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The Influence of Emotional Intelligence and Work-Life Balance on Service Performance Mediated by Employee Commitment to Online Motorcycle Taxi Drivers or Partners in Jabodetabek

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Abstract: This study examines the influence of emotional intelligence and work-life balance on service performance, mediated by employee commitment, among online motorcycle taxi drivers or partners in Jabodetabek. This study employed a descriptive quantitative approach involving 234 online motorcycle taxi drivers from Gojek, Grab, and Maxim. The sample was selected using non-probability sampling with an accidental sampling technique. Data were collected through primary and secondary sources using a 1–5 Likert scale and analyzed using SmartPLS. The analysis included validity, reliability, outer model, inner model, and hypothesis testing. The results indicate that: (1) emotional intelligence has a positive and significant effect on employee commitment; (2) work-life balance has a positive and significant effect on employee commitment; (3) emotional intelligence has no significant effect on service performance; (4) work-life balance has no significant effect on service performance; (5) employee commitment has a positive and significant effect on service performance; (6) emotional intelligence has no significant effect on service performance through employee commitment; and (7) work-life balance has a positive and significant effect on service performance through employee commitment. This study contributes novelty by examining the relationships among emotional intelligence, work-life balance, employee commitment, and service performance within digital platform-based work, particularly among online motorcycle taxi drivers in Jabodetabek.

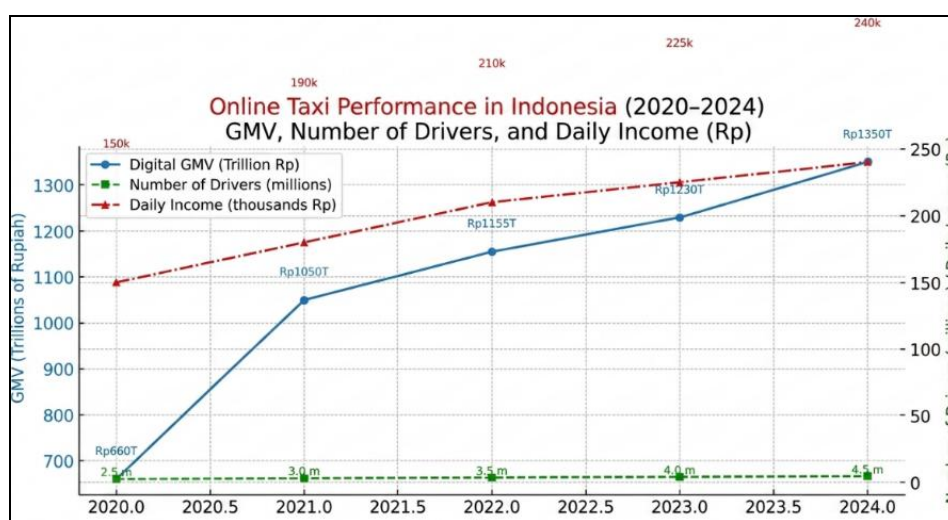
Keyword: Service Performance, Employee Commitment, Emotional Intelligence, Work Life Balance.

INTRODUCTION

The development of the digital economy in Indonesia has given rise to a new phenomenon in the employment system, one of which is the presence of online transportation service platforms or online motorcycle taxis (ojol) such as Gojek, Grab, and Maxim. The

Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, and Bekasi) has become the largest economic hub and the main operational base for millions of ojol driver-partners. As a labor-intensive, app-based sector, driver service performance is at the forefront of determining the platform's reputation and customer satisfaction (Natali et al., 2025). However, the partnership model implemented often requires long and uncertain working hours in order to achieve daily incentive targets, which ultimately triggers high psychological stress (Adi & Suryawardana, 2019).

Field operations expose drivers to severe traffic congestion, weather fluctuations, and interactions with a variety of customer types, which often trigger work stress. These phenomena require drivers to possess strong emotional intelligence to maintain emotional control, demonstrate empathy, and maintain a high level of responsiveness. Furthermore, the constant demands of being on the road to meet economic needs directly disrupt work-life balance. When drivers fail to balance work and family time, their commitment to their work and the quality of service they provide tend to decline (Banggoi et al., 2023).



Source: Edited by Author, 2025

Figure 1. Growth in the Performance of the Online Motorcycle Taxi Informal Industry

The graph above shows the performance development of online motorcycle taxis in Indonesia for the 2020–2024 period based on three main indicators: digital economy GMV (trillions of rupiah), number of driver partners (millions), and average daily driver income (thousands of rupiah). GMV shows a sharp increase from IDR 660 trillion in 2020 to IDR 1,350 trillion in 2024. This indicates that the digital industry, including app-based transportation and delivery services, is experiencing significant expansion and continues to contribute significantly to the Indonesian economy.

However, when looking at the number of driver partners and average daily income, the growth is relatively slower. The number of driver partners increased from around 2.5 million in 2020 to 4.5 million in 2024, while daily driver income only increased from IDR 150,000 to IDR 240,000. This gap demonstrates that despite the industry's rapid growth at a macro level, driver welfare has not improved commensurately. The growth in the number of drivers, which is faster than the increase in income, has led to increasingly intense competition, causing individual performance in the field to feel stagnant or even declining, even though macroeconomic data shows a positive trend.

From a theoretical perspective, these findings reinforce the notion that individual psychological factors continue to play a significant role in shaping commitment, even in technology-based work systems with minimal formal organizational interaction. This research presents a novel approach by examining the relationship between emotional

intelligence and work-life balance on employee commitment and performance in the context of digital platform-based work, specifically among online motorcycle taxi drivers in Greater Jakarta.

Based on the aforementioned background, the research question, conducted among online motorcycle taxi drivers or partners in Greater Jakarta using the Gojek, Grab, and Maxim platforms, is: Do emotional intelligence and work-life balance influence service performance, either directly or indirectly, mediated by employee commitment?.

METHOD

The approach used in this study was descriptive quantitative. The population was all online motorcycle taxi driver partners operating in the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, and Bekasi), whether they are members of the Gojek, Grab, or Maxim platforms. The sample size for this study was 234 drivers or online motorcycle taxi partners in Greater Jakarta (Manurung et al., 2021).

The researcher used a non-probability sampling technique, a sampling technique that does not provide an equal opportunity for each member of the population to be selected. The technique used was accidental sampling. The analytical tool used in this study was SmartPLS. The scale used in the study was a Likert Scale of 1-5. The types of data used were primary and secondary data. Tests conducted in this study included Validity Test, Reliability Test, Inner Model Test, Outer Model Test, and Hypothesis Test (Susanto et al., 2024).

RESULT AND DISCUSSION

Based on the background and problem formulation above, the literature review and hypothesis in this research are as follows:

Service Performance

Performance is the outcome of work that is strongly linked to the organization's strategic goals, customer satisfaction, and economic contribution. Performance is measured not only by the final result, but also by the processes, behaviors, and competencies that support its achievement (Armstrong, 2022).

Indicators or dimensions contained in service performance include: 1) Responsiveness: Is the willingness and speed in helping customers and responding to requests, questions, and complaints; 2) Caring: Caring is the ability to provide personal attention and understand customer needs individually; 3) Tangibles: Tangibles refer to physical aspects that can be observed by customers, such as facilities, equipment, supporting technology, and the appearance of the service provider (Shin et al., 2022).

Service performance variables have been researched and are relevant to research conducted by: (Hur et al., 2022), (Johnson et al., 2021), (Christian et al., 2022).

Employee Commitment

Employee commitment is a psychological state that describes an individual's attachment to an organization or job that influences his or her desire to remain part of the organization, contribute to organizational goals, and adopt organizational values (SAP & Wati, 2022).

Indicators or dimensions of employee commitment include: 1) Affective commitment: This is an individual's emotional attachment to their work. Drivers stay because they want to be part of the platform and feel proud of their work. 2) Continuing commitment: This is a commitment based on cost-benefit considerations. Drivers stay because they feel they will lose economic or social benefits if they stop. 3) Normative commitment: This is a commitment that arises from a sense of moral responsibility and the awareness that continuing to work is the right thing to do (Angelliza Chantica et al., 2022).

The employee commitment variable has been researched and is relevant to research conducted by: (Bakhri et al., 2024), (Mulyantoro & Suherman, 2022).

Emotional Intelligence

Emotional intelligence is an individual's ability to recognize, understand, manage, and express emotions positively in order to face the demands of the social and work environment (Goleman, 2001). Emotional intelligence has become an important factor in determining a person's success, especially in the service industry, such as that experienced by online motorcycle taxi partners, where direct interaction with customers and handling complaints is routine (Adzansyah et al., 2023).

The indicators or dimensions of emotional intelligence include: 1) Self-awareness: The ability to recognize and understand one's own emotions and their impact on behavior and decisions; 2) Self-control: The ability to manage negative emotions, control impulses, and remain calm in stressful situations; 3) Empathy: The ability to understand the feelings, needs, and perspectives of others, and respond appropriately (Maitrianti, 2021).

The emotional intelligence variable has been studied and is relevant to research conducted by: (Pashchenko et al., 2024), (Rahmawati, 2022).

Work Life Balance

Work-life balance (WLB) is a condition in which an individual can balance the demands of work and personal life harmoniously without causing conflict between the two. According to Fisher et al., (2009) states that WLB has an important role in increasing job satisfaction, reducing stress, and strengthening individual commitment and performance in the organization (Saputra et al., 2024).

The indicators or dimensions of work life balance include: 1) Time balance: Time balance is the proportional division of time between work and personal life; 2) Balance of involvement: Balanced involvement means giving balanced attention between work and family; 3) Balance of satisfaction: Balance of satisfaction arises when an individual feels satisfied with the time and attention given to both aspects of life (Izzati, 2022).

The work life balance variable has been researched and is relevant to research conducted by: (Jamillah et al., 2023), (Purnawan et al., 2025).

Results

In this study, the research results include testing the outer model and inner model:

1. Convergent Validity

If the correlation coefficient is > 1 or $= 1$, then the validity measure is considered high. The table below shows the results of the outer model convergent validity test (Tahir et al., 2023).

Table 1. Convergent Validity Analysis

Indicator	Emotional Intelligence	Work Life Balance	Employee Commitment	Service Performance
EI1	0,826			
EI10	0,880			
EI13	0,880			
EI15	0,826			
EI6	0,736			
WLB10		0,782		
WLB3		0,798		
WLB4		0,805		
WLB5		0,844		
EC2			0,748	
EC3			0,777	

Indicator	Emotional Intelligence	Work Life Balance	Employee Commitment	Service Performance
EC4			0,745	
EC6			0,750	
EC8			0,738	
SP10				0,710
SP2				0,844
SP4				0,799
SP5				0,811

Source: Processed data by SmartPLS (2026)

Based on the output in table 1 above, all variables used in this study can be declared valid, because each indicator in each variable obtained a loading factor value > 0.60 , so it can be stated that the indicators for each variable meet the requirements for research.

2. AVE (Average Variance Extracted) Analysis

Latent variables can explain on average more than half of the variance of their indicators.

Table 2. AVE Analysis

Variable	Average Variance Extracted (AVE)
Emotional Intelligence (X1)	0,691
Work Life Balance (X2)	0,652
Employee Commitment (Z)	0,565
Service Performance (Y)	0,628

Based on Table 2 above, the AVE value for the emotional intelligence variable is 0.691, work-life balance is 0.652, employee commitment is 0.565, and service performance is 0.628. This indicates that all variables in this study obtained a value greater than ($>$) 0.5, meaning that each variable has good discriminant validity.

3. Composite Reliability

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out the questionnaire, in relation to the questionnaire given.

Table 3. Composite Reliability Analysis

Variable	Composite Reliability
Emotional Intelligence (X1)	0,918
Work Life Balance (X2)	0,882
Employee Commitment (Z)	0,867
Service Performance (Y)	0,871

Based on the test results in Table 3 above, the composite reliability value for the emotional intelligence variable was 0.918, the composite reliability value for work-life balance was 0.882, the composite reliability value for employee commitment was 0.867, and the composite reliability value for service performance was 0.871. This indicates that the overall value of these variables is greater than 0.7, meaning that all variables are declared reliable.

4. Cronbach's Alpha

Reliability testing with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criteria are if the Cronbach's alpha value for each variable is > 0.7 , then it can be declared reliable (Santosa, 2018).

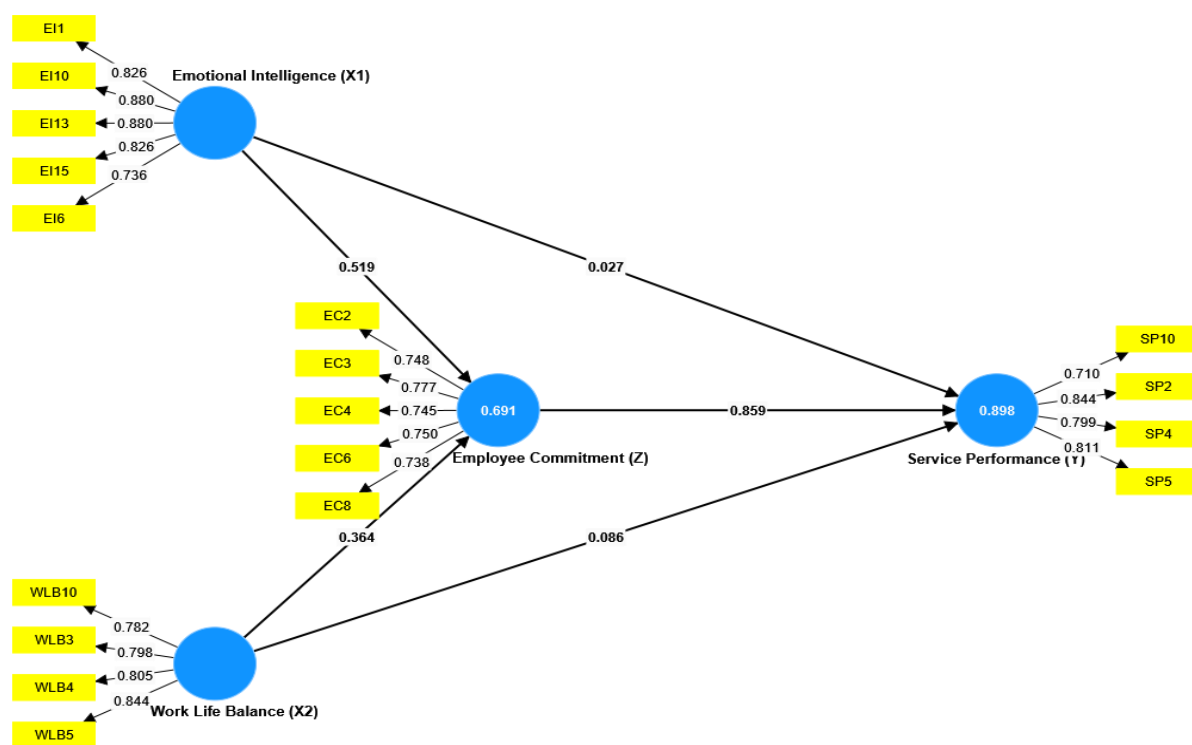
Table 4. Cronbach's Alpha Analysis

Variable	Cronbach's Alpha
Emotional Intelligence (X1)	0,888
Work Life Balance (X2)	0,822
Employee Commitment (Z)	0,808
Service Performance (Y)	0,800

Based on the test results in Table 4 above, the Cronbach's alpha value for the emotional intelligence variable was 0.888, the Cronbach's alpha value for work-life balance was 0.822, the Cronbach's alpha value for employee commitment was 0.808, and the Cronbach's alpha value for service performance was 0.800. This indicates that all variables are greater than 0.7, so all variables are declared reliable.

5. Structural Model Analysis (Inner Model)

This structural model test aims to see the relationship or influence between constructs, significant values and R Square.



Source: Processed data by SmartPLS (2026)

Figure 2. Inner Model Output

6. Hypothesis Testing Results (Significance Test)

Hypothesis testing using output path coefficients and indirect effects:

Table 5. Hypothesis Testing Results (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence (X1) -> Employee Commitment (Z)	0,519	0,515	0,229	2,269	0,023
Work Life Balance (X2) -> Employee Commitment (Z)	0,364	0,318	0,138	2,635	0,008
Emotional Intelligence (X1) -> Service Performance (Y)	0,027	0,033	0,125	0,214	0,831
Work Life Balance (X2) -> Service Performance (Y)	0,086	0,072	0,050	1,710	0,087
Employee Commitment (Z) -> Service Performance (Y)	0,859	0,866	0,134	6,396	0,000
Emotional Intelligence (X1) -> Employee Commitment (Z) -> Service Performance (Y)	0,446	0,433	0,236	1,886	0,059
Work Life Balance (X2) -> Employee Commitment (Z) -> Service Performance (Y)	0,313	0,275	0,117	2,679	0,007

Table 5 above shows the results of hypothesis testing (bootstrapping), the explanation is as follows:

a) The Effect of Emotional Intelligence on Employee Commitment

The results of the first hypothesis test indicate the effect of emotional intelligence on employee commitment, as seen in Table 5. The hypothesis test analysis obtained a α value (0), with a path coefficient of 0.519, a T-statistic of 2.269, and a P-value of 0.023. This value is greater ($>$) than the t-table value (1.971) and the P-value is smaller ($<$) 0.05, indicating a positive and significant effect.

Therefore, emotional intelligence has a positive and significant effect on employee commitment as online motorcycle taxi drivers or partners in Greater Jakarta (H1 Accepted).

b) The Effect of Work-Life Balance on Employee Commitment

The results of the second hypothesis test indicate the effect of work-life balance on employee commitment, as seen in Table 5. The results of the hypothesis test analysis obtained a α value (0), with a path coefficient of 0.364, a T-statistic of 2.635, and a P-value of 0.008. This value is greater ($>$) than the t-table value (1.971) and the P-value is less than ($<$) 0.05, indicating a positive and significant effect.

Therefore, work-life balance has a positive and significant effect on employee commitment to online motorcycle taxi drivers or partners in Greater Jakarta (H2 Accepted).

c) The Effect of Emotional Intelligence on Service Performance

The results of the third hypothesis test indicate the effect of emotional intelligence on service performance, as seen in Table 5. The hypothesis test analysis obtained a α value (0), with a path coefficient of 0.027, a T-statistic of 0.214, and a P-value of 0.831. This value is less than ($<$) the t-table value (1.971) and the P-value is greater than ($>$) 0.05, indicating no effect and is not significant.

Therefore, emotional intelligence has no significant effect on service performance for online motorcycle taxi drivers or partners in Greater Jakarta (H3 Rejected).

d) The Effect of Work-Life Balance on Service Performance

The results of the fourth hypothesis test indicate the effect of work-life balance on service performance, as seen in Table 5. The hypothesis test analysis obtained a α value (0), with a path coefficient of 0.086, a T-statistic of 1.710, and a P-value of 0.087. This value is

smaller ($<$) than the t-table value (1.971) and a P-value greater ($>$) than 0.05, indicating no effect and is not significant.

Therefore, work-life balance has no effect and is not significant on service performance for online motorcycle taxi drivers or partners in Greater Jakarta (H4 Rejected).

e) The Effect of Employee Commitment on Employee Commitment

The results of the fifth hypothesis test indicate the effect of employee commitment on employee commitment, as seen in Table 5. The results of the hypothesis test analysis obtained a α value (0), with a path coefficient of 0.859, a T-statistic of 6.396, and a P-value of 0.000. This value is greater ($>$) than the t-table value (1.971) and the P-value is less than ($<$) 0.05, indicating a positive and significant effect.

Therefore, employee commitment has a positive and significant effect on employee commitment to online motorcycle taxi drivers or partners in Greater Jakarta (H5 Accepted).

f) The Effect of Emotional Intelligence on Service Performance Mediated by Employee Commitment

The results of the sixth hypothesis test indicate the effect of emotional intelligence on service performance is mediated by employee commitment, as seen in Table 5. The hypothesis test analysis obtained a α value (0), with a path coefficient of 0.446, a T-statistic of 1.886, and a P-value of 0.059. This value is less than ($<$) the t-table value (1.971) and the P-value is greater than ($>$) 0.05, indicating no effect and is not significant.

Therefore, emotional intelligence has no significant effect on service performance mediated by organizational commitment among online motorcycle taxi drivers or partners in Greater Jakarta (H6 Rejected).

g) The Effect of Work-Life Balance on Service Performance Mediated by Employee Commitment

The results of the seventh hypothesis test indicate that work-life balance influences service performance through employee commitment, as seen in Table 5. The hypothesis test analysis obtained a α value (0), with a path coefficient of 0.313, a t-statistic of 2.679, and a p-value of 0.007. This value is greater ($>$) than the t-table value (1.971) and less than ($<$) 0.05, indicating a positive and significant effect.

Therefore, work-life balance has a positive and significant effect on service performance, mediated by organizational commitment among online motorcycle taxi drivers and partners in Greater Jakarta (H7 Accepted).

Discussion

Based on the test results above, the discussion of the research conducted on online motorcycle taxi drivers or partners in Jabodetabek is as follows:

1. The Influence of Emotional Intelligence on Employee Commitment

Based on the results of hypothesis testing and data analysis, emotional intelligence has a positive and significant impact on the commitment of drivers and online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To increase the commitment of drivers and online motorcycle taxi partners through emotional intelligence, management, companies, and online motorcycle taxi providers in Greater Jakarta must do the following: 1) Self-awareness: Provide a mental health or performance dashboard feature within the driver's app that provides regular feedback on their work patterns; 2) Self-control: Build a fair and transparent decision support system, which can include an easily accessible appeals feature if a driver receives an unfairly low rating, thereby reducing anxiety and frustration; 3) Empathy: Management must demonstrate company empathy to drivers by providing responsive communication channels/complaint services (dedicated call centers) that humanize drivers when they experience road accidents.

If management, companies, or online motorcycle taxi providers in Greater Jakarta (Jabodetabek) can implement these three indicators of emotional intelligence, it will impact employee commitment, including: 1) Affective commitment: They feel proud to wear company attributes (jackets/helmets) and work sincerely to maintain the brand's reputation, because there is a value alignment between their personal emotions and the company's treatment; 2) Sustainable commitment: Partners rationally recognize that a work ecosystem that supports emotional stability provides long-term benefits that are difficult for them to obtain if they move to competitors or other informal jobs; 3) Normative commitment: Partners who feel that management has empathized and provided fair psychological and operational protection will develop a sense of moral indebtedness. They feel unethical to manipulate the system or switch platforms opportunistically.

The results of this study align with research conducted by (Rahmadiyah & Kuswinarno, 2024), which states that emotional intelligence has a positive and significant influence on employee commitment.

2. The Effect of Work-Life Balance on Employee Commitment

Based on the results of hypothesis testing and data analysis, work-life balance has a positive and significant effect on the commitment of drivers and online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To increase the commitment of drivers and online motorcycle taxi partners through the implementation of work-life balance, management, companies, or online motorcycle taxi providers in Greater Jakarta must implement the following: 1) Time balance: Providing flexible working hours without unilateral suspension sanctions so that drivers can rest; 2) Engagement balance: Supporting partners to remain actively involved in family activities without losing the opportunity to receive fair orders; 3) Satisfaction balance: Creating a fair algorithm so that drivers achieve work satisfaction balanced with their rest time.

If management, companies, or online motorcycle taxi providers in Greater Jakarta can implement these three work-life balance indicators, it will impact employee commitment, including: 1) Affective commitment: Partners feel valued in a humanistic way, thus increasing their emotional bond; 2) Ongoing commitment: Partners view this work as ideal because it provides a balanced well-being; 3) Normative commitment: Drivers feel a moral obligation to repay the partnership system's kindness by performing to the best of their ability.

The results of this study align with research conducted by (Anwar et al., 2023), which states that work life balance has a positive and significant influence on employee commitment.

3. The Influence of Emotional Intelligence on Service Performance

Based on the results of hypothesis testing and data analysis, emotional intelligence has no significant impact on the service performance of drivers or online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To improve the service performance of drivers or online motorcycle taxi partners, management, companies, or online motorcycle taxi providers in Greater Jakarta need not consider the following indicators of driver emotional intelligence: 1) Self-awareness: The ability to recognize personal emotions does not immediately change the application's operational standards; 2) Self-control: Controlling anger does not automatically change motorcycle speed in congested traffic; 3) Empathy: Being overly sensitive can sometimes hinder the speed of order completion.

If management, companies, or online motorcycle taxi providers in Greater Jakarta do not consider these three indicators of emotional intelligence, it will not impact the service performance of drivers or online motorcycle taxi partners, including: 1) Responsiveness: The speed of taking orders is determined by signals and algorithms, not emotions; 2) Caring:

Deep caring does not correlate with star ratings if the application system has an error; 3) Tangibles: Motorcycle cleanliness and the suitability of its attributes are determined by the driver's material assets, not emotional maturity.

The results of this study align with research conducted by (Sasmito et al., 2023), which states that emotional intelligence has no influence and is not significant on service performance.

4. The Effect of Work-Life Balance on Service Performance

Based on the results of the hypothesis test and data analysis, work-life balance has no significant effect on the service performance of drivers or online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To improve the service performance of drivers or online motorcycle taxi partners, management, companies, or online motorcycle taxi providers in Greater Jakarta need not consider the following work-life balance indicators for drivers: 1) Time balance: Time allocation with family does not instantly change the app's assessment parameters; 2) Engagement balance: Involvement at home does not improve driver navigation skills; 3) Satisfaction balance: Happiness at home does not directly improve performance in handling goods/passengers on the road.

If management, companies, or online motorcycle taxi providers in Greater Jakarta do not consider these three work-life balance indicators, it will not impact the service performance of drivers or online motorcycle taxi partners, including: 1) Responsiveness: Drivers with a good work-life balance are still tied to the rigid traffic congestion in Greater Jakarta; 2) Caring: Friendly service on the road is more driven by daily app incentive targets than by domestic harmony; 3) Tangibles: Ownership of new jackets and helmets depends on corporate sanction policies or deposit discounts, not leisure balance.

The results of this study align with research conducted by (Lavena, 2024), which states that work life balance has no influence and is not significant on service performance.

5. The Influence of Employee Commitment on Service Performance

Based on the results of hypothesis testing and data analysis, employee commitment has a positive and significant impact on the service performance of drivers or online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To improve the service performance of drivers or online motorcycle taxi partners through employee commitment, management, companies, or online motorcycle taxi providers in Greater Jakarta must implement the following: 1) Affective commitment: Fostering a sense of pride in being part of the platform's extended family; 2) Sustainable commitment: Providing guaranteed fares and fair bonuses to ensure drivers feel a sense of loss if their performance declines; 3) Normative commitment: Instilling a professional work ethic as a pillar of trusted public transportation.

If management, companies, or online motorcycle taxi providers in Greater Jakarta can implement these three indicators of employee commitment, it will impact service performance, including: 1) Responsiveness: Drivers with high commitment will be highly responsive, quick to pick up passengers, and minimize order cancellations; 2) Caring: Drivers provide genuine attention, greet passengers in a friendly manner, and ensure passenger comfort; 3) Tangibles: Drivers consistently maintain vehicle cleanliness and wear all necessary attire (official jackets and helmets) in accordance with SOPs.

The results of this study align with research conducted by (Tiyanti et al., 2021), which states that employee commitment has a positive and significant influence on service performance.

6. The Effect of Emotional Intelligence on Service Performance Mediated by Employee Commitment

Based on the results of hypothesis testing and data analysis, emotional intelligence has no significant effect on service performance, mediated by the commitment of drivers or online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To improve the service performance of drivers or online motorcycle taxi partners, management, companies, or online motorcycle taxi providers in Greater Jakarta need not focus on indicators of emotional intelligence and driver commitment, which include: 1) Self-awareness: Management should not wait for drivers to become aware of their fatigue. Companies should integrate an automatic app lock feature to ensure workplace safety; 2) Self-control: Reducing driver frustration on the roads of Greater Jakarta should not be done by training their patience, but by providing an instant and fair "Appeal Rating" button in the app; 3) Empathy: Given that personal empathy is insignificant, management should provide an automated communication feature that guides drivers to respond politely to customers without requiring genuine emotional attachment; 4) Affective Commitment: Management should provide responsive workplace accident insurance and free legal protection in the event of a road accident. 5) Sustainable Commitment: Management must design an algorithm that prioritizes orders and lowers commission cuts for partners who consistently maintain their daily performance; 6) Normative Commitment: Management is obligated to rid the ecosystem of fraud so that partners feel there is equal justice in earning a living on the platform.

If management, companies, or online motorcycle taxi providers in Greater Jakarta (Jabodetabek) do not pay attention to these six indicators of emotional intelligence and driver commitment, it will not impact the service performance of drivers or online motorcycle taxi partners, which include: 1) Responsiveness: When demand in a Jabodetabek area spikes, the algorithm must immediately increase fares to attract partners to that location; 2) Caring: This digital reward-and-punishment system compels drivers to maintain caring, careful driving, and friendliness toward customers, regardless of their mood that day; 3) Tangibles: This is because a driver's emotional intelligence is personal-psychological, while performance on the road is governed by the mechanical variables of the system, fares, and rigid operational compliance.

The results of this study align with research conducted by (Tsamrudin et al., 2024), which states that emotional intelligence has no influence and is not significant on service performance mediated by employee commitment.

7. The Effect of Work-Life Balance on Service Performance, Mediated by Employee Commitment

Based on the results of hypothesis testing and data analysis, work-life balance has a positive and significant effect on service performance, mediated by the commitment of drivers or online motorcycle taxi partners (Grab, Gojek, and Maxim) in Greater Jakarta.

To improve the service performance of drivers or online motorcycle taxi partners, management, companies, or online motorcycle taxi providers in Greater Jakarta need to pay attention to indicators of emotional intelligence and driver commitment, including: 1) Time balance: Applicants must implement flexible maximum working hours and provide additional incentives for drivers who consistently maintain healthy working hours (a maximum of 8–10 hours per day), so they have quality time to rest and spend time with their families; 2) Balance of engagement: Management must provide features that provide partners with full flexibility to divide their psychological and physical involvement fairly between work and personal life; 3) Balance of satisfaction: Management must humanize partnerships by implementing non-cash welfare programs, such as educational scholarships for partners' children, access to free mental health services, and community activities (partner family

gatherings). 4) Affective commitment: Management must actively involve partner representatives in focus group discussions before raising or lowering fares, and provide regular appreciation to exemplary partners; 5) Sustainable commitment: Management must provide comprehensive work accident insurance, partner-specific savings and loan cooperatives, and subsidized home ownership (KPR) programs through partnerships with banks; 6) Normative commitment: Management must create absolute transparency in order distribution, rating systems, and account suspension processes.

If management, companies, or online motorcycle taxi providers in Greater Jakarta (Jabodetabek) pay attention to these six indicators of work-life balance and driver commitment, it will impact the service performance of drivers or online motorcycle taxi partners, including: 1) Responsiveness: Drivers who are fit (because their Time Balance is maintained) will have high focus and faster reaction times in responding to order notifications; 2) Caring: When faced with annoying customers or extreme traffic jams in Greater Jakarta, drivers with a good work-life balance will be much more patient, friendly, and solution-oriented; 3) Tangibles: Drivers with high commitment will take great pride in wearing clean and tidy official attire (jackets and helmets).

The results of this study align with research conducted by (Prayogi et al., 2025), which states that work life balance has a positive and significant effect on service performance mediated by employee commitment.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the problem formulation, research hypothesis, results, and discussion above, the conclusions of the study conducted on online motorcycle taxi drivers (Grab, Gojek, and Maxim) in Greater Jakarta are as follows: 1) Emotional intelligence has a positive and significant effect on employee commitment; 2) Work-life balance has a positive and significant effect on employee commitment; 3) Emotional intelligence has no significant effect on service performance; 4) Work-life balance has no significant effect on service performance; 5) Employee commitment has a positive and significant effect on service performance; 6) Emotional intelligence has no significant effect on service performance through employee commitment; 7) Work-life balance has a positive and significant effect on service performance through employee commitment.

Recommendation

Based on the results of this study, it is recommended to expand the independent variables by including financial literacy and investment management factors for drivers, considering that income management is crucial for their long-term well-being. Furthermore, for future researchers, it is recommended to conduct a cross-industry comparative study to compare the performance and burnout rates of motorcycle taxi (ojol) transportation partners with e-commerce logistics couriers (instant delivery services specifically for goods) to enrich the digital economy literature.

Limitation

This study has limited geographic coverage, being limited to the Greater Jakarta area. Therefore, the operational characteristics, consumer behavior, and socio-economic dynamics found cannot necessarily be directly generalized to describe the conditions of motorcycle taxi drivers outside Java or secondary cities with lower congestion levels.

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