



Analysis Of Ability, Discipline, Communication On Organizational Performance Mediated By Resilient Leadership Of Online Drivers In Batam

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Abstract

Work ability, work discipline and communication certainly have an interrelated relationship, by running it according to procedures and directions all work will be easily completed. Therefore, the purpose of this study is to determine the effect of work ability, work discipline, communication, on company performance mediated by resilient leadership. The method uses quantitative analysis with the help of SEM PLS data processing tools. Data collection using questionnaires to a total of 580 ojol drivers in Batam City. The research variables consist of work ability (X1), work discipline (X2), communication (X3), leadership (Y1), and organizational performance (Y2). The results concluded that hypotheses 2, 3, 5, 6, and 7 can be accepted while hypotheses 1 and 4 are not accepted in this study because they have statements that are not strong with the results of the coefficient of determination test for the dependent variable value of 0.750 (75%) and the mediating variable is 0.691 (69.1%) and data quality (Goodness of Fit) of 0.702.

Keywords: Ability, Discipline, Communication, Organizational, Leadership

1. INTRODUCTION

HR as a driving force certainly has an important role in ensuring continuity of progress by continuously developing and training human resources so that the potential contained in human resources can always innovate and achieve the success and goals that have been planned. Considering that the role of human resources is quite important in a

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AJMESC, Volume 03 Issue 04, 2023



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company, of course every company must manage its human resources so that the goals of an organization can move forward according to what has been targeted and are not hampered by any problems.

Ability is a capacity that exists within each person in completing their tasks and is usually the person's ability, education, experience and background (Sudarso et al., 2022). Work ability is an ability that is based on education and experience and always thinking about problems and what methods must be done so that the work can be completed well and in the time required. Work ability, work discipline and communication certainly have an interrelated relationship, by carrying them out in accordance with procedures and directions all work will be easily completed. Of course, work discipline must be carried out and obeyed by all workers so that they can always comply with company rules. Communication that runs effectively will also increase positive impressions and also improve performance between superiors and subordinates (Sudarso et al., 2022).

Work discipline is a method carried out by superiors by communicating with employees with the aim of changing a person's behavior in order to create awareness of obeying company rules. According to Nasution & Priangkatara, (2022) discipline is a path or path taken by an organization, namely by using it as an effective tool to create and establish rules and with the aim of achieving common goals. According to Nasution & Priangkatara, (2022) work discipline towards employees in an organization is a dominant factor, so work discipline must always be developed and improved in order to achieve goals such as producing good performance.

Batam City is also one of the cities that provides online transportation with the aim of reducing congestion, thereby increasing the demand for online transportation users. Currently, many people do work as an online transportation driver to earn income and this job has received sharp attention from society because it is growing very rapidly and many people have used its services due to lifestyle patterns and technological developments. Barelang Police recorded that in 2021 there were 485 cases of accidents in Batam which caused 93 people to die, 46 were seriously injured and 616 were lightly injured and other causes, namely out of control, there were 74 cases and caused 7 people to die as a result of not giving priority to crossers, passing speed limit against the flow and breaking through red lights and the police also noted that this accident was dominated by two-wheeled vehicles.

According to previous research by Husain et al., (2022) it is proven that there is a significant positive relationship between work ability variables and strong leadership. Bagis





et al., (2022) argue that work discipline has a significant influence on employee performance, which means that having strong leadership in an organization can certainly maintain a culture of good work discipline. According to Sudarso et al., (2022) each employee must have his or her own characteristics and good qualifications to be accepted by a corporate organization to complete the work. Puspitasari et al., (2022) stated that the influence of work discipline is very influential on employee performance. This means that every company must implement what is called work discipline so that the company can continue to progress.

Ibrahim et al., (2022) researched communication and stated that communication variables will greatly influence employee performance variables and this research proves that communication is an important factor in determining the work of each company employee so that the company's goals can be realized. According to Mubin, (2023) Resilient Leadership has a significant relationship with Organizational Performance because having a good leader in an organization will indirectly improve employee performance from coordination between management and staff to achieve common goals.

This research discusses performance in a company's organization, where to strengthen the performance of an organization there must be reliable leadership. To be a leader, of course you have to contribute and be a good example for your employees. With the background described above, it can be seen that the aim of this research is to determine the influence of work ability, work discipline, communication, on company performance mediated by Tangguh leadership.

2. LITERATURE REVIEW

2.1 Previous Research

Research conducted by Sudarso et al., (2022) which examined the ability test of resilient leadership in mediating the relationship between work ability, work discipline and communication with organizational performance showed findings of a positive and significant influence of ability, discipline and communication on leadership resilience. with the performance of an organization. With a total of 160 respondents obtained from ten people from each branch office and regional office. Meanwhile, Butarbutar & Nawangsari, (2022) aims to see the influence of work discipline and compensation on employee performance through work motivation. The approach method uses a quantitative method using causality and the number of response data is 100 people obtained from DPRD Secretariat employees who work as civil servants.





Research from Muid & Setiadi, (2022), which was conducted at PT. Laser Jaya Sakti shows that the style of communication influences work morale through work performance and performance can mediate the relationship between the style of communication and work morale. Sudarso et al., (2022) in their research shows that human values and work commitment influence leaders and also performance. Meanwhile, research conducted by Tjahjadi & Zami, (2022) shows that leadership and training influence job satisfaction, while work discipline has a positive but not significant effect on job satisfaction. Baka et al., (2021), in their research shows that leadership is directly related to work abilities in both occupational groups. Nasution & Priangkatara, (2022) in their research discussed employee discipline and motivation. The results obtained from this research were that work discipline influenced employee performance. Work motivation influences performance. Research by Taufik Lesmana et al., (2022) shows that there is an influence between environmental variables, discipline, work motivation on employee performance because it can improve employee performance.

Research conducted by Saputra & Rizky Mahaputra, (2022) shows that environmental variables, work discipline, work safety have a significant effect on occupational health. Mustakiem, (2022) in his research found that discipline and commitment influence employee productivity and work performance. The method for carrying out this research is qualitative analysis and also a literature review by reviewing theories to connect with existing variables sourced from Mendeley, Google Scholar and several other media. Husain et al., (2022) in their research shows that individual characteristics influence work ability but are not significant on employee performance. Intention to leave and resilience have a significant effect on employee performance and it can be proven that work ability, individual characteristics and intention to leave are factors in the ups and downs of employee performance so that strategies are needed to improve employee performance in terms of quality, work assignments, responsibilities and so on. Riwukore et al., (2022), in their research shows that there is a significant influence of motivation, discipline and organizational commitment on employee performance at the regional secretariat of the Kupang City Government.

Vipraprastha et al., (2020) in their research shows that the role of leaders in leading and paying attention to their employees is very necessary to complete tasks in accordance with their responsibilities. Bagis et al., (2022) in their research shows that organizational commitment cannot mediate work leadership and work discipline with employee





performance. Kadir, (2022) the aim of creating this article is to analyze the influence between variables as in his research shows the influence of work discipline on work productivity, organizational culture on work productivity, work discipline on employee performance and organizational culture on employee performance. Sunarto & Tanjung, (2022) in their research shows that there is a relationship between work discipline and the work environment and job satisfaction at PT. Lolc Ventura BSD Branch.

Ibrahim et al., (2022) in their research shows that communication is a significant important thing in determining employee performance and also plays an important role as a mediation. Singh et al., (2022) in their research showed that there was a significant relationship between RL on EE and partial mediation of PsyCap on RL EE. The aim of this research is to become the best solution in fighting outbreaks in the community. Bisnis et al., (2022) in their research shows that there is a relationship with work motivation and employee performance, discipline work environment has no relationship with employee performance, and work motivation has no relationship with employee performance.

Aryani et al., (2022) in their research shows that there is a significant relationship between the three variables and they move simultaneously. Idris & Sanjaya, (2022) in their research shows that there is a relationship with organizational culture, motivation and discipline and employee performance. As a result, it can be seen that there is an influence of culture on employee performance in planning bureaus. Gustiana et al., (2022) in their research showed that there was a relationship with transformational leadership, discipline, school principals and work climate with teacher professionalism, and there was no relationship between leadership with school principals in the field and work climate and teacher professionalism. Nurrofi et al., (2022) in their research shows that the work environment is related to work discipline, organizational culture is related to work discipline, leadership is related to work discipline. Gaddafi et al., (2022) in their research shows that there is a relationship between the work environment and work discipline. Leadership is also related to work discipline, and organizational culture also has a significant influence on work discipline. The conclusion is that the absence of good leadership will reduce work discipline.

Wiryawan et al., (2020) in their research shows that the work environment is related to motivation, the work environment has no effect on work discipline, work motivation has a relationship with work discipline, motivation has a relationship with employee performance and work discipline has no effect on employee performance. Asgaruddin et al., (2021) in their



research shows that positive professionalism is related to work discipline, positive work culture is related to work discipline, positive professionalism is related to employee performance, positive work culture is related to employee performance and positive work discipline is related to employee performance. Arpika Sari et al., (2022) in their research found a significant relationship between the three variables, namely motivation, work discipline and organizational culture on employee performance at the Forest Area Stabilization Center Region I Medan.

Nyoman et al., (2022) With the aim of analyzing and seeing whether work experience, competency, discipline in their research shows that there is no relationship between competency and employee performance, work experience is not related to employee performance, work environment is related to employee performance and work discipline has no effect on employee performance. Mubin, (2023) in his research shows that all variables have a significant influence on each other. Salim & Ernanda, (2023) in their research shows that there is a positive relationship between the three independent variables, namely work discipline, work environment, motivation on the dependent variable, namely employee performance.

Dompak & Epriadi, (2022) in their research shows that there is a relationship between discipline and employee performance, leadership and employee performance, discipline and employee performance.

2.2 The Relationship Between Work Ability and Resilient Leadership

Work Ability has a significant influence on Resilient Leadership, which means these 2 variables have a very important role in an organization so that it can continue to develop. According to Husain et al., (2022) prove that there is a significant positive relationship between work ability variables and strong leadership.

2.3 The Relationship Between Work Discipline and Resilient Leadership

Work Discipline has a significant effect on Resilient Leadership, which means these 2 variables have a very important role in an organization. It was also proven by Bagis et al., (2022) that work discipline has a significant influence on employee performance, which means that having strong leadership in an organization can certainly maintain a culture of good work discipline.



2.4 The Relationship Between Communication and Resilient Leadership

Communication and Resilient Leadership have a significant relationship and of course having and implementing a good communication culture can solve problems that occur. According to Bagis et al., (2022) the relationship between communication and strong leadership is a word that has quite harmonious meanings and meanings. If a leader cannot communicate well then he will not have good leadership attitudes.

2.5 The Relationship Between Work Ability and Organizational Performance

Work Ability and Organizational Performance have a significant relationship. According to Sudarso et al., (2022) each employee must have his or her own characteristics and good qualifications to be accepted by a corporate organization to complete the work. It can be concluded that the relationship between these two variables has a very important role for an organization the company.

2.6 The Relationship Between Work Discipline and Organizational Performance

Work Discipline has a significant relationship with Organizational Performance, which means that every company employee must implement work discipline behavior in order to make someone aware and also have a great willingness to comply with the norms and regulations that apply in the environment. According to Bisnis et al., (2022) the influence of work discipline really has a big influence on employee performance. And it can be interpreted that every company must implement what is called work discipline so that the company can continue to progress.

2.7 The Relationship Between Communication and Organizational Performance

Communication has a significant relationship with Organizational Performance, where according to Sudarso et al., (2022) communication is an activity to share information directly or indirectly with the aim of informing and warning about something. This is also confirmed by Ibrahim et al., (2022) that communication variables will greatly influence employee performance variables and this research proves that communication is an important factor in determining the work of each company employee so that the company's goals can be realized.



2.8 The Relationship Between Resilient Leadership and Organizational Performance

According to Mubin, (2023) Resilient Leadership has a significant relationship with Organizational Performance because having a good leader in an organization will indirectly improve employee performance from coordination between management and staff to achieve common goals.

3. RESEARCH METHOD

This research aims to develop previous research researched by Sudarso et al., (2022). This research is a form of causal-comparative research that measures several variables and tests the relationships between them. This research studies the relationship between work ability, work discipline, communication on the dependent variable, namely organizational performance and is mediated by Tangguh leadership. The population of this research is all online transportation drivers in Batam City. This research was carried out by distributing questionnaires as a medium for collecting data in research obtained from respondents (Hair et al., 2011).

The sampling method for this research is to use a non-probability sampling technique, namely a purposive sampling method where the sample selection is not done randomly but can be adjusted to predetermined criteria. This sampling was of course carried out by distributing questionnaires to respondents who met the desired criteria in this research, namely only online transportation drivers who could fill out this questionnaire. The data used in this research is primary data collected as a result of distributing questionnaires directly to a group of respondents who are online transportation drivers in Batam City.

In this research, descriptive statistics are of course used to determine the quantity and percentage of the demographic characteristics of respondents. The demographics of these respondents can be seen from gender, age, education, income and so on. This research was tested using the SEM-PLS (Structural Equation Modeling) program. The testing stage uses the Common Method Bias (CMB) test. Measurement model (Outer Model) with stages of Outer Loadings, Average Variance Extracted Validity, Cronbach's Alpha, and Composite Reliability. Meanwhile, the structural model uses a test stage with Path Coefficients and Indirect Effects.

The R Square test shows the percentage of model fit whose aim is to measure how far the model's ability to explain the dependent variable. An R Square value of 0.75 indicates

that the model is strong, 0.05 indicates moderate and 0.25 indicates a weak model. This quality test stage is used to see whether a model is good or not in a study using the Goodness of Fit test or is a comparison between models and covariance metrics between indicators or observed variables. The value can be said to be small if the value is greater than 0.10, if it has a value greater than 0.25 and it can be said to be large if it has a value greater than 0.36.

4. RESULT

4.1 Common Method Bias

The Common Method Bias (CMB) test aims to avoid various causes that can cause errors in data testing. Usually this error originates from data measurements or what is known as method variance. To find out whether there is this issue or not, use the single factor test technique. The results of this validity test were carried out with the aim of seeing whether the questions used were in accordance with the picture of the variables being studied. A part or construct will be declared valid if the Average Variance Extracted (AVE) is greater than 0.5 according to (Hair et al., 2011).

Table 1. Validity Test Results

Variabel	AVE	Conclusion
<i>Ability</i>	0.886	<i>Valid</i>
<i>Discipline</i>	0.961	<i>Valid</i>
<i>Communication</i>	0.960	<i>Valid</i>
<i>Resilient Leadership</i>	0.967	<i>Valid</i>
<i>Organizational Performance</i>	0.987	<i>Valid</i>

It was concluded that the test results of all research variables were valid and met the requirements for convergent validity with an AVE value greater than 0.5 (Hair et al., 2011). This reliability test was carried out with the aim of seeing and knowing whether the respondents' answers to the questions were consistent or not if the value was above 0.7 (Hair et al, 2011).

Table 2. Reliability Test Results

Variabel	Composite Reliability	Conclusion
<i>Ability</i>	0.970	<i>Reliabel</i>
<i>Discipline</i>	0.925	<i>Reliabel</i>
<i>Communication</i>	0.974	<i>Reliabel</i>
<i>Resilient Leadership</i>	0.988	<i>Reliabel</i>
<i>Organizational Performance</i>	0.969	<i>Reliabel</i>

Above is a table of reliability test results which shows that the composite reliability value of each variable has a composite value greater than 0.7, which means it can be concluded that there are no unreliable questions (Hair et al., 2011).

4.2 Inner Model (Structural Model Evaluation)

A relationship between variables can be said to be significant if it has a P-Value >0.05 and T-Statistics >1.96 (Hair et al., 2011). Table 4.10 below will show the results of significant tests between the variables Work Ability, Work Discipline, Communication, Strong Leadership and Organizational Performance.

Table 3. Direct Effect Test Results

Track X → Y / Direct	T- Statistics	Conclusion
<i>Ability → Resilient Leadership</i>	0.680	H1: No Significant Effect
<i>Discipline → Resilient Leadership</i>	5.709	H2: Significant Effect
<i>Communication → Resilient Leadership</i>	4.829	H3: Significant Effect
<i>Ability → Organizational Performance</i>	1.662	H4: No Significant Effect
<i>Discipline → Organizational Performance</i>	3.477	H5: Significant Effect



Communication \square Organizational Performance	3.312	H6: Significant Effect
Resilient Leadership \square Organizational Performance	5.984	H7: Significant Effect

Noted: T-Statistics >1.96.

a. Hypothesis 1: Ability Does Not Have a Significant Influence on Resilient Leadership

From the results of the direct influence test in table 3, it has been shown that the variable Work Ability with Resilient Leadership is proven to have no significant influence as seen from the T-statistic value, which is 0.680, which means it is smaller than the value of 1.96, which concludes that the variable relationship between Work Ability and Resilient Leadership in hypothesis 1 cannot be accepted because it has no significant effect (Hair et al., 2011). These results are supported by Pariesti's research, (2022) where competence does not directly influence leadership with a T value of 1.737 and a p-value of 0.083 which is greater than 0.05. The results of this study show that an online motorcycle taxi driver who has limited work ability does not influencing strong leadership in advancing online motorcycle taxi partners.

b Hypothesis 2: Discipline has a significant influence on Resilient leadership

From the results of the direct influence test between the variables in table 3, it shows that the Work Discipline variable has a significant effect on Resilient Leadership as proven by the T-statistic value, which is 5.709 or more than 1.96, which means it has a significance level of 5% so that hypothesis 2 this is acceptable. The results of this research explain that a leader or superior must discipline his employees, so that the vision and mission to advance the company and also satisfy online motorcycle taxi consumers can be achieved. In line with research by Rosalina. (2020), it was found that the path parameter coefficient obtained from the influence of the leadership style variable on work discipline was 0.312 with a Tstatistic value of 2.233 > 1.660 at a significance level of $\alpha = 0.05$ (5%) which states that there is a positive influence between leadership style on work discipline

c. Hypothesis 3: Communication has a significant influence on Resilient leadership

The results of the direct influence test in table 3 show that the variable relationship between Communication and Strong Leadership has a significant effect because the T-statistic value is 4.829 or greater than 1.96, which means it has a significance level of 5% so that hypothesis 3 can be accepted. Research by Crews. (2019) supports the hypothesis by stating that leadership style (transformational and transactional) influences the communication style perceived by employees, namely accuracy, verbal aggressiveness, emotion, and manipulateness through values ($F(4,559) = 79.54; p < 0.00$). The results of this research also explain that when communicating, you must pay attention to etiquette and clear and accurate delivery, so that any information conveyed can be received. Moreover, an online motorcycle taxi driver must communicate well and correctly with motorcycle taxi passengers so that passengers are comfortable and also feel satisfied with the services provided by online motorcycle taxi drivers.

d. Hypothesis 4: Ability has no significant influence on organizational performance

The test results shown in table 3 above show the results of the relationship between the variables Work Ability and Organizational Performance which apparently have an indirect influence because they have a T-statistic value of 1.662 which means that they have a value lower than 1.96. Research by Sinambela. (2021) contradicts this by stating that work ability has a significant effect on employee performance as evidenced by the value of the calculated t test of 10,732 and a significance of .000 (<0.05). Research from Pratama. (2017) supports the hypothesis with the results of the Ttest statistical test (partial test) showing a significance value of work ability of 0.341 which is greater than 0.05, meaning that work ability has no effect and is not significant on employee performance. The results explain that the work abilities possessed by an online motorcycle taxi driver, whether they are very good or poor, will not affect the performance of an organization or company. To advance the company in a better direction, you must not only have excellent abilities but also pay attention to discipline, comply with applicable regulations and so on.

e. Hypothesis 5: Discipline has a significant influence on organizational performance

The test results obtained from table 3 explain the relationship between the Work Discipline variable and Organizational Performance which has a significant relationship because it has a T-statistic value of 3.477 which can be interpreted as a value higher or greater than 1.96 and it can be concluded that this variable can be accepted in hypothesis 5. This result is in line with research by Arifa. (2018) where work discipline influences performance with a significance level of $0.016 < 0.05$, then H5 is accepted. This states that there is a positive and significant influence of work discipline on performance. And this explains that discipline will certainly greatly influence performance. The performance of an online motorcycle taxi driver must be in good condition, namely by always creating an atmosphere of work discipline around the work environment so that it can be a reflection for other employees.

f. Hypothesis 6: Communication Influences Organizational Performance

The test results from this research can be seen in table 4.10 which shows the results that have a significant influence between the Communication variable and Organizational Performance which has a T-statistic value of 3.312, which means the value is greater than 1.96 and hypothesis 6 can be accepted. It was explained that in this case an online motorcycle taxi driver is required to train and have a good type of communication so that passengers can understand and accept it. According to research by Rialmi. (2020) There is a positive and significant influence between communication on employee performance with a correlation coefficient of 0.769 or having a strong influence. And also the communication process and what is conveyed by online motorcycle taxi drivers certainly greatly influences organizational performance because if you do not convey information with clear articulation it will greatly affect performance.

g. Hypothesis 7: Resilient Leadership Has a Significant Influence on Organizational Performance

The test results from this research show a significant relationship between the Resilient Leadership variable and Organizational Performance, where the T-statistic value is 5.984 and greater than 1.96 and it is stated that hypothesis 7 is acceptable. It was explained that when it comes to leading an organization or company, you must have a leadership spirit

that is strong enough to be able to build the company. These results are strengthened by research by Fathoni. (2021) where the leadership variable on employee performance obtained a p-value of $0.001 < 0.05$, so it can be concluded that leadership has a significant effect on employee performance. Being a leader means not only being firm in certain matters but also having to be able to protect your employees by giving us respect as a leader as proof that we value what our employees do. Only then will a company experience progress and survive.

4.3 R Square Test Results

The results of this test are called the Determination Coefficient Test (R^2) whose function is to test the relationship between independent and dependent variables and dependent and mediating variables. Table 4 shows that the dependent variable value is 0.750 (75%) and the mediating variable is 0.691 (69.1%).

Table 4. R Square Test Results

Variabel	R-Square	Percentage
Resilient Leadership	0.750	75%
Organizational Performance	0.691	69.1%

4.4 Quality Index Test Results (Overall Fix Index)

Goodness of fit is a comparison made to see the model specified with the covariance matrix between indicators. Table 5 shows the Gof results

Table 5. Goodness of fit test results on the influence of strong leadership on organizational performance

Communalit y	R square	GoF	Conclusion
0.543	0.441	0.720	Moderate

5. DISCUSSION

5.1 Common Method Bias (CMB)

The Common Method Bias (CMB) test aims to avoid various causes that can cause errors in data testing. Usually this error originates from data measurements or what is known as method variance. To find out whether there is this issue or not, use the single factor test technique.

5.2 Model Evaluation Results

a. Validity Test Results

The results of this validity test were carried out with the aim of seeing whether the questions used were in accordance with the picture of the variables being studied. A section or construct will be declared valid if the Average Variance Extracted (AVE) is greater than 0.5 according to(Hair et al., 2011).

Table 6. Validity Test Results

Variable	AVE	Information
<i>Work ability</i>	0.886	<i>Valid</i>
<i>Work Discipline</i>	0.961	<i>Valid</i>
<i>Communication</i>	0.960	<i>Valid</i>
<i>Strong Leadership</i>	0.967	<i>Valid</i>
<i>Organizational Performance</i>	0.987	<i>Valid</i>

The Work Ability variable shows an AVE value of 0.886, which means it is greater than 0.5. Based on the data obtained, the Work Ability variable is valid and meets the convergent validity requirements(Hair et al., 2011). Variable*Work Disciplines*shows the AVE value which is equal to0.961 which means greater than 0.5. Based on the results of the data obtained, the Work Discipline variable is valid and meets the convergent validity requirements(Hair et al., 2011). ws the AVE value of 0.960, which means it is greater than 0.5. Based on the data obtained, the Communication variable is valid and meets the convergent validity requirements(Hair et al., 2011). Variable*Strong Leadership*shows the AVE value of 0.967, which means it is greater than 0.5. Based on the data obtained, the

Resilient Leadership variable is valid and meets the convergent validity requirements (Hair et al., 2011).

b. Reliability Test Results

This reliability test was carried out with the aim of seeing and finding out whether the respondents' answers to the questions were consistent or not if the value was above 0.7 (Hair et al, 2011).

Table 7. Reliability Test Results

Variable	Composite Reliability	Information
<i>Work ability</i>	0.970	<i>Reliable</i>
<i>Work Discipline</i>	0.925	<i>Reliable</i>
<i>Communication</i>	0.974	<i>Reliable</i>
<i>Strong Leadership</i>	0.988	<i>Reliable</i>
<i>Organizational Performance</i>	0.969	<i>Reliable</i>

The table shows that the composite reliability value of Work Ability is 0.970, Work Discipline is 0.925, Communication is 0.974, Resilient Leadership is 0.988 and Organizational Performance is 0.969. This shows that each variable has a composite value greater than 0.7, which means it can be concluded that there are no unreliable questions.(Hair et al., 2011).

5.3 Inner Model (Structural Model Evaluation)

A relationship between variables can be said to be significant if it has a P-Value >0.05 and T-Statistics >1.96(Hair et al., 2011). Table 4.10 below will show the results of significant tests between the variables Work Ability, Work Discipline, Communication, Strong Leadership and Organizational Performance.

Table 8. Direct Effect Test Results

Track X→Y/Direct	T- Statistics	Conclusion
<i>Work ability</i> → <i>Strong Leadership</i>	0.680	H1: No Significant Effect



<i>Work Discipline → Strong Leadership</i>	5,709	H2: Significant Influence
<i>Communication → Strong Leadership</i>	4,829	H3: Significant Influence
<i>Work ability → Organizational Performance</i>	1,662	H4: No Significant Effect
<i>Work Discipline → Organizational Performance</i>	3,477	H5: Significant Influence
<i>Communication → Organizational Performance</i>	3,312	H6: Significant Influence
<i>Strong Leadership → Organizational Performance</i>	5,984	H7: Significant Influence

4 Note: T-Statistics >1.96.

a. Hypothesis 1: Work Ability Does Not Have a Significant Influence on Strong Leadership

From The results of the direct influence test in table 4.10 have shown that the variable Work Ability with Resilient Leadership is proven to have no significant influence as seen from the T-statistic value, which is 0.680, which means it is smaller than the value of 1.96 which concludes that the variable relationship between Work Ability and Leadership The Tough One in hypothesis 1 cannot be accepted because it has no significant effect(Hair et al., 2011). Same with researchersPratama & Wardani, (2018)And the results of this research show that an online motorcycle taxi driver who has limited work abilities does not affect strong leadership in advancing online motorcycle taxi partners.

b. Hypothesis 2: Work Discipline Has a Significant Influence on Strong Leadership

From the results of the direct influence test between the variables in table 4.10, it shows that the Work Discipline variable has a significant effect on Resilient Leadership as proven by the T-statistic value, which is 5.709 or more than 1.96, which means it has a significance level of 5%, so hypothesis 2 this is acceptable. Also reinforced by previous research, namelyArifa & Muhsin, (2018)and the results of this research explain that a leader

or superior must discipline his employees, so that the vision and mission to advance the company and also satisfy online motorcycle taxi consumers can be achieved.

c. Hypothesis 3: Communication has a significant influence on strong leadership

The results of the direct influence test in table show that the variable relationship between Communication and Strong Leadership has a significant effect because the T-statistic value is 4.829 or greater than 1.96, which means it has a significance level of 5% so that hypothesis 3 can be accepted. Also strengthened by the results of previous research from Zackharia Rialmi, (2020) and the results of this research also explain that when communicating, you must pay attention to etiquette and clear and accurate delivery, so that any information conveyed can be received. Moreover, an online motorcycle taxi driver must communicate well and correctly with motorcycle taxi passengers so that passengers are comfortable and also feel satisfied with the services provided by online motorcycle taxi drivers.

d. Hypothesis 4: Work Ability Does Not Have a Significant Influence on Organizational Performance

The test results shown in table above show the results of the relationship between the variables Work Ability and Organizational Performance which apparently have an indirect influence because they have a T-statistic value of 1.662 which means that it has a lower value than 1.96. The results explain that the work abilities possessed by an online motorcycle taxi driver, whether they are very good or poor, will not affect the performance of an organization or company. To advance the company in a better direction, you must not only have excellent abilities but also pay attention to discipline, comply with applicable regulations and so on.

e. Hypothesis 5: Work Discipline Has a Significant Influence on Organizational Performance

The test results obtained from table explain the relationship between the Work Discipline variable and Organizational Performance which has a significant relationship because it has a T-statistic value of 3.477 which can be interpreted as a value higher or greater than 1.96 and it can be concluded that this variable can be accepted in hypothesis 5. This hypothesis is supported by previous research from Rosalina & Wati, (2020) and this

research explains that discipline will certainly greatly influence performance. The performance of an online motorcycle taxi driver must be in good condition, namely by always creating an atmosphere of work discipline around the work environment so that it can be a reflection for other employees.

f. Hypothesis 6: Communication Influences Organizational Performance

The test results from this research can be seen in table 4.10 which shows the results that have a significant influence between the Communication variable and Organizational Performance which has a T-statistic value of 3.312, which means the value is greater than 1.96 and hypothesis 6 can be accepted. It was explained that in this case an online motorcycle taxi driver is required to train and have a good type of communication so that passengers can understand and accept it. This hypothesis is in accordance with research from Crews et al., (2019) And also the communication process and what is conveyed by online motorcycle taxi drivers certainly greatly influences organizational performance because if you do not convey information with clear articulation it will greatly affect performance.

g. Hypothesis 7: Strong Leadership Has a Significant Influence on Organizational Performance

The test results from this research show a significant relationship between the Resilient Leadership variable and Organizational Performance, where the T-statistic value is 5.984 and greater than 1.96 and it is stated that hypothesis 7 is acceptable. It was explained that when it comes to leading an organization or company, you must have a leadership spirit that is strong enough to be able to build the company. Being a leader means not only being firm in certain matters but also having to be able to protect your employees by giving us respect as a leader as proof that we value what our employees do. Only then will a company experience progress and survive. And this hypothesis is in accordance with previous research, namely from (Fathoni et al., 2021).

5.4 R Square Test Results

The results of this test are called the Determination Coefficient Test (R²) whose function is to test the relationship between independent and dependent variables and dependent and mediating variables. Table 4.11 shows that the dependent variable value is 0.750 (75%) and the mediating variable is 0.691 (69.1%).

Table 4. R Square Test Results

Variable	R-Square	Percentage
Strong Leadership	0.750	75%
Organizational Performance	0.691	69.1%

5.5 Quality Index Test Results (Overall Fix Index)

Goodness of fit is a comparison made to see the model specified with the covariance matrix between indicators. Table 5 shows the results of Gof

Table 5. Goodness of fit test results on the influence of strong leadership on organizational performance

Communality	R square	GoF	Conclusion
0.543	0.441	0.720	Moderate

6. CONCLUSION

Based on this research conducted on online motorcycle taxi drivers in Batam City, it can be concluded that the work ability variable has no influence on strong leadership, work discipline has an influence on strong leadership, communication has a significant influence on strong leadership, ability, communication influences organizational performance and strong leadership influences organizational performance. It can be concluded that hypotheses 2, 3, 5, 6, and 7 can be accepted while hypotheses 1 and 4 are not accepted in this research because they have weak statements.

So the author can conclude that:

1. The results of testing hypothesis H1 are not accepted, meaning that work ability has no effect on strong leadership.
2. The results of hypothesis testing H2 are accepted, meaning that work discipline has a significant influence on strong leadership.
3. The results of hypothesis testing H3 are accepted, which means that communication has a significant effect on strong leadership.





4. The results of testing hypothesis H4 are not accepted, meaning that work ability has no influence on organizational performance.
5. The results of hypothesis testing H5 are accepted, meaning that work discipline influences organizational performance.
6. The results of the research hypothesis H6 are accepted, meaning that communication has a significant effect on organizational performance.
7. The results of the research hypothesis H7 are accepted, meaning that organizational performance has a significant influence on strong capabilities.

The existing limitations will become opportunities for other researchers in the future. Researchers themselves have recommendations, namely as follows:

1. Expanding the sample, namely also covering areas outside Batam and it is hoped that further research can expand the sample to a wider, more accurate and reliable sample.
2. The next research must cover a wide location in order to shorten the data search,
3. The next research simply provides a link to fill in the questionnaire to several online motorcycle taxi drivers to be distributed via chat only.

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