



THE IMPACT OF WORK-LIFE BALANCE, ORGANIZATIONAL COMMITMENT, AND REWARDS ON TURNOVER INTENTION: A STUDY OF ONLINE TRANSPORTATION DRIVING PARTNERS IN INDONESIA

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Abstrak

Fenomena tingginya tingkat perpindahan mitra pengemudi dari satu platform ke platform lainnya menjadi perhatian penting bagi perusahaan penyedia layanan transportasi berbasis aplikasi. Penelitian ini bertujuan untuk menganalisis dampak work-life balance, komitmen organisasional, dan reward terhadap turnover intention pada mitra pengemudi transportasi online di Indonesia. Metode kuantitatif digunakan dalam penelitian ini dengan pengumpulan data melalui kuesioner kepada 150 mitra pengemudi dari berbagai kota besar di Indonesia. Data dianalisis menggunakan teknik regresi linier berganda untuk mengetahui pengaruh masing-masing variabel independen terhadap turnover intention. Hasil penelitian menunjukkan bahwa work-life balance, komitmen organisasional, dan reward memiliki pengaruh positif dan signifikan terhadap turnover intention, artinya semakin baik keseimbangan kerja, komitmen organisasional dan kehidupan pribadi serta pemberian insentif yang diterima pengemudi, maka semakin rendah keinginan mereka untuk keluar dari platform. Temuan ini memberikan implikasi praktis bagi perusahaan penyedia layanan transportasi online untuk merancang strategi retensi mitra pengemudi dengan fokus pada peningkatan kesejahteraan kerja dan pemberian penghargaan yang sesuai, guna menciptakan hubungan kerja yang lebih stabil dan berkelanjutan.

Kata Kunci: Keseimbangan Kerja dan Kehidupan, Komitmen Organisasi, Penghargaan, Turnover Intention

Abstract

The phenomenon of high rates of driver-partner migration from one platform to another is an important concern for application-based transportation service providers. This study aims to analyze the impact of work-life balance, organizational commitment, and rewards on turnover intention in online transportation driver-partners in Indonesia. Quantitative methods were used in this study by collecting data through questionnaires to 150 driver-partners from various major cities in Indonesia. Data were analyzed using multiple linear regression techniques to determine the effect of each independent variable on turnover intention. The results of the study indicate that work-life balance, organizational commitment, and rewards have a significant positive and significant effect on turnover intention, meaning that the better the balance of work, organizational commitment and personal life and the incentives received by drivers, the lower their desire to leave the platform. These findings provide practical implications for online transportation service providers to design driver-partner retention strategies with a focus on improving work welfare and providing appropriate rewards, in order to create a more stable and sustainable working relationship.

Keywords: Work-Life Balance, Organizational Commitment, Reward, Turnover Intention

INTRODUCTION

The development of digital technology has had a significant impact on various industrial sectors, including the transportation sector. The birth of online transportation platforms such as Gojek, Grab, and others in Indonesia has created new job opportunities for people as driver partners (Kurniawati & Khoirina, 2019);(Mashur et al., 2019). The flexible work system is the main attraction for many people who want to join as online transportation drivers. However, behind this flexibility, new challenges arise regarding job satisfaction and partner loyalty to their work platform (Hanika et al., 2023);(Saidi & Mahyuni, 2020). One issue that is quite prominent in the world of work today is the high turnover intention rate, namely the tendency of individuals to leave their jobs. In the context of online transportation drivers, the turnover intention is reflected in the phenomenon of partners moving to other platforms or even leaving the industry entirely (Widjaja et al., 2019);(Saidi & Mahyuni, 2020). This is a serious problem for companies because the high turnover rate can disrupt operations and increase the cost of recruiting and training new partners.

Factors that contribute to high turnover intention among driver partners are work-life balance, organizational commitment, and rewards (Kaushalya & Perera, 2018);(Chua & Ng, 2023);(De Gieter et al., 2012). Work-life balance or the balance between work and personal life is important, considering that drivers work without clear time limits (Oosthuizen et al., 2019);(Kakar et al., 2021). When this balance is disturbed, psychological pressure can arise that encourages the intention to quit work. In addition, organizational commitment also plays an important role in determining the extent to

which a partner has an emotional attachment and loyalty to the company (Zhang & Xie, 2015);(Serhan et al., 2022). Drivers who feel appreciated, have a sense of belonging to the company, and believe in the company's vision and mission tend to stay longer. Conversely, low organizational commitment can increase the risk of turnover intention.

Both financial and non-financial rewards also influence partners' decisions to stay or leave. Bonus systems, incentives, and other forms of appreciation that do not meet expectations or are not evenly distributed are often a source of dissatisfaction (Akgunduz et al., 2020). Therefore, companies must understand how an effective reward system can reduce turnover intention (Olawale & Olanrewaju, 2016). Most previous studies on turnover intention have focused on formal sectors such as banking, education, and manufacturing, where work structures tend to be more stable and organized (Erturk, 2022);(Novianti & Fuadiputra, 2021);(Giao et al., 2020). Meanwhile, studies highlighting turnover intention in the digital-based work sector, especially online transportation driver partners in Indonesia, are still relatively limited. Several existing studies tend to focus only on one or two variables, such as job satisfaction or stress (Sabban & Sabban, 2021);(Chua & Ng, 2023), without comprehensively looking at the role of work-life balance, organizational commitment, and rewards simultaneously. In fact, the characteristics of online drivers' flexible but stressful jobs make these three variables relevant to study integratively in understanding their intention to leave the platform.

This study is novel because it combines three key factors, work-life balance, organizational commitment, and reward, in one analysis model to see its influence on turnover intention in a unique

digital work context, namely online transportation driver partners in Indonesia. In addition, this study also highlights the importance of psychological and social dimensions in non-formal work relations, which are often overlooked in conventional studies. Thus, this study provides theoretical contributions to the development of human resource management science in the digital era and practical implications for companies in designing more relevant and effective retention strategies for platform-based workforces. Based on this background, this study aims to analyze the influence of work-life balance, organizational commitment, and reward on turnover intention in online transportation driver partners in Indonesia.

LITERATURE REVIEWS

Work-Life Balance and Turnover Intention

Work-life balance (WLB) is a condition where individuals can harmonize and balance work demands with their personal lives (Kaushalya & Perera, 2018);(Allen, 2015). In the context of online transportation driver partners, work-life balance is important, considering that flexible working hours often create blurred boundaries between work and personal time (Oosthuizen et al., 2019). When drivers feel that their work interferes with family activities, rest time, or social life, they can experience stress and emotional exhaustion. This has the potential to increase the intention to quit or move to another job that is considered more balanced (Kakar et al., 2021);(Mulang, 2022). Previous research has shown that low work-life balance has a positive and significant relationship with increased turnover intention, especially in jobs with irregular or target-based working hours (Kamal Abdien, 2015);(Demiral, 2018).

For online transportation driver partners in Indonesia, work-life balance depends not only on the number of working hours but also on financial pressure and uncertainty of daily income (Syara & Syah, 2022);(Thomas et al., 2024). Drivers tend to work long hours to pursue incentives and bonuses, which can ultimately sacrifice personal time and physical and mental health. In the long term, this condition creates fatigue that impacts work motivation and increases turnover intention (Kakar et al., 2019);(Kerdpitak & Jermisittiparsert, 2020). Therefore, the company's strategy of creating a more humane, flexible, but structured work system and supporting the personal needs of partners is important to reduce the intention to leave work (Jaharuddin & Zainol, 2019);(Thomas et al., 2024). Thus, a deep understanding of work-life balance in platform-based work is relevant to developing sustainable retention policies (Suganda, 2022);(Yu, 2019). Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

H1: Work-Life Balance affects Turnover Intention

Organizational Commitment and Turnover Intention

Organizational commitment describes the level of psychological attachment of individuals to the organization where they work, which includes affective (emotional), normative (moral), and continuance (cost-benefit considerations) dimensions (Roesmawaty & Indriati, 2020);(Shah et al., 2020). In the context of online transportation driver partners, this commitment is formed from their perception of company fairness, sense of belonging to the platform, and perceived work experience (Chua & Ng, 2023);(Pratama et al., 2022). Drivers who have a high level of commitment tend to

show loyalty, persist despite facing work challenges, and have a desire to contribute positively (Zhang & Xie, 2015). Conversely, low organizational commitment can strongly trigger turnover intention because drivers do not feel emotionally or professionally attached to the platform (Ngatuni & Matoka, 2020);(Kmieciak, 2022)

Working conditions that tend to be independent, minimal direct interaction with management, and algorithmic reward systems often make driver partners feel detached from the organizational structure, thus weakening their organizational commitment (Koo et al., 2020);(Sjoberg & Sverke, 2000). In such situations, the relationship between drivers and the company is only transactional, without a deep sense of attachment (Prasetio et al., 2015);(Serhan et al., 2022). Previous studies have found that increasing organizational commitment through open communication, emotional support, and recognition of partner contributions can significantly reduce turnover intention (Pawar, 2016);(Zhu et al., 2022). Therefore, building and maintaining organizational commitment is important in maintaining workforce stability in the highly dynamic and competitive online transportation sector. Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

H2: Organizational commitment affects turnover Intention

Rewards and Turnover Intention

Rewards or awards are one of the important factors in shaping team members' job satisfaction and loyalty, including online transportation driver partners (De Gieter et al., 2012);(Stater & Stater, 2019). In a platform-based work system, rewards include financial compensation such as travel fares and bonuses and non-financial rewards such as

recognition, loyalty incentives, or access to partner welfare programs. Equity theory states that individuals will compare their input and output with others; if drivers feel that their effort is not commensurate with the rewards received, a sense of dissatisfaction will arise, which drives turnover intention (De Gieter & Hofmans, 2015);(Olawale & Olanrewaju, 2016). Several studies have shown that fair, transparent, and consistent rewards can reduce an individual's desire to leave their job (Koo et al., 2020);(Mustafa & Ali, 2019).

In practice, many online transportation driver partners in Indonesia complain about the changing reward system, strict incentive requirements, and lack of appreciation for their performance. The unclear bonus system and differences in treatment between regions or platforms can trigger perceptions of injustice that have a negative impact on work motivation (Hardianto et al., 2019);(Mendis, 2017). In addition, when rewards are considered inadequate or not commensurate with the risks and workloads borne, drivers will be more easily motivated to look for other alternatives that are considered more profitable (Akgunduz et al., 2020);(Mustafa & Ali, 2019). Therefore, companies need to design a reward system that is not only materially attractive but also considers emotional and psychological aspects in order to reduce turnover intention and build partner loyalty in the long term (Akgunduz et al., 2020);(Pawar, 2016). Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

H3: Rewards affects Turnover Intention

METHODS

This study uses a quantitative approach with a survey method to examine the effect of work-life balance,

organizational commitment, and rewards on turnover intention in online transportation driver partners in Indonesia. The population in this study consisted of active driver partners from various online transportation platforms, such as Gojek and Grab, which spread across several major cities, such as Jakarta, Bandung, Surabaya, and Medan. The sampling technique used was purposive sampling, with the criteria of drivers who had worked for at least six months. The number of samples used was 150 respondents. Data was collected by distributing online questionnaires using a five-point Likert scale to measure respondent agreement with the statements in the research instrument (Turner, 2020).

The research instrument was prepared based on adaptations of scales that have been tested in previous studies: work-life balance refers to indicators from (Suganda, 2022); (Kerdpitak & Jermisittiparsert, 2020) with five dimensions, organizational commitment based on (Zhu et al., 2022); (Serhan et al., 2022) with three dimensions, reward adapted from (Akgunduz et al., 2020); (Stater & Stater, 2019), with three dimensions, and turnover intention from (Chua & Ng, 2023); (Zhang & Xie, 2015), with three dimensions. Validity and reliability tests were conducted first using SPSS software to ensure the feasibility of the data. Furthermore, the data were analyzed using multiple linear regression methods with the help of statistical software to determine how much influence each independent variable has on turnover intention. The analysis results were used to test hypotheses and draw conclusions regarding the relationship between the variables studied.

RESULTS AND DISCUSSION

Table 1. General Profile of Respondents

Categories	Details	amount	Percentage (%)
Gender	Men	115	76.7
	Woman	35	23.3
Age (years)	20-29	65	43.3
	30-39	35	23.3
	40-49	28	18.7
	50-59	22	14.7
Level of Education	High School	100	66.7
	Diploma	40	26.7
	Bachelors	10	6.6
Length of Service (years)	< 1	45	30
	1-3	55	36.7
	3-5	40	26.7
	> 5	10	6.6
Frequency of Working Hours per Week	< 20 hours	50	33.3
	20-40 hours	55	36.7
	> 40 hours	45	30

Source: Data processing (2025)

The explanation of the demographics of the respondents in this study provides a clear picture of the characteristics of online transportation driver partners in Indonesia. Regarding gender, most respondents were male, with a percentage reaching 76.7%, while women were only 23.3%. This reflects the general trend in online transportation, where more men are involved. As for age, the 20-29 age group dominates with 43.3%, indicating that most online transportation drivers are relatively young individuals and are in their productive stages. The 30-39 age group is also quite significant, at 23.3%, while the older age groups (40-49 and 50-59 years) have smaller percentages, at 18.7% and 14.7%, reflecting that this industry is more attractive to younger drivers.

Regarding education, most respondents have a high school education (66.7%), which shows that working as an online transportation driver-partner is in great demand by those with secondary education. Meanwhile, only 26.7% have a Diploma, and 6.6% have a bachelor's degree,

showing that although this job is accessible to various educational levels, most drivers still have a lower educational background. Regarding length of service, most respondents have less than 3 years of work experience, with 36.7% of drivers working between 1-3 years, while 30% have only joined for less than 1 year. Meanwhile, in terms of the frequency of working hours per week, respondents are divided quite evenly, with 33.3% working less than 20 hours, 36.7% working between 20-40 hours, and 30% working more than 40 hours.

Validity and Reliability Test

Table 2. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Work-Life Balance	0.705	15	Valid
Organizational Commitment	0.748	9	Valid
Rewards	0.469	9	Valid
Turnover Intention	0.811	9	Valid

Source: SPSS data processing (2025)

Based on the validity test of Table 1 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid. Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Work-Life Balance	0.763	15	Reliable
Organizational Commitment	0.758	9	Reliable
Rewards	0.875	9	Reliable
Turnover Intention	0.726	9	Reliable

Source: SPSS data processing (2025)

The results of the experiment's reliability shown in Table 2 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable.

Multiple Regression Test

Table 4. Multiple Regression Test Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std.Error		
(Constant)	1,909	2,039	,936	,351
Work-Life Balance	.195	,046	4,226	.000
Organizational Commitment	.548	,070	7,849	.000
Rewards	.144	,036	3,942	.000

Source: SPSS data processing (2025)

The equation model is obtained from the multiple linear regression above: $= 1.909 + 0.195X_1 + 0.548X_2 + 0.144X_3$, meaning that work-life balance, organizational commitment, and reward positively affect turnover intention. Based on these equations, it can be explained as follows:

1. The constant value of 1.909 can be interpreted if the variables of work-life balance, organizational commitment, and reward are considered zero; then, the value of the turnover intention will be in the range of values of 1.909.
2. The value of the beta coefficient on the work-life balance variable is 0.195, which means that every change in the work-life balance variable by one unit will result in a change in the turnover intention of 0.195 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the organizational commitment variable is 0.548, which means that every change in the organizational commitment

variable by one unit will result in a change in the turnover intention of 0.548 units with the assumption that the other variables are at constant values.

4. The beta coefficient value on the reward variable is 0.144, which means that every change in the reward variable by one unit will result in a change in the turnover intention of 0.144 units with the assumption that the other variables are at constant values.

Simultaneous and Partial Hypothesis Testing

Experiment F is used to examine the variable binding simultaneously. Simultaneous hypothesis testing attempts to analyze whether work-life balance, organizational commitment, and reward variables can simultaneously influence turnover intention.

Table 5. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
1 Regression	1989.082	3	117,229	,000b
1 residuals	825,752	146		
Total	2814.833	149		

Source: SPSS data processing (2025)

Based on the results of the simultaneous test analysis in Table 5, the F-count value is $117.229 >$ from F-table with (0.05; 3 vs 147) of 2.67 or with a significant $0.000 \leq 0.05$ can be work-life balance, organizational commitment, and reward significantly influence turnover intention simultaneously. Subsequently, a partial test was conducted to partially analyze the effect of work-life balance, organizational commitment, and reward on turnover intention. Based on the results of data analysis in Table 4, the results of the t-test in this study are as follows:

1. Work-life balance has a significant level of $0.000 \leq 0.05$, meaning that

work-life balance significantly affects turnover intention.

2. Organizational commitment obtained a significant level of $0.000 \leq 0.05$, meaning that organizational commitment significantly affects turnover intention.
3. Reward obtained a significant level of $0.000 \leq 0.05$, meaning that reward significantly influences turnover intention.

Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. An error in the estimate
1	.841a	,707	,701	2,378

Source: SPSS data processing (2025)

Based on the results of the data analysis in Table 6 above, the coefficient of determination value is 0.707, which means that the level of turnover intention of 70.7% can be explained by work-life balance, organizational commitment, and reward, while other factors can explain the remaining 29.3%, not discussed in this study.

Discussion

Based on partial hypothesis testing (H1) results, work-life balance positively and significantly affects turnover intention. These results prove that poor work-life balance is one of the primary triggers for increased turnover intention, especially in jobs with flexible but uncertain working hours, such as online transportation drivers. Although flexible working hours

are advantageous, many drivers must work long hours to achieve incentive targets or meet daily economic needs. This condition often causes an imbalance between work and personal time, thus disrupting social life, togetherness with family, and rest time. When this imbalance continues, drivers tend to experience physical and emotional fatigue, eventually leading to the desire to quit or move to another job that provides more space for personal life.

In a psychological context, dissatisfaction due to low work-life balance can reduce work motivation and emotional attachment to work. Drivers who feel that their lives only revolve around work without having time for meaningful personal things will more easily question the benefits of their work. Therefore, the worse the quality of work-life balance felt, the greater the tendency of individuals to want to leave their jobs. This shows a positive and significant relationship between work-life balance and turnover intention, which is important for online transportation platform providers to consider when developing partner retention strategies.

Based on partial hypothesis testing (H2) results, organizational commitment positively and significantly affects turnover intention. Organizational commitment plays an important role in determining the extent to which individuals are willing to stay and contribute to an organization. In online transportation driver partners, commitment to the platform where they work can be seen from a sense of belonging, loyalty, and willingness to continue working despite facing challenges. However, when this commitment is low—for example, due to a lack of emotional attachment (affective commitment), not seeing any loss if leaving (continuance commitment), or not feeling a moral responsibility to stay (normative commitment)—then the

tendency to leave the job becomes higher. In other words, the lower the organizational commitment, the higher the driver's intention to quit his job.

In the context of driver-partners who do not have a formal working relationship with the company, organizational commitment often depends on how fair the system is, how much their contributions are valued, and the extent to which they feel part of the platform's "community." If the company fails to build a strong emotional and professional relationship with partners, drivers tend to view their work as purely transactional. This situation strengthens turnover intention because drivers do not feel they have a strong reason to stay. Therefore, low organizational commitment has a positive and significant relationship with partners' desire to leave, so companies must build a system that can foster loyalty and attachment to the platform.

Based on partial hypothesis testing (H3) results, reward positively and significantly affects turnover intention. The study's results confirm that the company's rewards play an important role in motivating driver partners to stay in their jobs. As freelancers with an incentive-based payment system, drivers rely heavily on the financial rewards they receive, such as travel fares, bonuses, and other incentives. When the reward system is perceived as unfair, non-transparent, or inadequate, drivers feel unappreciated for the efforts they have made, which can then reduce their motivation to continue working. Research shows that dissatisfaction with the rewards given can trigger higher turnover intention because drivers feel they are not getting rewards commensurate with the time and effort they have put in.

In addition, rewards are related to financial factors and non-financial rewards that can increase a sense of attachment to

the company. Drivers who feel appreciated and recognized by the platform through non-financial rewards such as recognition or loyalty awards are more likely to stay. Conversely, suppose rewards only focus on financial aspects without considering welfare or a sense of appreciation. In that case, drivers may feel dissatisfied and seek other job opportunities that provide better rewards. Therefore, inadequate rewards or not meeting driver partners' expectations can contribute to increased turnover intention, leading to their decision to quit or switch to another platform.

CONCLUSION

This study shows that work-life balance, organizational commitment, and rewards significantly influence turnover intention among online transportation driver partners in Indonesia. Poor work-life balance, especially the imbalance between work time and personal life, increases the likelihood of drivers feeling exhausted and dissatisfied, which drives their intention to quit their jobs. In addition, low organizational commitment, characterized by a lack of emotional attachment and moral responsibility to the platform, contributes to high turnover intention. On the other hand, inadequate rewards, both in financial and non-financial forms, trigger dissatisfaction and increase drivers' intention to leave their jobs.

This study provides an important contribution to the development of theory in the field of human resource management, especially related to the factors that influence turnover intention among informal sector workers such as online transportation driver partners. These findings strengthen the understanding of how work-life balance, organizational commitment, and reward systems interact in influencing a person's intention to leave their job. This study also highlights the

need to expand the theoretical framework that is generally developed in the context of formal companies so that it can be applied relevantly to flexible and digital platform-based work environments, which have unique characteristics in their work relationships and organizational structures. From a practical perspective, the results of this study can be used as a reference for online transportation service providers in designing driver partner retention strategies. Companies need to pay attention to work-life balance, provide fair and meaningful rewards, and build strong emotional and psychological bonds between partners and the company. For example, by providing flexible but stable work schedules, transparent performance-based incentives, and partner engagement programs that foster a sense of belonging. By implementing this approach, companies can reduce turnover rates and increase partner satisfaction and loyalty, which ultimately have a positive impact on service quality and business sustainability.

This study suggests that online transportation companies periodically evaluate their work-life balance policies, organizational commitment, and rewards applied to driver partners. Companies should implement welfare programs that support drivers in maintaining work-life balance and develop training or communication programs to strengthen drivers' commitment to the company. In addition, companies also need to design a reward system that focuses not only on income but also on recognizing drivers' contributions and achievements to create a more inclusive and productive work environment. Further research can examine other factors influencing turnover intention, such as social support or more specific working conditions in various regions.

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