	0.813	0.000
	Y.2.2	0.709	0.000
	Y.3.1	0.688	0.000
	Y.3.2	0.681	0.000
	Y.4.1	0.673	0.000
	Y.4.2	0.706	0.000

Result of validity testing proved that all of the variable items of the instrument has Sig. value of 0.000. Therefore, it can be concluded that all of the instrument items are valid.

Reliability Testing

Table 3. Result of reliability testing

Variable	No. of Items	Cronbach's Alpha	Description
Work Ethic (X1)	6	0.915	Reliable
Work Environment (X2)	7	0.868	Reliable
Organizational Commitment(Z)	6	0.909	Reliable
Job Satisfaction (Y)	8	0.861	Reliable

Based on the results of this reliability test, through the SPSS calculation, it is obtained a number for each variable and the Cronbach's alpha value is above 0.800. In fact, the Cronbach's alpha value is required to be above its lowest point of 0.70. In conclusion, in each of the existing variables, the results of the scale show good reliability.

Normality Testing

The data showed a normal distribution, because the "CR" value is below ± 2.58 and the overall variable shows the data value is below ± 2.58 so that all data are classified as normal.

Goodness of Fit Test Result

Table 4. Goodness of fit indexes

Indicators	Cut of Value	Estimate	Description
Chi-Square	≥ 0.05	95.654	Fit
Significance (P)	≥ 0.05	0.082	Fit
CMIN/df	≤ 2.00	1.621	Fit
RMSEA	≤ 0.08	0.043	Fit
TLI	≥ 0.95	0.983	Fit
CFI	≥ 0.95	0.987	Fit
GFI	≥ 0.90	0.959	Fit
AGFI	≥ 0.90	0.937	Fit

Results of statistical analysis proved that all of the criteria showed the value of Goodness of Fit Indexes. It can be concluded that this model is good and the entire structure of this model shows a good level.

Structural Equation Modeling

If the measurement model analysis is stated and the results are all valid indicators and the structural equation modeling (SEM) analysis step is then carried out. The purpose of this analysis is to ensure that the model fits the data and to test the hypothesis of the effect between the variables studied.

Hypothesis Testing Result

Table 5. Results of hypothesis testing

Relationship between Variables			Estimate	SE	CR	P	Description
Work ethic	→	Organizational Commitment	.571	.083	6.880	.008	Significant
Work ethic	→	Job satisfaction	.522	.080	6.525	.020	Significant
Work environment	→	Organizational Commitment	.441	.073	6.041	.006	Significant
Work environment	→	Job satisfaction	.387	.068	5.691	.005	Significant
Organizational Commitment	→	Job satisfaction	.284	.073	3.890	.003	Significant

Discussion

Work ethic has a positive and significant effect on the organizational commitment of the driver of PT. GRAB Indonesia, Surabaya Branch.

The results of the hypothesis test prove that work ethic has a high enough influence on the organizational commitment of the driver of PT.GRAB Surabaya branch. Both variables have a second causal correlation parameter of 0.571. CR = 6.880 and probability = 0.008. So that work ethic has a high enough influence on organizational commitment so that the validity of the research can be justified.

The results of hypothesis testing proved that work ethic has a high influence on the organizational commitment of the driver of PT Grab Indonesia Surabaya branch and in accordance with the quote from Ali and Al Kazemy (2007) that work ethic has a function in the organization that can have an impact on loyalty and value as part of organizational commitment according to Ali and Al Kazemy (2007).

Work ethic has a positive and significant effect on job satisfaction of the driver of PT. GRAB Indonesia, Surabaya Branch.

The results of the hypothesis test prove that work ethic has a high enough influence on the level of job satisfaction of drivers of PT. GRAB Indonesia Surabaya branch. Both variables have a causal correlation estimate parameter of 0.522. CR = 6.525 and probability = 0.020. So it can be concluded that work ethic has a high influence on the level of job satisfaction. it can be accepted the truth

The results of the hypothesis test prove that work ethic has a high enough influence on the level of job satisfaction of the driver of PT GRAB Indonesia Surabaya branch and is also supported by Mangkunegara that job satisfaction has two factors, namely employee factors and job factors. The employee factors themselves include the diverse ways of thinking of employees, work experience or education obtained, years of service, perceptions and ways of working, according to Mangkunegara (2013: 120). This research is not in line with the result of Zulher's study which proved that work ethic does not have a high influence on job satisfaction (2020: 13).

Work environment has a significant effect on the organizational commitment of the driver of PT. GRAB Indonesia, Surabaya Branch.

The results of the hypothesis test show that the work environment has a high influence on the organizational commitment of the driver of PT. GRAB Indonesia Surabaya branch. The two variables have an estimated parameter relationship of 0.441. CR = 6.041. Probability = 0.006. It can be concluded that the work environment has a high influence on organizational commitment in this study and its validity can be justified.

The test results of this study indicate that the work environment has a high influence on the organizational commitment of the drivers of PT GRAB Indonesia Surabaya branch. as well

as supported by a quote from Luthans that the work environment is the most important part of increasing or decreasing commitment of each employee (Luthans, 2006: 248). Company managers are required to focus more on a work atmosphere that is able to generate organizational commitment. The same thing was also expressed by Rustini et al. (2015) that the work environment has a high influence on organizational commitment.

Work environment has a significant effect on the job satisfaction of the driver of PT. GRAB Indonesia, Surabaya Branch.

The hypothesis test shows that the work environment has a high influence on the job satisfaction of the driver of PT. GRAB Indonesia Surabaya branch. The two variables have an estimated parameter relationship of 0.387. CR = 5.691. Probability = 0.005. It can be concluded that the work environment has a high enough influence on job satisfaction in the test of this research can be justified its validity.

The results of the study prove that the work environment has a high influence on the job satisfaction of the drivers of PT. GRAB Indonesia Surabaya branch is also supported by the theory from Pranitasari that the work environment has a significant influence on one's behavior. If the work environment is comfortable it will bring good results to everyone. On the other hand, if the work environment is not comfortable, it will have a negative impact on the behavior of each person. Thus, the work environment has a positive and significant influence on each individual's job satisfaction according to Putranto (2020: 259).

Organizational commitment has a significant effect on job satisfaction of the driver of PT. GRAB Indonesia, Surabaya Branch.

The results of the hypothesis test show that organizational commitment has a high influence on the job satisfaction of drivers of PT. GRAB Indonesia Surabaya branch. The two variables have an estimated parameter relationship of 0.284. CR= 3.890. Probability = 0.003. It can be concluded that organizational commitment has a high influence on job satisfaction in this research test can be justified its validity

The results of the hypothesis test prove that organizational commitment has a high influence on the job satisfaction of drivers of PT. GRAB Indonesia Surabaya branch is also supported by the theory of Simmons (2005) that there is a close relationship between organizational commitment, and employee's job satisfaction. If the organizational commitment is high, the employee will feel satisfied and comfortable when carrying out his work responsibilities according to Situmorang (2011).

Conclusion

Based on the research objectives, literature reviews and the results of data analysis, it can be concluded that:

1. Work ethic has a positive and significant effect on the organizational commitment of the driver of PT. Grab Indonesia, Surabaya Branch.
2. Work ethic has a positive and significant effect on job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.
3. Work environment has a significant effect on the organizational commitment of the driver of PT. Grab Indonesia, Surabaya Branch.
4. Work environment has a significant effect on the job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.
5. Organizational commitment has a significant effect on job satisfaction of the driver of PT. Grab Indonesia, Surabaya Branch.

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