

## The Effects of Work-Life Balance, Workload, Motivation, and Leadership Style on Driver Performance

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### Abstract

*This study aims to analyze the effect of work-life balance, workload, work motivation, and leadership style on the performance of drivers at PT Berkah Bersama OJESA from the perspective of Islamic human resource management (IHRM). This research is motivated by the importance of human resource management that is not only oriented toward performance achievement but also emphasizes employee well-being and Islamic values in a sharia-based transportation service company serving female customers. The study adopts a quantitative approach using a survey method through the distribution of questionnaires to 34 active drivers of PT Berkah Bersama OJESA. The data were analyzed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS 4 software. The results indicate that work-life balance, work motivation, and leadership style have a positive and significant effect on driver performance. These findings suggest that drivers who are able to manage a balance between work and personal life, possess strong work motivation, and operate under effective leadership tend to demonstrate more optimal performance. Meanwhile, workload does not have a significant effect on driver performance, indicating that the level of workload experienced by the drivers remains within manageable limits. This study contributes theoretically to the development of Islamic human resource management literature, particularly in the context of organizations based on Islamic values, and provides practical implications for company management in formulating human resource policies to enhance driver performance and service quality.*

**Keywords:** Work-Life Balance; Workload; Motivation; Leadership Style; Driver Performance

### INTRODUCTION

The development of the workplace in the era of digital transformation is marked by increasing demands for efficiency, flexibility, and productivity, particularly in the technology-based service sector. In this context, the quality of human resources (HR) has become a strategic factor determining the sustainability and competitiveness of an organization. HR is no longer viewed merely as an operational implementer, but as a key asset that directly contributes to organizational performance through aspects of behavior, motivation, and work-life balance (Mangkunegara, 2017; Robbins & Judge, 2017).

From the perspective of Sharia-based human resource management, humans are positioned as trustees and caliphs (khalifah) with professional, moral, and spiritual responsibilities. Work performance in this context is measured not only by achieving material targets, but also by the values of honesty, responsibility, balance, and blessings in work (Rivai & Arifin, 2009). This principle aligns with Islamic teachings, which emphasize the importance of professionalism and work ethic, as reflected in Surah At-Taubah, verse 105, which affirms that every work activity is under the supervision of Allah SWT:

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلٰى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ ﴿١٠٥﴾

Meaning: "Say (Prophet Muhammad), 'Work!' Then Allah, His Messenger, and the believers will see your work. You will be returned to the Knower of the unseen and the seen. Then He will inform you of what you used to do."

The rapid growth of online transportation presents both opportunities and challenges for human resource management. For drivers of Sharia-compliant transportation services, workload pressure, service demand dynamics, and safety and ethical standards are factors that can influence performance

(Mathis & Jackson, 2018). Issues of workload, motivation, work-life balance, and leadership style are relevant because they theoretically shape work behavior and performance in the direct service sector.

However, empirical research often shows that the influence of these variables is not always consistent. Some studies have found that a proportional workload can actually drive performance improvement by creating constructive challenges and fostering work focus (Sutanto & Patty, 2014). Conversely, variables such as work-life balance, motivation, and leadership style do not always have a direct impact on performance, especially in jobs with high levels of flexibility or independent work patterns, such as those of online transportation drivers.

Previous research in the online transportation sector has shown that some psychological or organizational variables do not always significantly influence performance, as driver performance is more determined by technical skills and dynamic field conditions (Lestari & Aldino, 2022). Therefore, it is important to re-examine the relationship between these variables in the context of women-based Islamic transportation.

Thus, most previous research has focused on the formal sector and conventional companies, and has not examined the context of Islamic companies with the characteristics of a female workforce. However, the profession of female drivers in Islamic transportation services presents distinct dynamics, particularly related to their dual roles as workers and family members. This situation presents unique challenges in maintaining work-life balance and managing workloads without compromising individual performance and well-being.

PT Berkah Bersama OJESA (Ojek Sahabat Wanita) is a local innovation in Bandar Lampung that offers sharia-compliant transportation services with female-only drivers and passengers. This business model not only addresses the need for women's safety and comfort while traveling but also integrates Islamic values into human resource management and service delivery (Latifah, 2018). Previous studies have shown that the high risk of crime and discomfort for women on public transportation increase the need for safer and gender-sensitive transportation services (Lestari & Aldino, 2022).

However, managing female drivers in sharia-compliant transportation companies like OJESA faces complex challenges, ranging from flexible working hours, service pressures, to the need for fair and communicative leadership. To date, empirical studies integrating work-life balance, workload, motivation, and leadership style into the performance of female drivers within the context of sharia-compliant human resource management are still very limited.

Based on these conditions, this study has an urgency to fill the research gap by simultaneously examining the influence of work-life balance, workload, work motivation, and leadership style on the performance of female drivers at PT Berkah Bersama OJESA Bandar Lampung from a human resource management (HRM) perspective. The novelty of this study lies in the integration of four main variables in one research model in the context of sharia-based digital transportation with a focus on the empowerment of Muslim women. This study aims to provide theoretical contributions to the development of HRM studies as well as practical contributions for companies in formulating HR management strategies that are effective, fair, and in line with Islamic values. By understanding this background, this study then formulates problems and develops hypotheses based on theoretical studies as follows:

Work-life balance refers to an individual's ability to manage work and personal life roles proportionally. In theory, work-life balance is often considered capable of improving psychological well-being and minimizing role conflict. However, in the context of highly flexible jobs such as those involved in online transportation drivers, several studies have found that work-life balance does not always have a direct impact on performance. This is because flexible working hours allow workers to adjust their work rhythms according to their personal needs, so that balance is not a primary determinant of work performance (Haar et al., 2014). From a Sharia-based human resource management perspective, the concept of balance remains morally important, but it does not always have a direct impact on performance output because work results are more influenced by the intensity of daily activities than psychological conditions. Thus, work-life balance can theoretically contribute to individual well-being, but it does not necessarily improve performance in independent and flexible jobs.

Continuing with the discussion of workload, which is the amount of physical and mental demands an individual must meet in carrying out their duties. Workload has two sides: when excessive, it can reduce performance, but when it is at a challenging level, it can actually increase productivity. In

daily service-based jobs such as online transportation drivers, an increased workload often means an increase in the number of orders, activity rhythm, and work focus in the field. Several studies have shown that a challenging workload can trigger increased motivation, response speed, and service competence (Sutanto & Patty, 2014). In the context of female OJESA drivers who work flexibly, workload tends to be the factor that most directly influences performance because it is related to how actively the driver carries out operations, actual working hours, and interactions with customers. Therefore, theoretically and empirically, workload has strong potential to have a significant positive influence on performance.

The next discussion concerns work motivation, which is both an internal and external drive to achieve work goals. In general, motivation theory explains that high motivation can increase work effort and commitment. However, in partnership-based jobs with a high degree of autonomy, such as those of online transportation drivers, motivation does not always result in directly measurable performance improvements. This is because performance is more influenced by operational factors such as work duration, field conditions, and service demand, rather than by psychological motivation alone (Locke & Latham, 2004). From the perspective of Sharia-based MSDI, spiritual motivation is still considered to play a role in shaping sincerity and work ethics, but it is not always reflected in daily operational performance. Therefore, in theory, motivation can act as an internal factor but does not necessarily have a significant influence on driver performance in a highly flexible work system.

Related to this is leadership style, which describes how leaders influence, direct, and support their subordinates. In conventional organizational structures, leadership style has been shown to influence performance due to the direct working relationship, supervision, and organizational control. However, in the context of a partnership-based company like OJESA, the relationship between leaders and drivers is not fully hierarchical. Drivers have high independence in determining work hours, work completion methods, and interactions with customers. Several studies have found that in highly autonomous jobs, leadership style does not always have a significant influence on performance because the intensity of leader supervision and control is relatively low (Yukl, 2013). From the perspective of Islamic MSDI, leadership remains important as an example of the values of trustworthiness and fairness, but it is not always a direct determinant of driver operational performance. The interrelationships between variables already explained in human resource management, employee performance is understood as the result of the interaction of various interrelated individual and organizational factors. Work-life balance, workload, work motivation, and leadership style do not stand alone but form a system that simultaneously influences individual behavior and performance within the organization (Robbins & Judge, 2017).

Work-life balance plays a role in maintaining an individual's psychological well-being and personal well-being, but in some types of jobs, particularly flexible and independent ones such as those for online transportation drivers, this balance does not always directly impact performance. Several studies have found that work-life balance is more related to life satisfaction and emotional well-being, while performance is more determined by the intensity of activities and actual working hours (Haar et al., 2014; Greenhaus & Allen, 2011). Thus, although work-life balance remains theoretically important, this variable does not always have a significant impact on performance in jobs with high levels of autonomy.

Workload is actually a factor that has a more visible impact on performance in the field. A challenging workload within reasonable limits can improve work rhythm, focus, and productivity, especially in types of work that rely heavily on frequent activity, such as app-based transportation. Several studies confirm that an optimal workload can drive performance improvements, as individuals work more actively, responsively, and are better equipped to deal with operational demands (Sutanto & Patty, 2014; Dessler, 2020). This aligns with the findings of this study, which found that workload has a significant positive effect on driver performance.

Work motivation, while theoretically an internal factor that can strengthen work effort, does not always result in increased performance output in independent work. In jobs with flexible work systems, motivational drive is often not directly reflected in productivity, as performance depends more on field conditions, service demands, and actual work hours than on internal psychological factors (Locke & Latham, 2004; Robbins & Judge, 2017). Therefore, work motivation can improve mental readiness, but it does not necessarily have a significant impact on driver performance.

Leadership style in partnership organizations like OJESA also does not always have a direct impact on driver performance, given the non-hierarchical nature of work relationships and the high degree of driver autonomy. Management literature indicates that leadership has a significant impact, particularly in centralized work structures, close supervision, and routine interactions between leaders and subordinates (Yukl, 2013; Northouse, 2018). In partnership models, the influence of leadership is felt more in communication and administrative support, rather than in daily operational performance. This aligns with the findings of this study, which found that leadership style does not significantly impact driver performance.

Therefore, this study considers work-life balance, workload, work motivation, and leadership style to be important elements in human resource management that have the potential to influence the performance of female drivers at PT Berkah Bersama OJESA. Each variable has a theoretical role in shaping work behavior and service quality, so the relationships between these variables were empirically tested using a quantitative approach based on Structural Equation Modeling Partial Least Squares (SEM-PLS).

The purpose of this study was to analyze the influence of work-life balance, workload, work motivation, and leadership style on the performance of female drivers at PT Berkah Bersama OJESA. This study also aims to identify the dominant factors influencing driver performance in order to provide managerial recommendations based on human resource management.

Based on theoretical studies and previous research, the following research hypotheses are formulated:

- H1: Work-life balance does not significantly influence driver performance at PT Berkah Bersama OJESA.
- H2: Workload has a significant positive effect on driver performance at PT Berkah Bersama OJESA.
- H3: Work motivation does not significantly influence driver performance at PT Berkah Bersama OJESA.
- H4: Leadership style does not significantly influence driver performance at PT Berkah Bersama OJESA.

## **METHOD**

This study used a quantitative approach with an explanatory design to explain the influence of work-life balance, workload, work motivation, and leadership style on driver performance. The study population consisted of female drivers who were members of PT Berkah Bersama OJESA and actively operating during the study period. The sampling technique used purposive sampling, with the respondent criteria being female drivers who actively accepted orders and were willing to complete the questionnaire.

Data collection was conducted using a Google Form-based questionnaire distributed through the driver-partners' internal WhatsApp group. Of the total questionnaires distributed, 34 respondents met the criteria and were deemed valid for analysis. The research instrument was constructed using a Likert scale of 1-5, where respondents were asked to rate statements representing each research variable. Each variable was measured using several indicators adapted from relevant theories in human resource management. The obtained data was then tested and processed using SmartPLS 4 to analyze the relationships between variables using the Partial Least Squares Structural Equation Modeling (PLSSEM) approach.

Data analysis in this study was conducted using a quantitative approach with the aid of SmartPLS 4 software. The selection of Partial Least Squares Structural Equation Modeling (PLS-SEM) was based on the characteristics of the study, which involved a relatively small sample size, a predictive model, and latent variables with reflective indicators. The analysis process consisted of two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

The first stage, evaluation of the measurement model, was conducted to ensure the quality and feasibility of the research instrument. The analysis included convergent validity testing using factor loadings and Average Variance Extracted (AVE), as well as discriminant validity using the Fornell-Larcker Criterion and HTMT. Reliability was tested using Cronbach's Alpha and Composite Reliability (CR). An indicator was considered valid and reliable if it met the following criteria: loading  $\geq 0.7$ , AVE  $\geq 0.5$ , CR  $\geq 0.7$ , and HTMT  $\leq 0.90$ .

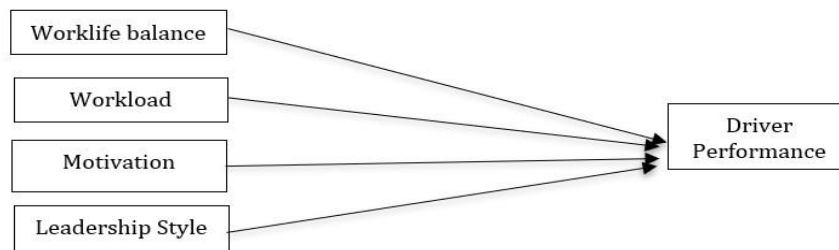


The second stage is the evaluation of the structural model used to test the relationships between variables according to the research hypotheses. Testing was conducted through path coefficient analysis, t-statistic values, and p-values using the bootstrapping method with 5,000 replications. A relationship is considered significant if the p-value is  $<0.05$ . Furthermore, the model was assessed using the R-square ( $R^2$ ) value to determine the explanatory power of the independent variables on the dependent variable, and the f-square ( $f^2$ ) value to determine the magnitude of each variable's effect. Predictive evaluation was conducted using the Q-square ( $Q^2$ ) as an indicator of the model's predictive relevance.

The results of the SmartPLS analysis were then used to answer the research hypotheses and provide explanations regarding the influence of work-life balance, workload, work motivation, and leadership style on driver performance. All analysis procedures followed applicable quantitative research standards to ensure accurate, valid, and academically accountable research results.

This research model is based on theoretical studies and relevant previous research findings, and is adapted to the characteristics of the research subjects, namely female drivers in Sharia-compliant transportation companies. Model testing was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to obtain comprehensive analysis results on the relationships between the research variables.

Based on this description, this research model is visually presented in the following figure:



**Figure 1.** New Structural Equation Path Model (Source: Researcher Documentation)

## RESULTS and DISCUSSION

### Results

Respondents' identities in this study included age, marital status, and number of children. Data were obtained from 34 female drivers at PT Berkah Bersama OJESA who participated in completing the research questionnaire.

The research variables consisted of Work-Life Balance (X1), Workload (X2), Work Motivation (X3), Leadership Style (X4), and Driver Performance (Y). Each variable was measured using a Likert scale 1-5.

### Validity and Reliability Test

#### Outer Loading

Outer loading was used to assess the convergent validity of each indicator, with a value  $>0.70$  being considered valid.

**Tabel 1. Outer Loadings - Matrix**

Indikator	X1	X2	X3	X4	Y
X1.2	0.757	-	-	-	-
X1.4	0.873	-	-	-	-
X1.5	0.873	-	-	-	-
X2.1	-	0.803	-	-	-
X2.3	-	0.863	-	-	-
X2.4	-	0.887	-	-	-
X3.5	-	-	0.971	-	-
X3.6	-	-	0.944	-	-
X3.7	-	-	0.808	-	-
X4.1	-	-	-	0.925	-
X4.2	-	-	-	0.860	-
X4.3	-	-	-	0.891	-
Y1.2	-	-	-	-	0.828

Y1.3	-	-	-	-	0.842
Y1.6	-	-	-	-	0.806
Y1.1	-	-	-	-	0.915

Test results: All indicators for the work-life balance, workload, motivation, and leadership style variables showed outer loading values above 0.70, thus all indicators were declared convergently valid.

#### AVE (Average Variance Extracted), Cronbach's Alpha, Composite Reliability (CR)

AVE is used to assess how much of the indicator's variance can be explained by the construct, with the requirement that AVE be greater than 0.50. Cronbach's Alpha & Composite Reliability (CR) These two tests are used to assess the internal reliability of the construct, with the requirement that CR be greater than 0.70 and Alpha be greater than 0.70.

**Tabel 2. Uji Reliabilitas dan Validitas Konstruk**

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
X1 (Work-Life Balance)	0.788	0.789	0.874	0.699
X2 (Workload)	0.812	0.829	0.888	0.725
X3 (Motivation)	0.894	0.910	0.935	0.829
X4 (Leadership Style)	0.885	1.079	0.922	0.797
Y (Driver Performance)	0.870	0.872	0.911	0.721

The AVE values for all variables ranged from 0.699 to 0.821, indicating that each variable met convergent validity. Composite Reliability and Cronbach's Alpha were both above 0.70 (CR: 0.789 to 1.079, Alpha: 0.788 to 0.894), indicating reliability.

#### Discriminant Validity (Fornell-Larcker)

Used to ensure that each construct differs from the others, provided that:  $\sqrt{AVE} > \text{correlation}$  between constructs.

**Tabel 3. Uji Discriminant Validity (Fornell-Larcker Criterion)**

	X1	X2	X3	X4	Y
X1 (Work-Life Balance)	<b>0.836</b>	-	-	-	-
X2 (Workload)	0.681	<b>0.852</b>	-	-	-
X3 (Motivation)	0.583	0.692	<b>0.911</b>	-	-
X4 (Leadership Style)	0.537	0.678	0.841	<b>0.893</b>	-
Y (Driver Performance)	0.476	0.648	0.454	0.352	<b>0.849</b>

Test results: The  $\sqrt{AVE}$  values for all constructs are higher than their correlations with other constructs, thus meeting discriminant validity.

#### Inner Model R-square R-square

R-square assesses the ability of the independent variables to explain the dependent variable. The categories are: 0.75 = strong; 0.50 = moderate; 0.25 = weak.

**Tabel 4. Uji R-Square**

Variabel Dependen	R-Square	R-Square adjusted	Kategori
Y (Driver Performance)	0.452	45.2%	Moderat

An R-square value of 0.452 indicates that the variables WLB, workload, motivation, and leadership style can explain 45.2% of performance, categorized as moderate.

#### VIF (Variance Inflation Factor)

Used to assess the presence or absence of multicollinearity, with a VIF <5 (ideal <3.3).

**Tabel 5. Uji VIF (Variance Inflation Factor)**

Jalur	Variabel Independen → Dependen	Nilai VIF	Keterangan
1	X1 → Y (Work-Life Balance → Performance)	1.951	Tidak ada multikolinearitas
2	X2 → Y (Workload → Performance)	2.604	Tidak ada multikolinearitas
3	X3 → Y (Motivation → Performance)	3.365	Tidak ada multikolinearitas
4	X4 → Y (Leadership Style → Performance)	3.629	Tidak ada multikolinearitas

The VIF values for all variables are well below 5, thus it can be concluded that there is no multicollinearity among the independent variables.

### Hypothesis Testing

Hypothesis testing was conducted using a bootstrapping procedure to obtain the t-statistic, p-value, and direction of the coefficient. The significance requirement ( $\alpha = 0.05$ ) is as follows: p-value < 0.05 → significant and t-statistic > 1.96 → significant.

**Tabel 6. Uji Hipotesis - Path Coefficients (Bootstrapping)**

Jalur	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Keputusan
X1 → Y (Work-Life Balance → Performance)	0.062	0.094	0.197	0.316	0.752	Ditolak
X2 → Y (Workload → Performance)	0.669	0.655	0.210	3.183	0.001	Diterima
X3 → Y (Motivation → Performance)	0.232	0.178	0.337	0.688	0.491	Ditolak
X4 → Y (Leadership Style → Performance)	-0.330	-0.267	0.299	1.103	0.270	Ditola

Hypothesis Interpretation:

#### H1: Work-Life Balance (X1) → Driver Performance (Y)

Path coefficient ( $\alpha$ ): 0.062

t-statistic: 0.316

p-value: 0.752 (> 0.05)

The first hypothesis is rejected. The work-life balance variable does not significantly influence the performance of PT Berkah Bersama OJESA drivers.

Although the coefficient is positive, it is very small and insignificant, indicating that drivers' ability to balance work and personal life is not a determining factor in performance fluctuations in this work context.

This may occur because drivers' work flexibility allows them to set their own pace, so work-life balance is not a primary determinant of work performance.

#### H2: Workload (X2) → Driver Performance (Y)

Path coefficient ( $\alpha$ ): 0.669

t-statistic: 3.183

p-value: 0.001 (< 0.05)

The second hypothesis was accepted. The workload variable had a positive and significant effect on driver performance. The relatively large coefficient value indicates that the higher the workload (e.g., number of orders, time demands, service intensity), the higher the driver's performance.

This aligns with the concept of challenging workload, which suggests that a challenging workload encourages individuals to work more focused, productively, and efficiently. Drivers who receive more orders typically demonstrate better performance, both in terms of productivity and service quality.

#### H3: Work Motivation (X3) → Driver Performance (Y)

Path coefficient (O): 0.232  
t-statistic: 0.688  
p-value: 0.491 (>0.05)

The second hypothesis was accepted. The workload variable had a positive and significant effect on driver performance.

The relatively large coefficient value indicates that the higher the workload (e.g., number of orders, time demands, service intensity), the higher the driver's performance.

This aligns with the concept of challenging workload, which suggests that a challenging workload encourages individuals to work more focused, productively, and efficiently. Drivers who receive more orders typically demonstrate better performance, both in terms of productivity and service quality.

### H3: Work Motivation (X3) → Driver Performance (Y)

Path coefficient (O): 0.232  
t-statistic: 0.688  
p-value: 0.491 (>0.05)

The third hypothesis was rejected. The work motivation variable did not have a significant effect on driver performance. Although the coefficient is positive, the p-value indicates that neither internal nor external motivation is a determining factor in driver performance. The possible reasons are:

1. Job demands are more influential than psychological factors.
2. Driver motivation tends to fluctuate and does not directly impact daily performance.
3. In other words, motivation is not a strong enough variable to explain performance.

### H4: Leadership Style (X4) → Driver Performance (Y)

Path coefficient (O): -0.330  
t-statistic: 1.103  
p-value: 0.270 (>0.05).

The fourth hypothesis is rejected. Leadership style does not significantly influence the performance of PT OJESA drivers. The negative direction of the coefficient indicates that the leadership style applied does not necessarily improve performance. However, this result is not statistically significant. The possible causes are:

1. Drivers' relationships with management are loose (partners, not permanent employees).
2. Leadership-driver interaction is limited.
3. Drivers are more influenced by operational factors, not leadership.

Of the four hypotheses, only workload was shown to have a significant effect on driver performance. The other three variables work-life balance, work motivation, and leadership style did not have a significant effect. This means that driver performance is determined more by direct job demands, rather than psychological or managerial factors.

## Discussion

The results of this study indicate that each independent variable contributes differently to the performance of female drivers at PT Berkah Bersama Ojesa. In general, the three variables—work-life balance, work motivation, and leadership style were shown to have a positive and significant effect, while workload did not affect driver performance. A detailed explanation of each finding is presented below.

### The Effect of Work-Life Balance on Driver Performance

The results of this study indicate that work-life balance does not significantly influence the performance of female drivers at PT Berkah Bersama OJESA. Although the coefficient indicates a positive trend, the significance value does not meet statistical criteria. Therefore, it can be concluded that drivers' ability to balance work and personal life is not a direct determinant of their performance.

This finding indicates that in the context of Sharia-compliant online transportation drivers, performance is more influenced by direct operational factors such as the number of orders, driving intensity, and service demands than by psychological factors such as role balance. The flexibility of



OJESA drivers' working hours allows them to set their own work schedule, so that work-life imbalance does not necessarily reduce their performance.

These results align with Greenhaus & Allen's (2011) view that the influence of work-life balance on performance can vary depending on job characteristics. In jobs with high flexibility and no formal schedule, role balance tends not to be a primary predictor of performance because workers can adjust work hours to suit their personal needs, reducing the potential for role conflict. Therefore, drivers may still be able to provide optimal service even if their work-life balance is not entirely ideal.

Furthermore, several studies have shown that in target-based or daily order-based jobs, performance is more determined by work demands than by psychological state (Haar et al., 2014). This means that as long as drivers are able to meet operational demands such as completing trips, maintaining ratings, and serving customers well, work-life balance is not a significant variable influencing their performance.

In the context of OJESA, this situation is common because female drivers have full control over when they work, rest, or return home. This flexibility means that the level of role balance is not directly associated with the quality of their work. In fact, some drivers may focus more on the number of orders than on maintaining a work rhythm that aligns with their personal lives, making work-life balance less of a key driver of performance.

Overall, the findings of this study indicate that work-life balance is not a significant variable influencing the performance of female drivers at PT Berkah Bersama OJESA. These results provide insight that in flexible, partnership-based work, operational factors and workload actually contribute more strongly to work performance than psychological factors such as role balance.

### **The Influence of Work Motivation on Driver Performance**

The results of this study indicate that work motivation does not significantly influence the performance of female drivers at PT Berkah Bersama Ojesa. This is evident from the p-value, which is greater than 0.05, indicating that the relationship between the variables does not meet the criteria for statistical significance. Therefore, work motivation cannot be used as a direct predictor of driver performance improvement in the context of this study.

This finding suggests that while drivers may have personal motivation to work, this factor does not automatically improve the quality of their performance in the field. Many drivers are still able to maintain service standards, punctuality, and professionalism despite low levels of internal or external motivation. This indicates that Ojesa drivers' performance is more influenced by other, more dominant factors, such as flexible work systems, driving experience, operational support, or job demands that require discipline, regardless of individual motivation levels.

This finding is inconsistent with most previous research, such as that by Supardi (2023), which found that work motivation has a significant positive effect on performance improvement. Supardi emphasized that motivation drives employees to work more diligently and responsibly. However, this discrepancy in results actually shows that the influence of motivation on performance can vary across specific types of jobs, particularly those that are operational, standardized, and have established procedures, such as Sharia-compliant women's transportation services.

Some literature explains that motivation is not always the primary factor influencing performance when the job has strict service standards. According to Locke & Latham's Goal-Setting Theory, performance will improve when individuals have specific goals and a structured work system. In the context of Ojesa, drivers must still comply with SOPs, safety standards, and service ethics even when their motivation levels are low. These operational standards can reduce performance variability, making the influence of motivation less visible quantitatively.

Furthermore, experts such as Porter & Lawler, in their Expectancy Theory, explain that the relationship between motivation and performance is not linear. Performance is influenced by a combination of motivation, ability, role, and organizational mechanisms. If work procedures are very clear and the work environment is supportive, the influence of motivation is reduced. This aligns with the situation in Ojesa, where drivers work based on an application system, following routes, taking orders, and carrying out tasks according to SOPs. Therefore, performance is determined more by discipline and routine than motivational drive.

These findings also indicate that in jobs requiring physical readiness, focused driving, and safety responsibilities, situational factors such as vehicle condition, appropriate working hours, management

support, and a safe work environment can play a much larger role than personal motivation. This means that even if a driver is highly motivated, if technical or operational factors are not supportive, performance will still not improve. Conversely, even if motivation is low, performance can remain stable when SOPs, application systems, and workflows are effective.

Thus, this study provides a theoretical contribution that motivation is not always the primary determinant of performance in transportation operations, especially in jobs that follow standard procedures and prioritize safety. This finding reinforces the view that performance is not solely influenced by internal motivation, but is more determined by work structure, roles, technical skills, and task execution mechanisms.

### **The Influence of Leadership Style on Driver Performance**

The results show that leadership style does not significantly influence the performance of female drivers at PT Berkah Bersama Ojesa. A p-value exceeding 0.05 indicates that variations in leadership style implemented by management do not have a statistically significant impact on improving or deteriorating driver performance. In other words, changes in leadership style do not directly determine how drivers perform their duties in the field.

These findings suggest that Ojesa driver performance is more influenced by other operational or personal factors, such as app-based work systems, service SOPs, driving experience, and individual awareness of job responsibilities. The job of a female transportation driver involves fairly clear technical procedures, from receiving orders and picking up passengers, ensuring security, and delivering them to their destinations. Because the task structure is standardized, variations in leadership style at the managerial level do not have a significant direct impact on daily performance.

These results are inconsistent with several previous studies that have shown a significant influence of leadership style on employee performance, particularly in the service sector and organizations with high levels of superior-subordinate engagement. For example, research by Yuliani (2024) found that transformational leadership can increase employee motivation and performance through inspirational direction and strong emotional connections. However, these differences in results can be understood within different work contexts.

According to House's Path Goal Theory, leadership effectiveness is heavily influenced by the characteristics of the job and the subordinates. This theory emphasizes that leadership style is effective if it adapts to the needs of subordinates and task conditions. In jobs that are structured, routine, and don't require complex improvisation, such as drivers' jobs, the influence of leadership style is less significant. This aligns with Ojesa's situation, where drivers work independently in the field and don't interact with their superiors on a daily basis. As a result, leadership style isn't a major variable influencing their performance.

Furthermore, Hersey and Blanchard's Situational Leadership theory states that leadership effectiveness depends on the maturity level of subordinates. When subordinates have a high level of competence and independence, the influence of leadership tends to diminish. In the case of Ojesa drivers, most drivers are accustomed to working independently, understanding routes, and following standard operating procedures (SOPs) without having to wait for direct direction from their superiors. This high level of operational independence means that leadership style has little impact on daily performance.

The insignificant influence of leadership style may also be due to Ojesa's flexible work model. Drivers do not work within a strict hierarchical structure like those in brick-and-mortar companies, but rather within an operational partner system that prioritizes flexible working hours and independence. In this environment, performance effectiveness depends more on individual discipline and application systems, rather than on specific leadership styles.

Thus, the results of this study confirm that leadership style is not the dominant factor influencing the performance of female drivers in Islamic transportation services. Driver performance is more determined by task structure, the independent nature of the work, standard operating procedures, and situational factors they encounter during their duties. This finding provides a theoretical contribution, suggesting that in jobs with low levels of interaction between leaders and subordinates, the influence of leadership may be minimal or statistically insignificant.

### **The Effect of Workload on Driver Performance**

Unlike the other three variables, the results of this study indicate that workload has a positive and significant effect on the performance of female drivers at PT Berkah Bersama Ojesa. The p-value, which is below 0.05, and the positive path coefficient, indicate that increasing workload can actually lead to improved driver performance. This finding suggests that when drivers receive a higher number of orders or have a busier work schedule, they tend to demonstrate better performance, both in terms of punctuality, service quality, and discipline.

This phenomenon can be understood through the characteristics of online transportation drivers, which are demand-based jobs. In this work system, an increase in workload is usually accompanied by an increase in daily income, thus increasing drivers' motivation to provide optimal service. A higher workload also allows drivers to become better trained in handling field situations, more sensitive to passenger needs, and more responsive in carrying out standard service procedures.

The results of this study align with the Workload-Performance theory, which explains that workload can positively impact performance if maintained within optimal limits. Robbins & Judge (2019) stated that moderate levels of job stimulation can increase focus, responsiveness, and productivity because workers feel challenged and directed in carrying out their tasks. In the context of Ojesa drivers, high mobility and driving activities provide a work rhythm that keeps them active and coordinated.

The findings of this study also align with Activation Theory, which states that higher levels of activity can increase a person's mental and physical alertness, thus positively impacting performance. When the workload increases moderately, drivers' alertness systems also improve, making them more cautious, more focused, and more responsive to road conditions and the needs of female passengers.

This finding is also supported by previous research by Lestari (2023), which found that a well-managed workload can improve efficiency and service quality in the transportation sector. According to her, workers with adequate workloads tend to have a stable work rhythm that helps them maintain productivity.

In the context of Ojesa, a higher workload is not only related to the number of orders, but also to the distance traveled, operating hours, and the complexity of the terrain traversed. However, because drivers can choose flexible working hours, the increased workload is largely driven by the drivers' own choice and readiness. This makes workload a factor that is not only physically demanding but also drives productivity and motivation because it is directly linked to income and the opportunity to provide the best service to female passengers.

Thus, the results of this study reinforce the understanding that optimally managed workloads can be a driving force for improving the performance of female drivers. This also confirms that Sharia-compliant transportation jobs like Ojesa have unique characteristics, where workloads can be a source of increased productivity as long as they do not exceed the driver's physical and mental capabilities.

## CONCLUSION

This study aimed to analyze the influence of work-life balance, workload, work motivation, and leadership style on the performance of female drivers at PT Berkah Bersama OJESA, involving 34 respondents. Based on the results of the SEM-PLS analysis, several important findings were obtained.

First, work-life balance was shown to have no significant effect on driver performance. This indicates that drivers' ability to manage their time between work and personal activities does not have a strong impact on the quality of service they provide. The wide variety of personal circumstances and flexible working hours likely prevent this variable from being a primary determinant of performance.

Second, work motivation was also shown to have no significant effect on performance. Although motivation is a psychological factor that ideally drives improved performance, the findings of this study indicate that drivers' perceived motivation is not strong enough to produce tangible changes in their performance.

Third, leadership style was found to have no significant influence on driver performance. The leadership style implemented by management has not been fully perceived as a factor capable of directly improving work quality, primarily due to the drivers' independent work model and lack of direct supervision.

Fourth, workload demonstrated a positive and significant influence on driver performance. This finding confirms that increasing workload, as long as it is within optimal limits, can stimulate productivity and increase driver responsiveness to passenger needs. A higher number of orders and greater work intensity actually create a work rhythm that encourages improved performance.

Overall, it can be concluded that workload is the only variable shown to significantly influence driver performance, while work-life balance, work motivation, and leadership style did not show a significant direct effect. This finding confirms that the performance of OJESA female drivers is more influenced by operational dynamics and workload than by psychological or managerial factors.

### **Theoretical Implications of the Research**

The results of this study provide an important contribution to the development of theory regarding factors influencing performance in the partnership-based transportation services sector, particularly women's transportation services. The finding that work-life balance, work motivation, and leadership style did not significantly influence performance expands the theoretical perspective that not all psychological and managerial factors directly impact performance in highly flexible and independent work contexts such as those of online transportation drivers. This suggests that the characteristics of autonomous, unstructured, and minimally supervised work may weaken the influence of these variables on performance.

Conversely, the finding that workload has a positive and significant effect provides a new theoretical contribution relevant to the Job Demand-Performance Theory model. This finding reinforces the view that an optimal workload can be a challenging demand that drives increased productivity and performance, rather than simply a stressor. In the context of app-based transportation, a high number of orders and work intensity can encourage a stable work rhythm, resulting in better performance.

Overall, this study extends the literature by confirming that in jobs with high levels of flexibility, operational factors such as workload are proven to be more dominant than psychological or leadership factors. Therefore, theories on the determinants of performance in the partnership-based service sector need to consider the characteristics of work autonomy as a moderating variable in the influence of other variables on performance.

### **Practical Research Implications**

There are several practical implications that PT Berkah Bersama Ojesa can consider when formulating strategies to improve the performance of female drivers.

First, the results showing that workload has a positive and significant effect on performance indicate that increasing the intensity of work activities, as long as it remains within reasonable limits, can drive better performance. Therefore, Ojesa can optimize its order distribution system to maintain stability and prevent excessively low levels, as a maintained work rhythm has been shown to help drivers maintain productivity. Setting realistic order targets and monitoring workload can also be effective operational strategies.

Second, the finding that work-life balance had no significant impact suggests that the current flexible working hours are sufficient for drivers. Therefore, companies do not need to make major changes to the flexibility system, but they should still ensure that rest breaks, freedom to choose operating hours, and work autonomy are maintained to ensure driver comfort.

Third, the study results show that work motivation does not significantly influence performance. This suggests that driver performance is more influenced by structural factors such as workload than psychological factors. However, companies can still provide basic forms of motivation such as appreciation, incentives, or information about income-increasing opportunities, but the primary focus should not be on intensive motivational programs.

Fourth, the insignificant effect of leadership style on performance indicates that in the context of independent work with minimal direct supervision, leadership is not a primary factor in shaping performance. Nevertheless, responsive communication and administrative support are still necessary to ensure smooth operations, especially when drivers encounter technical or situational challenges in the field.

Overall, the practical implications of this research suggest that improving the performance of Ojesa's female drivers is more effective if directed at managing operational aspects, particularly workload rhythm. Meanwhile, psychological and leadership factors can be maintained at a basic level to maintain workplace comfort, but they do not need to be the primary focus of performance improvement policies.

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