Linking Job Satisfaction, Motivator-Hygiene Factors, and Loyalty of Online Drivers in Semarang City

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Abstract

This study aims to analyze the influence of motivational and hygiene factors on the loyalty of online bike-taxi driver-partners in Semarang City, with job satisfaction as the mediating variable. A quantitative approach was used by distributing a questionnaire directly and through WhatsApp groups to active driver-partner communities (Grab, Gojek, and Maxim) during June 2025. Data were analyzed using Partial Least Squares and Bootstrapping (SmartPLS4) methods. The results show that hygiene factors have a significant impact on loyalty, both directly and indirectly through job satisfaction. Conversely, motivational factors only have an impact on job satisfaction but do not significantly influence partner loyalty. These findings confirm that job satisfaction is an important mechanism in building loyalty, particularly through managing external business factors such as policy clarity, compensation, and job security. The practical implications of these findings provide insight for digital platform managers to improve partner retention through a fairer and transparent approach based on business needs.

Keywords: Job Satisfaction; Partner Loyalty; Motivating Factors; Hygiene Factors; Online Motorcycle Taxi

Introduction

The development of digital technology has created a new working environment known as the gig economy, a flexible, short-term, project-based work system typically mediated by digital applications. One manifestation of this gig economy is the emergence of online motorcycle taxi platforms such as Gojek, Grab, and Maxim, which have now become an integral part of urban mobility in Indonesia. In Semarang, the number of online motorcycle taxi drivers has experienced significant growth over the past five years, following the consistently increasing demand for online transportation services (Joewono et al., 2021). This flexible work model does indeed offer attractive income opportunities, especially for the productive age group and those who have lost their jobs due to economic disruption.

However, working as an online motorcycle taxi driver also creates less-than-ideal work dynamics. Income uncertainty, inconsistent incentive systems, a lack of transparency regarding commission deductions, and minimal social security coverage are common complaints. Research by Riani et al. (2022) shows that the uncertainty of the work system on online platforms leads to a gradual decline in partner loyalty, especially when welfare expectations are not met. In a national survey report by the Polling Institute (2022) and IJRS (2022), 67% of online motorcycle taxi (ojek) partners stated that the platform's treatment of them was unfair, while 58% admitted they were unaware of the bonus or incentive calculation scheme they received.

In understanding partner loyalty issues, psychological factors such as job satisfaction play a crucial role. Job satisfaction is the result of an individual's cognitive and affective evaluation of their overall work experience (Spector, 2012). When partners are satisfied with the work system, their relationship with the company, and the recognition they receive for their contributions, loyalty tends to increase. Meanwhile, dissatisfaction with basic aspects such as income, clarity of regulations, and job security can trigger turnover intention. Therefore, positioning job satisfaction as a mediating variable is highly relevant, as it bridges the influence of organizational factors on partner loyalty.

To understand the factors influencing job satisfaction, Herzberg's (1959) two-factor theory provides a comprehensive approach. This theory divides job satisfaction into two determinants: motivating factors (achievement, recognition, responsibility) and hygiene factors (salary, company policies, working conditions). Motivating factors contribute to increased satisfaction, while hygiene factors contribute to reduced dissatisfaction (Alrawahi et al., 2020). In the context of digital platforms, the fulfillment of these two factors is not always balanced. Research by Mitsakis & Galanakis (2022) found that an imbalance between intrinsic and extrinsic needs is often a major source of dissatisfaction.

Given the importance of partners in ensuring the stability of online motorcycle taxi services, understanding how Herzberg's factors influence loyalty through job satisfaction is crucial. Furthermore, limited research simultaneously examines this relationship in the digital context in Indonesia. By formulating job satisfaction as a mediating variable, this study not only contributes to theory development but also provides practical insights for platform companies to increase partner loyalty through a needs-based approach.

Theoretical Review and Hypothesis Development
Herzberg's Two Factor Theory

Herzberg divided the factors influencing job satisfaction into two main categories: (1) motivating factors, which encompass intrinsic aspects (achievement, recognition, the work itself, responsibility, and career development); and (2) hygiene factors, which encompass extrinsic aspects (salary, working conditions, company policies, supervision, and job security). Motivating factors contribute to increased job satisfaction when met, while hygiene factors play a more active role in preventing dissatisfaction, but do not automatically create satisfaction when met (Herzberg, 1987). This is in line with the opinions of Alrawahi et al. (2020) and Mitsakis & Galanakis (2022), who argue that if these factors are not met, job dissatisfaction will result; however, their fulfillment does not always lead to satisfaction.

Herzberg emphasized that these two factors operate independently. In modern sectors such as online motorcycle taxis, the role of these two factors is crucial due to flexible but unstable working conditions (Alfayad et al., 2017) and (Joewono et al., 2021). Research by Heldawanti et al. (2023) states that in jobs with minimal structural control, such as online motorcycle taxi drivers, motivating factors are essential to maintain emotional attachment to work.

Motivating Factors and Job Satisfaction

In Herzberg's two-factor theory, motivational factors are crucial elements that directly contribute to job satisfaction. These factors include recognition, achievement, responsibility, and opportunities for personal development. In the context of online taxi driver partners, motivators can include performance-based incentives, work flexibility, and decision-making autonomy. Research by Aksa & Transistari (2021) shows that both incentives and motivation have a positive and significant impact on job satisfaction for GoRide drivers in Yogyakarta, reflecting the importance of fulfilling the intrinsic needs of gig economy workers.

Furthermore, in his study of InDriver driver partners in Medan, Johanri (2023) found that both work motivation and incentives significantly impact job satisfaction. The analysis showed that incentives can increase job satisfaction and foster a sense of belonging to the profession. These findings suggest that incentives play a key role in creating job satisfaction in platform-based digital workplaces. Therefore, it can be assumed that the higher the partner's perception of motivating factors, the higher their level of job satisfaction.
H1: Motivating factors have a positive impact on job satisfaction.

Hygiene Factors and Job Satisfaction

Hygiene factors in Herzberg's theory encompass external elements of the job, such as company policies, employment relations, job security, and compensation. The presence of these factors does not necessarily lead to satisfaction, but their absence can lead to dissatisfaction. In practice, online motorcycle taxi drivers are highly sensitive to changes in incentive systems, unclear regulations, and unprofessional employment relations. Kurniawan & Heryanda (2022) found that compensation and the work environment significantly impacted job satisfaction among Grab drivers in Buleleng, confirming the importance of hygiene factors in creating a comfortable workplace.

Furthermore, research by Putri et al. (2023) also showed that compensation and work discipline, as part of hygiene factors, positively impacted job satisfaction among Go-Jek driver partners in Kota Bekasi. These external factors contribute to creating stability and a sense of security in the workplace. Therefore, online motorcycle taxi service providers must pay close attention to hygiene aspects so that drivers feel valued and motivated in their work, ultimately leading to increased job satisfaction.

H2: Hygiene factors have a positive impact on job satisfaction.

Motivating Factors and Partner Loyalty

Motivational factors that increase job satisfaction can have a direct impact on partner loyalty. When partners feel that their work provides them with room for achievement, recognition, and personal meaning, they are more likely to remain loyal to the platform. Aksa & Transistari (2021) showed that incentives and motivation not only increase satisfaction but also create high work commitment, which is an indicator of loyalty. This suggests that motivational factors play a dual role in increasing partners' emotional attachment to their work platform.

Wicaksono (2019) also provides empirical support, examining the impact of compensation and work flexibility on Gojek driver-partners in Yogyakarta. His research results showed that these motivational factors not only increase job satisfaction but also impact partner loyalty. Therefore, it can be concluded that motivational factors have a significant impact on loyalty, as work motivation is one of the determinants of long-term partner retention.

H3: Motivational factors have a positive impact on partner loyalty.

Hygiene Factors and Partner Loyalty

Proper management of hygiene factors not only prevents dissatisfaction but also increases partner loyalty. Fair wages, flexible working hours, and a transparent work system are important elements that shape loyalty. Rizky et al. (2024) found that flexible working hours and wages had a positive and significant impact on Gojek driver loyalty in West Bandung Regency. This suggests that proper management of hygiene factors will increase partner commitment to remaining with a particular app provider.

Anggraini et al. (2024) also showed that work motivation, discipline, and incentives—which in some respects fall into the hygiene category—influence the performance of Grab partners in Mamuju, reflecting their loyalty to the company. This suggests that a stable work system and a supportive work environment can encourage partners to remain with the work environment they have established with the app provider. Therefore, online transportation companies need to establish a good and fair work system to maintain partner loyalty.

H4: Hygiene factors have a positive impact on partner loyalty.

Job Satisfaction and Partner Loyalty

Job satisfaction is a crucial factor in shaping partner loyalty, particularly in flexible work environments like online motorcycle taxis. Partners who are satisfied with their working conditions tend to develop emotional attachments and prefer to continue working on the same platform. Satriawan & Harissa (2021) demonstrated that job satisfaction significantly impacts the performance of Grab drivers in

Bandung, where performance, in this context, represents job loyalty, reflected in engagement and continuity.

The results of this study indicate that partners who are satisfied with their incentives and working conditions are more loyal and motivated to provide excellent service. Long-term partner loyalty strengthens the company's position in the face of digital business competition. Therefore, maintaining a high level of job satisfaction is a crucial strategy for building and maintaining partner loyalty in the app-based transportation sector.

H5: Job satisfaction has a positive impact on partner loyalty.

Job Satisfaction

Motivational factors not only directly influence loyalty but can also indirectly enhance it through job satisfaction as a mediating variable. Research by Aksa & Transistari (2021) found that the influence of motivators on partner performance occurs through increased job satisfaction. Therefore, high work motivation drives job satisfaction, which ultimately forms loyalty to the company.

Wicaksono (2019) corroborates these findings by stating that job satisfaction mediates the relationship between compensation and flexibility on the performance of Gojek partners in Yogyakarta. This relationship model reflects that the presence of effective motivators can shape loyalty, but this influence works best when partners initially experience high job satisfaction. Therefore, job satisfaction acts as a psychological mechanism connecting the relationship between motivators and partner loyalty.

The influence of hygiene factors on partner loyalty is not only direct but also through job satisfaction as a mediating variable. If hygiene factors such as compensation, job security, and a fair employment system are well managed, this will increase partner job satisfaction. Rizky et al. (2024) found in their research that flexible working hours and compensation significantly influence employee loyalty through job satisfaction as a mediating variable. This suggests that job satisfaction plays a crucial role in strengthening relationships.

Furthermore, Putri et al. (2023) also demonstrated that high job satisfaction resulting from good compensation and work discipline increases the likelihood of partners demonstrating loyalty to the company. Thus, hygiene factors are not only important in creating a stable work environment but also play a role in fostering loyalty through job satisfaction as a psychological bridge.

H6: Job satisfaction as a mediator between motivating factors and partner loyalty.
H7: Job satisfaction as a mediator between hygiene factors and partner loyalty.

From this review, the research framework that the author proposes is as follows:
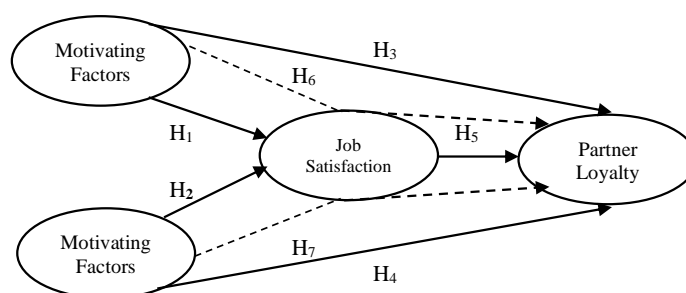
Figure 1. Conceptual Framework

Methodology

This research uses an explanatory quantitative approach. According to Toyon (2021), an explanatory quantitative research design is used to identify and explain causal relationships between the variables studied, as well as to test existing theories through the collection and analysis of numerical data. In this study, the researcher used both primary and secondary data. The primary data collection technique was carried out by distributing questionnaires through three WhatsApp groups within the Semarang online motorcycle taxi community and distributing them directly (personal delivery). As stated by Sugiyono (2019), direct questionnaire distribution allows researchers to obtain valid primary data by reducing errors and increasing response rates. This aligns with Nazir's (2014) opinion that direct questionnaire distribution allows researchers to interact with respondents, increasing data clarity and accuracy. Meanwhile, secondary data was obtained through a literature review covering scientific articles, books, research reports, and other relevant publications from the past five years. Secondary data is used to strengthen the theoretical framework and provide a comprehensive understanding of the role of motivating and hygiene factors in increasing satisfaction and loyalty.

The population in this study was all active online motorcycle taxi drivers in Semarang City who were members of the Gojek, Grab, and Maxim platforms and had been active drivers for at least the past six months. The sample size used in this study was 100 people. Due to the unidentified population size, the sample size was determined using the Lemeshow formula. The Lemeshow formula is as follows:

$$n = \frac{Z\alpha^2 . P . Q}{L^2}$$

Where n is the sample size, Zα is the standard distribution value (typically 1.96 for a 95% confidence level), P is the population estimate, which is 0.5, Q is the interval and deviation, and L is the level of precision or sampling error, which is 10%. Based on the calculations, the minimum sample size is 96.04 respondents. However, to increase representativeness and anticipate the possibility of invalid data, the researchers collected 120 respondents from online motorcycle taxi driver partners in Semarang City.

The data in this study were analyzed using SmartPLS 4 for structural equation modeling (SEM) and data processing.

Result and Discussion

Result

Of the 120 data sets obtained, 20 respondents were excluded from the analysis phase using SmartPLS software. This reduction was achieved through a data cleaning process to remove outliers, or extreme data that statistically show significant differences from the majority data pattern. This aimed to increase construct validity and ensure that the outer loading value of each indicator remained within the acceptable limit, which is >0.7 (Sarstedt et al., 2020).

The final 100 respondents were selected purposively, considering data quality and suitability to the measurement model, ensuring more stable and reliable analysis results. The characteristics of the 100 respondents were as follows:

Table 1. Respondent Characteristics

Information	Person	Percent (%)
Gender		
Man	88	88
Women	12	12
Age		
<25 Years	26	26
25-35 Years	49	49
36-45 Years	25	25
>45 Years	0	0
Platform		
Gojek	38	38
Grab	34	34
Maxim	28	28

Source: Processed data (2025)

The convergent validity of the measurement model can be determined through the correlation between the indicator (instrument) score and its construct (variable). The outer loading value is considered valid if the correlation value is >0.70. Any indicators that do not meet the criteria must be discarded. The results of the convergent validity study are presented in Table 2.

Table 2. Outer Loading Results of Convergent Validity Tests

Instrument	Hygiene Factors	Motivating Factors	Job Satisfaction	Partner Loyalty	Note.
HF1	0.870				**Valid**
HF2	0.801				**Valid**
MF1		0.725			**Valid**
MF2		0.761			**Valid**
MF3		0.744			**Valid**
MF4		0.712			**Valid**
MF5		0.727			**Valid**
JS4			0.853		**Valid**

JS5	0.822		**Valid**
PL1		0.851	**Valid**
PL3		0.743	**Valid**
PL4		0.802	**Valid**
PL5		0.718	**Valid**

Convergent validity testing was conducted by examining the outer loading value of each indicator within its respective construct. An indicator is considered valid if its outer loading value is >0.70. The testing process was carried out in stages by removing indicators that did not meet the requirements. In the first stage, indicators HF3 (0.575) and PL2 (0.636) were removed from the model. Furthermore, in the second stage, indicators HF4 (0.677) and PL5 (0.698) were also removed. After retesting, the outer loading values of all indicators in the third stage were higher than 0.70 and were declared valid. Next, a discriminant validity test was conducted. The results of the discriminant validity test are shown in Table 3.

Table 3. Discriminant Validity (HTMT) Results

	Hygiene Factors	Motivating Factors	Job Satisfaction	Partner Loyalty	Note.
HF					**Valid**
MF	0.613				**Valid**
JS	0.889	0.512			**Valid**
PL	0.513	0.372	0.567		**Valid**

The discriminant validity of this model was tested using the Heterotrait-monotrait ratio (HTMT) method. The initial analysis results showed that the HTMT value exceeded the threshold of 0.90, especially between hygiene factors (HF) and job satisfaction (JS). Therefore, this model was improved by excluding three indicators that contributed to the overlap between constructs HF5, JS2, and JS3. After review and retesting, the HTMT value for all constructs was below the threshold of 0.90, with the highest value reaching 0.889. This indicates that all constructs in the model have sufficient discriminant validity and can be statistically distinguished.

Table 4. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
HF	0.572	0.586	0.822	0.699
MF	0.79	0.808	0.854	0.539
JS	0.574	0.577	0.824	0.701
PL	0.799	0.892	0.861	0.609

Reliability and construct validity tests were conducted to ensure internal consistency and their ability to explain the indicator variables. Based on the test results, the composite reliability (CR) values for all constructs were above the 0.70

threshold, ranging from 0.822 to 0.861, indicating excellent internal consistency. The Average Variance Extracted (AVE) values also showed adequate results, with a maximum value of 0.701 and a minimum of 0.539, indicating that each construct met the convergent validity criteria.

Although the Cronbach's Alpha values for both constructs, namely hygiene factors (0.572) and job satisfaction (0.574), were slightly below the 0.70 threshold, this is still acceptable in the context of exploratory research. Furthermore, the composite reliability and AVE values for these constructs continued to demonstrate strong results, confirming the construct reliability and validity for further structural model testing.

Hypothesis Testing (Direct Influence)

The hypothesis is tested based on the results of t-statistics and p-values. If the t value is greater than 1.96 and the p value is less than 0.05, the hypothesis is accepted. Based on the results of the path coefficient test in Table 5, the test results are as follows:

Table 5. Path Coefficient

	Original sample	Sample mean	Standard deviation	T statistics	P values
HF -> JS	0.439	0.426	0.102	4.316	0.000
HF -> PL	0.194	0.195	0.112	1.731	0.042
MF -> JS	0.180	0.194	0.098	1.827	0.034
MF -> PL	0.177	0.19	0.127	1.394	0.082
JS -> PL	0.252	0.251	0.129	1.955	0.025

Based on Table 5 above, the influence of hygiene factors (HF) on job satisfaction (JS) is significant, with a coefficient of 0.439, a t-statistic of 4.316 > 1.96, and a p-value of 0.000 < 0.05. This indicates that hygiene factors have a positive and significant effect on job satisfaction among online motorcycle taxi drivers in Semarang.

The influence of hygiene factors (HF) on partner loyalty (PL) also shows a significant direct effect, with a coefficient of 0.194, a t-statistic of 1.731, and a p-value of 0.042. This means that better hygiene factors perceived by partners significantly increase their loyalty.

The influence of motivating factors (MF) on job satisfaction (JS) has a significant positive effect, with a coefficient of 0.180, a t-statistic of 1.827, and a p-value of 0.034. This indicates that motivational factors, such as recognition and achievement, contribute significantly to job satisfaction.

The influence of motivating factors (MF) on partner loyalty (PL) did not show a direct significant effect, with a coefficient of 0.177, a t-statistic of 1.394, and a p-value of 0.082 (>0.05). This indicates that the influence of motivating factors on partner loyalty is not statistically significant.

The influence of job satisfaction (JS) on partner loyalty (PL) was positive and significant, with a coefficient of 0.252, a t-statistic of 1.955, and a p-value of 0.025. This indicates that job satisfaction plays a significant role in building partner loyalty.

Mediation Effect

Next, test the indirect effect hypothesis. Indirect hypothesis testing is used to prove the hypothesis about how one variable indirectly influences another variable (through a mediator). If the indirect effect coefficient is greater than the direct effect coefficient, the mediating variable JS mediates the relationship between the two variables. If the indirect effect coefficient is smaller than the direct effect coefficient, the mediating variable JS does not mediate the relationship between the two variables.

Table 6. Specific Indirect Effect

	Original sample	**Sample mean**	**Standard deviation**	**T statistics**	**P values**
HF -> JS -> PL	0.111	0.107	0.064	1.736	0.041
MF -> JS -> PL	0.045	0.053	0.043	1.067	0.143

Based on Table 6 above, the influence of hygiene factors (HF) on partner loyalty (PL) through job satisfaction (JS) as a mediating variable is statistically significant, with a coefficient of 0.111, a t-statistic of 1.736, and a p-value of 0.041. This indicates that job satisfaction significantly mediates the influence of hygiene factors on partner loyalty.

The influence of motivator factors (MF) on partner loyalty (PL) through job satisfaction (JS) as a mediating variable is statistically insignificant, with a coefficient of 0.045, a t-statistic of 1.067, and a p-value of 0.143. This indicates that job satisfaction does not significantly mediate the influence of motivator factors on partner loyalty.

Discussion
Hypothesis 1

Other findings indicate that motivating factors also have a positive influence on job satisfaction. These factors include intrinsic aspects of the job, such as recognition, achievement, responsibility, and development opportunities. Within Herzberg's framework, these factors are key in creating a sense of satisfaction and pride in one's work. In the online motorcycle taxi sector, this is evident in how drivers respond to performance-based incentive systems, work flexibility, and opportunities to build social relationships in the workplace (Alfayad et al., 2017).

Research by Johanri (2023) shows that incentives and motivation significantly influence the satisfaction of InDriver drivers in Medan. When drivers feel they have development opportunities and are recognized for their achievements, their job satisfaction increases. This aligns with a study by Aksa & Transistari (2021), which showed that a performance-based reward system significantly increased the satisfaction of GoRide drivers in Yogyakarta.

From a global perspective, Fieseler et al. (2017) demonstrated in their study of freelancer motivation in Europe that job satisfaction arises when workers feel in control of their career decisions and are appreciated for their efforts. In other words, the presence of motivational factors can increase partners' emotional engagement

with their work. Therefore, online motorcycle taxi platforms need to redesign their motivation strategies, not only from a financial perspective but also by considering partners' psychological needs as independent professionals.

Hypothesis 2

The analysis shows that hygiene factors have a positive impact on job satisfaction among online motorcycle taxi drivers. This finding supports Herzberg's two-factor theory (1987), which states that factors such as compensation, working conditions, and job security do not directly increase job satisfaction but are crucial in preventing job dissatisfaction. In the context of app-based digital work, basic needs such as transparency of payment systems, certainty of order distribution, and platform technical support become crucial hygiene factors (Joewono et al., 2021).

A study by Kurniawan & Heryanda (2022) found that compensation and a healthy work environment significantly increased job satisfaction among Grab drivers in Buleleng. This study confirms that when basic needs are met, drivers feel comfortable at work, which in turn influences their perceptions of job satisfaction. Putri et al. (2023) found similar results in Bekasi, where work discipline and compensation systems significantly contributed to increased job satisfaction among Gojek drivers.

Furthermore, an international study by Wu et al. (2019) on gig workers in China showed that stable working conditions and transparency in performance evaluation are key factors in achieving long-term job satisfaction. In the platform sector, characterized by uncertainty and high expectations, the existence of hygiene factors is a major barrier to ensuring workers feel fairly valued and recognized. Therefore, it can be concluded that sustainable management of hygiene factors is crucial in shaping job satisfaction among online motorcycle taxi drivers.

Hypothesis 3

The results of the study indicate that the influence of motivating factors on partner loyalty is insignificant. This suggests that while intrinsic factors, such as achievement, recognition, responsibility, and self-development, are important in boosting work morale, they are not strong enough to directly drive long-term loyalty. Within the context of Herzberg (1987) two-factor theory, motivators are indeed important elements that can create satisfaction, but their impact on loyalty requires emotional involvement and a deeper work experience.

This finding aligns with a study by Yang & Panyagometh (2024) examining gig platforms in China. They found that work motivation contributes to satisfaction, but loyalty only emerges if job satisfaction forms a psychological foundation. In other words, when workers feel appreciated for their achievements but are generally dissatisfied with the current work system, their emotional bond and desire to remain employed at the platform weaken. Consistent with the findings of Praveen & Rokith, M (2024), their study found that flexibility and incentives do not directly increase partner loyalty unless accompanied by a stable and fair compensation system.

These studies confirm that motivators don't necessarily automatically create loyalty, especially in the context of digital work, which relies heavily on algorithmic systems, transparency, and sometimes inhumane performance management. Therefore, online motorcycle taxi platforms must focus not only on

providing incentives but also on ensuring a fair work environment and adequate job satisfaction to foster sustained partner loyalty.

Hypothesis 4

The direct impact of hygiene factors on partner loyalty has been proven significant. This suggests that fair working conditions, system stability, and equal treatment of partners are essential foundations for building long-term loyalty. In the gig economy, loyalty is often built not through the promise of a long-term career, but rather through assurances of stability and professionalism (Rizky et al., 2024).

Research by Anggraini et al. (2024) shows that factors such as work discipline, income security, and a transparent evaluation system significantly influence the loyalty of Grab partners in Mamuju. When partners perceive the platform as providing a stable and fair working environment, they develop a psychological commitment that motivates them to remain employed. This factor is crucial given the intense competition among online transportation apps.

Research by Veen et al. (2020) Australia also confirms that in platform-based employment, loyalty is shaped not by structural relationships such as employment contracts, but rather by partners' perceptions of fairness and certainty in their daily operations. Therefore, strengthening the current work system is crucial.

Hypothesis 5

Research findings indicate that job satisfaction significantly influences partner loyalty. This finding supports the theory that loyalty is not solely shaped by external factors or motivations, but rather by individuals' subjective experiences at work. When partners are satisfied with the work system, their relationship with the company, and the rewards they receive for their work, they tend to develop stronger emotional bonds with the platform (Satriawan & Harissa, 2021).

Research by Zhou et al. (2024) on ride-hailing drivers in China found that job satisfaction is a key predictor of loyalty, especially when drivers feel valued and appreciated for their contributions. Loyalty, in this case, is reflected not only in continued employment but also in active participation and compliance with platform regulations.

Amidst intense competition among online motorcycle taxi platforms, retaining loyal partners is a significant challenge. Therefore, ensuring partner satisfaction through a combination of hygiene factors and incentives is crucial for maintaining long-term working relationships.

Hypothesis 6

This study shows that job satisfaction does not significantly mediate the relationship between motivating factors and partner loyalty. This indicates that although partners feel some satisfaction with their work, motivating factors have not been successful in indirectly driving loyalty through job satisfaction. This result is quite surprising compared to the theoretical predictions of Herzberg's model and previous studies.

In the context of the digital gig economy, this can be explained by research conducted by Fieseler et al. (2017) and Veen et al. (2020), which highlights that algorithmic management systems often limit autonomy and recognition, which are

core motivators. When rewards or achievements are difficult to obtain or not recognized transparently, even highly motivated workers may not experience sufficient job satisfaction to foster loyalty. Furthermore, a study by Yu & Abdul Hamid (2024) concluded that intrinsic motivation will not generate loyalty without high job satisfaction and a sense of belonging to the organization/platform.

Thus, these findings confirm that motivating factors cannot effectively contribute to building loyalty, either directly or indirectly, unless supported by a work system that creates a positive and satisfying work experience. In practice, work motivation must be accompanied by system transparency, fair assessments, and tangible development opportunities to increase overall partner satisfaction and loyalty.

Hypothesis 7

Furthermore, the study's results indicate that job satisfaction is a significant mediator in the relationship between hygiene factors and partner loyalty. This means that fair treatment of partners through external factors such as compensation and decent working conditions will increase job satisfaction, which ultimately increases loyalty. This finding is consistent with research by Rizky et al. (2024), which reported that job satisfaction influences the relationship between working hours, wages, and loyalty among Gojek drivers.

Similarly, Putri et al. (2023) reported that discipline and a clear reward system increase partner satisfaction, ultimately leading to loyalty to the company. This mediation model reinforces the assumption that partner loyalty is not formed directly, but rather through repeated and consistent positive experiences in their daily work.

This finding is reinforced by Chiu et al. (2022), which showed that in the context of the Indonesian gig economy, organizational support and perceived fairness from the platform significantly increased workers' affective commitment, especially when a quality information system was in place. This confirms that positive perceptions of the work system and fair treatment play a crucial role in fostering partner loyalty through job satisfaction.

Conclusion

This study aims to analyze the influence of motivating and hygiene factors on the loyalty of online motorcycle taxi drivers in Semarang, with job satisfaction as a mediating variable. The results show that hygiene factors significantly influence partner satisfaction and loyalty, both directly and through the mediation of job satisfaction. Conversely, motivating factors only influence job satisfaction and have no direct or indirect effect on partner loyalty. These findings confirm that extrinsic aspects, such as the compensation system, clarity of work rules, and platform security, are key factors in building long-term loyalty. Intrinsic aspects, such as work fulfillment and meaning, while increasing satisfaction, are not sufficient to significantly increase loyalty. Therefore, improving work systems and fair treatment of partners are crucial for online motorcycle taxi service providers to retain partners. Research by Wood et al. (2019) confirms that ambiguous forms of algorithmic control can undermine trust and loyalty among digital workers. Meanwhile, Bajwa et al. (2018) show that uncertain working conditions resulting

from a lack of social protection are major barriers to long-term participation in the platform economy.

This study has several limitations. First, several indicators did not meet validity and reliability criteria and therefore, needed to be eliminated. This could limit the conceptual scope of some variables, particularly job satisfaction, which was measured by only two indicators. Second, a cross-sectional quantitative approach cannot capture the long-term dynamics of loyalty. This study was also limited to a few online motorcycle taxi (ojek) partners in Semarang City due to the large population of online motorcycle taxi partners. Furthermore, potential respondents' unfamiliarity with the purpose of the distributed questionnaire link presented a challenge, requiring careful and clear explanation of the purpose and intent of the questionnaire link.

For future research, it is recommended to conduct research with a broader sample size and coverage, and consider a mixed-methods approach to explore the psychological and social aspects that influence partner loyalty in depth. Furthermore, other variables such as perceived fairness, organizational relationships, and digital work fatigue should be added to enrich the theoretical model. Longitudinal studies are also important to assess loyalty in the context of changing platform policies and digital labor market dynamics.

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