

## Go-Ride Drivers Work Motivation Analysis in PT. Gojek Indonesia (Research on Driver Go-Ride PT. Gojek Indonesia Malang)

Mima Kurniasih<sup>1\*</sup>, Umar Nimran<sup>2</sup>, Tri Wulida Afrianty<sup>3</sup>

<sup>1</sup>Student in Department of Business Administration, Faculty of Administrative Sciences, University of Brawijaya

<sup>23</sup>Lecturer in Department of Business Administration, Faculty of Administrative Sciences, University of Brawijaya

### Abstract

A start-up company is a phenomenon of business development, based on information technology through digital marketing by using Internet technology, in the form of an application that integrates the owners and users. Human resources who are in charge of the organization are not only employees, but also partners for business outside the company. The motivation that comes from partners of business is very important to be managed by the company, therefore the goals could be carried out well. This study describes and analyzes the work motivation of drivers who are joined in PT. Gojek Indonesia in Malang. This research uses a descriptive qualitative, by collecting several data through a triangulation method. The collected data would be analyzed by using Miles, Huberman, and Saldana analysis method models. The result presents that the work motivation of the drivers influenced by individual character and work environment factors. Hence, an organizational support that is provided for the drivers is also increases their work motivation, therefore the drivers would like to stay with PT. Gojek Indonesia Meanwhile, to increase work motivation an adjustment is still needed in the rewards system that is provided to the drivers.

Keywords: startup company, work motivation, organization support, Gojek

### INTRODUCTION

The phenomenon of start-up companies in Indonesia is supported by the digital economic potential that Indonesia has along with technology and social media development. Survey result of APJII in 2018 stated that the amount of population in Indonesia reaches 264.16 million inhabitants and 64.8% have used the internet to support their daily life. Meanwhile, 74.1% of the total users are an urban therefore they very depend on the internet to communicate, find an information, shop, or order an online transportation.

PT. Gojek Indonesia (Gojek) is a *start-up* company in online transportation. Survey result APJII in 2018 stated that Gojek is used by 0.5% of commercial content total users in buying items or services online. As an online-based company, Gojek utilizes internet existence to enter through the digital market by providing application which serves the owners and users meet each other. Meanwhile, Gojek is only a facilitator to provide a system that could be used in doing transactions.

A *start-up* business model may be involving human resources (HR) outside the company. The human resources (HR) in Gojek is mentioned as a partner, whose in this research is focused on a *Go-Ride* Driver of Gojek.

The existence of *Go-Ride* driver is very important for Gojek since it has a direct role in providing service to the customers. Meanwhile, the driver status as only a partner (not an employee) therefore it would be easier for them to come in and come out from the company. As a result, if it is not managed well, then it is possible for having a high turnover and would-be direct impact on the company.

This condition would be a challenge for Gojek to do an effort in managing work motivation for the driver, therefore they are willing to stay and work in the company's. Hence, this research aims to describe and analyze factors that influencing Gojek driver work motivation; therefore, they are willing to stay in the company. Besides, it is also to recognize support from an organization that is given by Gojek to the drivers as an effort to maintain the driver's existence. Thus, this research could be used as a guideline in managing the work motivation of partners for other *Start-up* companies.

### LITERATURE REVIEW

#### 1. Start Up Company

*Start up* is a term that is comes up frequently in this digital business era such as today. *Start-up* itself came up on 1998-2000 when initial global economic crisis occurred. According [1] stated that there is no standard definition of start up company.

Correspondence address:

Mima Kurniasih

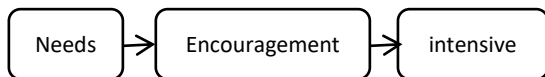
Email : mimakurnia@yahoo.com

Address : Malang, Indonesia, 65145

However, general consensus stated that start up company is a *Usaha Kecil Menengah (UMKM)* that is engaging in technology information with business emphasis by using e-commerce platform. Since it is a technology information-based business, therefore *start-up* company is very connected tightly with creative industry such as music, design, fashion, and software development.

## 2. Work Motivation

According [2] defined that motivation is a process started by physiological deficiency or psychology that is drive a behavior or encouragement dedicated to goals and intensive. Consequently, to understand the motivation process would be depend on definition and the relationship between needed, encouragement, and intensive.



**Figure 1.** Basic Motivation Process

Source: Luthans (2006: 279)

According [3] defined that work motivation as a condition that is provide an impact to raise, direct, and maintain behavior that is connected to work environment. This motivation according to [4] is a thing that exist in the human soul and encourage people to act and do a particular attitude. The existence of motivation made people start, do, and maintain particular activity.

**Tabel 1.** Motivation and Organization Variable

Individual characteristics	Job characteristics	Characteristics of work situations
1. Interest 2. Attitude a. Self b. Work c. Work situation 3. Needs	1. Intrinsic replay type 2. degree of Autonomy 3. Feedback 4. Variety of task	1. Direct work Environment a. co-worker b. supervisor 2. Organization a.salary system b. organizational culture

Source: Hanafi, 1997:356

According [4] disclosed that there are three variables that are affecting motivation in organization, i.e.individual characteristic, tasks, and work situation.

Another opinion regarding to the factors that are affect motivation was explained by [5] there are two main factors i.e., individual characteristic and tasks factors. This individual characteristic is affected by how someone valuated what they

would achieve from various factors of the tasks. If those factors of the task are suitable with the individual characteristic, someone tend to be motivated to do their task. The factors that are related to the individual characteristic are:

- Passion
- Behavior to their own self, tasks, and work situation
- Individual needed
- Ability and competencies
- Work knowledge
- Emotion, mood, belief, and values

The factors that is related to tasks are divided into two by [5], work environment factor and inside factor. Those factors are consisting of:

- Work environment factor
  - Accepted salary and benefit
  - Company policies
  - Supervisor
  - Human relationship
  - Work condition such as work hours, physical environment, and so on
  - Organization culture
- Work factor
  - Work nature
  - Task/work design
  - Achievement appreciation
  - The level/amount of responsibility given
  - Work proceed and development
  - Satisfaction of working

## 3. Organizational Support Theory

According [6] defined that organizational support theory hopes that employee would personify their organization as how far their organization they are worked in would value their contribution and care about their welfare. The support that they feel would be followed by commitment, loyalty, and performance improvement. Organizational support provides general approach as a mutual norm role between employees and boss.

According [7] give the organizational support indicator including:

- Award, company gives award or reward over employee work achievement.
- Development, company pay attention to the ability and give employee an opportunity to promote.
- Work situation, concerning work environment either physically or non-physical
- Employee welfare, the company pay attention toward employee welfare

According [8] stated that perceived organizational support [POS] is a level where the employees believe that the organization values their contribution and care about their welfare. Employees would perceive company support or organizational support when the reward given is fair, when they are given the right to vote in decision making, and when they see their boss as supportive.

## MATERIAL AND METHOD

### Research Type

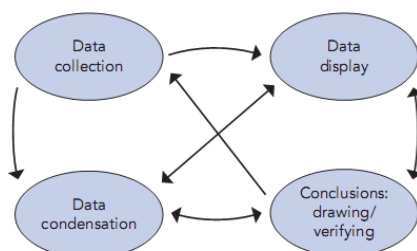
Used type and method in this research is descriptive qualitative. Aimed to understand the existence of social interaction between research objects. Besides, it is also to explore previous theory obtained and research topic. Meanwhile, research focus is determined according to the opinion of Porter and Miles cited by [5] analyze work motivation based on individual characteristic and work environment factors. Second research focus is determined by [7]. Analyze the existence of organizational support through reward, work condition, and employee welfare.

### Data Collection

Malang is selected as research location since it is one of potential cities in Gojek business development one of start up companies in transportation sector and develop rapidly. In this research triangulation is used as a technique to collect data, i.e by conducting an analysis based on interview's result, observation, and documentation as well as other documents as supporting data. Meanwhile, the key informant that is used as data source in this research is 8 Gojek Go Ride Drivers, by conducting a deep face to face direct interview.

### Data Analysis and Findings Validity

Data analysis model that is used in this research is Interactive Models by Miles, Huberman, and Saldana consists of 4 phases i.e. data collection, data display, data condensation, and conclusion that is presented in this following figure:



**Figure 2** Interactive Model

Source: Miles, Huberman, and Saldana (2013:14)

## RESULT AND DISCUSSION

### 1. Work Motivation of Gojek Go Ride Drivers

Work motivation is considered as one of the important factors motivation level that is possessed by someone could affect their performance. Although, an organization has selected an individual well based on their nature ability and relevant training given, supported by appropriate tools, but their successful is still affected by their motivation level.

Studies regarding work have been carried out a various way. It is because there are various individual's work motivation and affected by many factors. Factors that affecting each employee is different as well between one individual and others.

The existence of new start up with different resource management is also interesting to be used as study. Current start up companies are developing such as in online transportation *start-up* company, is also utilize external resources and do not engage with company but work with company directly.

Even though those resources do not engage with company legally, but those individuals involved directly in company tasks, even as a main pedestal for company in running business line. This is happened to PT Gojek Indonesia one of *start-up* companies with online based which is engaging in transportation sector. Gojek utilizes external resource (not an employee) but involved directly in running company business line. Even this resource as a main pedestal for Gojek in giving service to the consumer.

Research findings present that there are some dominant factors that is used by Gojek Go-Ride Drivers as a reason for still working in Gojek even they are only partner. There are two main factors as the reason of work motivation inside Gojek Go Ride drivers i.e. individual characteristic factor and work environment factor that would be discussed below.

#### a. Individual Characteristic Factor

The individual factor is a kind of work motivation that could provide a positive effect towards an individual. Those factors exist in each individual, and could encourage the individual to do their job. In this research, the individual factor refers to as individual factor that is come from the

driver themselves and encourage the driver to do his job.

There are three individual factors found in this research, i.e., the existence of needs, desires and hopes, as well as the the driver's ability therefore, they want to do the job. Based on those three factors, the most dominant factor is the existence of needs. However, the two other factors, i.e. desire and hope as well as ability they have is also play an important role in motivating Gojek drivers to survive and work as Gojek drivers.

#### **1) The Existence of Need**

Need is one of the dominant factors found in this research. Some of the drivers who are used as sources in this research stated that they are the head of the family who had the responsibility to meet the daily needs of their family members. Besides, some of the female drivers who were used as narrators in this research also stated that they are single parents who have to bear the costs of their families therefore they want to join and survive as Gojek drivers.

#### **2) Desire and Hope**

The desire and hope to keep working is one of the factors that motivates drivers to work as Gojek drivers. It was stated by several drivers who were over 40 years old. They stated that it is quite difficult to find another job due to their age, while they still had the desire to work after retiring from their previous work, thus motivating them to want to work as Gojek drivers.

#### **3) Owned Ability**

Another factor that is included in the individual factor is the ability they have. This factor is one of the factors affecting some Gojek drivers to still surviving as Gojek drivers. It was found when research was conducted that some drivers considered joining and surviving as Gojek drivers because they felt they fit the job offered because they had the ability to do so.

#### **b. Work Environment Factor**

External factors that affect the work motivation of Gojek drivers are work environment factors. This work environment factor is a factor that comes from outside the individual which has an influence on work motivation. It is known that the work environment factors are very diverse, but the results of this research found that not all work environment factors could influence on the work motivation of Gojek drivers. This can happen because each individual has different goals to want to work as a Gojek driver. However, there are

several dominant work environment factors found in this study, therefore they could have an influence on work motivation which will be explained as follows.

#### **1) Working Conditions**

The working condition factor affects the work motivation of Gojek drivers. From the results of research conducted, this condition can occur due to the arrangement of working hours that are free (flexible) and not bound. The absence of an attachment is working hours makes some drivers who only make Gojek as a side job (part time) feel comfortable. Besides, the existence of an independent working hour arrangement allows some drivers to spend more time with their families and be able to determine their own working hours so that they feel more eager to work. Regarding the physical condition of Gojek's work, which requires the use of personal work equipment for drivers, some drivers admit that they do not object because in some cases Gojek parties still provide facilities in the form of discounts for the maintenance of the motorbikes they use at work.

#### **2) The Task Itself**

The task factor itself is one of the factors that motivates Gojek drivers. The data obtained during this research stated that some drivers expressed their pride in being "motorcycle taxi drivers after the presence of Gojek in Malang. They admitted that previously their job as a motorcycle taxi driver was underestimated, but when they joined Gojek, they claimed to be more honored. This feeling makes Gojek drivers feel they have a responsibility and obligation to maintain the good name of Gojek.

Another fact found in this research states that work as a Gojek driver is more humane when compared to other similar online transportation companies. This could happen because in terms of the targets that must be met every day set by Gojek, it is not burdensome for drivers, although in terms of Gojek income is lower, Gojek drivers say they have more time to rest.

#### **3).Interpersonal Relations**

The data obtained from the research results show that the relationship between Gojek drivers also supports the drivers' work motivation." It could be happened since the relationship between fellow Gojek drivers is quite good because it is based on the family values that exist between them. Even not all the drivers are acquainted one

to another, but when they are working, they will make time to greet each other. This is the background why they created a community.

#### **4) Work of Group**

Work environment is a one of the factors that supports work motivation of Gojek drivers. Work group in this research refers to Gojek driver community that has been created in Malang. There are a lot of created community, but the main background if this community is the factor of closeness, and the same struggle as well. Therefore, the culture that closed to the community is kinship culture.

Other data states that even Gojek condition that keep moving, the existence of the Gojek community could provide motivation for drivers to continue working as Gojek drivers. There are various activities carried out by the community. This was done to foster a sense between Gojek drivers. Thus, the existence of Gojek community is also important for drivers, especially for driver who makes Gojek as main job.

#### **2. Organizational Support**

Organizational support that is observed in this research is how far Gojek value contribution of the driver and care about their welfare, even though they are only Partner. This is important since organization member tend to be respond towards perceived support by increasing commitment, loyalty, and performance improvement.

The obtained data during the research stated that there are some organizational support that is provided by Gojek to the drivers that will be discussed as below.

##### **a. Awards**

One form of organizational support that is provided by Gojek is by giving awards. The award was given in the form of appreciation for Gojek as its partners. This award is given by Gojek by giving emblem when the Driver reach a certain achievement and will automatically appear in the application he has.

The function of the award emblem given by Gojek to the driver is an appreciation and gratitude for Gojek to its partners, as a form of driver pride in being able to provide motivation for other fellow drivers, and as a form of challenge for drivers to successfully complete certain missions given by Gojek within a certain period of time.

##### **b. Working Conditions**

Another form of organizational support that is provided by Gojek to the drivers is by providing facilities that support Driver's work as a Partner. This form of support is provided by Gojek by providing a customer service counter at the Gojek Malang head office which can be used as a means of complaints related to work problems experienced by Drivers. The complaint process could be done by telephone, or by coming to the Gojek operational office directly. At the Gojek operational office, a comfortable waiting room has been provided therefore the drivers feel comfortable waiting for their turn for service.

Other facts also show that Gojek held socialization event as a means of delivering the latest information about Gojek's developments. In addition, the socialization event is also a means for Gojek to discuss and exchange ideas with drivers regarding the lack of services provided by Gojek. As another form of concern, Gojek also seeks to resolve conflicts between drivers and base motorcycle taxis as well as public transportation in Malang. In effort to resolve the conflict, Gojek collaborates with the local Police to minimize sustainable conflicts. With these efforts, currently there are no more conflicts related to the seizure of public transport passengers. In addition, as an effort to control traffic, Gojek also strives to provide pick-up points. Although these meeting points or pick-up locations do not exist in all locations. However, Gojek has provided pick-up points so that drivers who are waiting for orders do not disturb traffic order.

##### **c. Member Welfare**

Other organizational support efforts made by Gojek as a form of concern of the welfare of the Driver can be seen in the vision and mission of Gojek. In this case Gojek also wants to provide welfare for their Drivers. This is reflected in one of *Tiga Pilar Gojek* (Three Pillars of Gojek) which is to have a social impact. Gojek consistently strives to create a positive social impact for all Gojek users, including Drivers.

Another form of effort that Gojek has made as a form of concern for the welfare of drivers is by providing assistance in the form of scholarships for family members of drivers, forming Swadaya Gojek, and providing accident compensation for Drivers.

The form of organizational support that has been carried out by Gojek is indeed not many, considering that the Driver's status is only as a Working Partner. In fact during conducting of this

study, it is found out that not all driver get the support of organization. This can happen because Drivers have to make several document requirements in order to enjoy the assistance services provided by Gojek. In addition, the dissemination of incomplete information also resulted in most Drivers not knowing the latest information regarding to the services provided by Gojek.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Work motivation of Gojek Go-Ride Driver arises because of several factors both from within the individual and from the environment. Two dominant factors that have been found in this study: individual characteristic factor and work environment factor. The individual characteristic factor is based on individual needs, desires and hopes to work also abilities possessed by each individual. Meanwhile, the work environment factor is based on work condition, the work itself, relationships among members, as well as the existence of a supportive workgroup. However, these factors are also greatly supported by the organizational support provided by Gojek to drivers. The form of support can be in the form of giving rewards, providing comfortable working conditions, as well as caring for the welfare of members. This is important because members of an organization would tend to repay the perceived support with loyalty manifested by continuing to work as Gojek *Go-Ride* driver.

### **Suggestion**

The factors that trigger the growth of work motivation that exist in individuals are very different, depending on the work goals of each individual. Meanwhile, in an effort to increase work motivation, organizational support is also needed. Therefore, different treatments are needed and must be adapted to the conditions of the members of the organization. This can occur because in fact, the existence of organizational support cannot be seen by lots of members of the organization who supposed to be the target of the support.

### **Limitation of the Study**

This study focuses only on individual characteristic factor and works environment factor, as well as the role of organizational support in increasing work motivation, so more construction are needed by using other theories to see the possibility of other factors that can affect

work motivation in start-up companies. In addition, a lot of informant participation is needed. This can be done by classifying informants based on length of work and gender.

## **REFERENCES**

- [1] Silalahi, Sahat Aditua Fandhitya. 2017. *Perkembangan dan Tantangan Perusahaan Start-up Nasional: Kajian Singkat Terhadap Isu Aktual dan Strategis* PUSLIT DPR RI, Vol. IX, No. 16, Agustus 2017.
- [2] Luthans, Fred (2016) *Perilaku Organisasi*. Edisi Sepuluh. Translated by: Vivin Andhika Yuwono *et al.* Yogyakarta. Penerbit Andi.
- [3] Nimran, Umar dan Amirullah. 2015. *Manajemen Sumber Daya Manusia & Perilaku Organisasi: Pendekatan Riset*. Malang. Sinar Akademika Malang.
- [4] Hanafi, Mamduh M (1997) *Manajemen*. Yogyakarta. UPP AMP YKPN.
- [5] Ardana, Komang, Ni Wayan Mujiati, and Anak Agung Ayu Sriathi. 2013. *Perilaku Keorganisasian: Edisi 2*. Yogyakarta. Graha Ilmu.
- [6] Rhoades, Linda dan Robert Eisenberger. 2002. *Perceived Organizational Support: A Review of the Literature*. Journal of Applied Psychology, Vol. 87, No. 4, Hal. 698-714.
- [7] Eisenberger, Robert, Robin Huntington, Steven Hutchison and Debora Sowa. 1986. *Perceived Organizational Support*. Journal of Applied Psychology, Vol. 71, No. 3, Page 500-507.
- [8] Robbins, Stephen P., dan Timothy A. Judge. 2016. *Perilaku Organisasi*. Edisi 16. Diterjemahkan oleh: Ratna Saraswati dan Febriella Sirait. Jakarta. Salemba Empat.
- [9] Asosiasi Penyelenggara Jasa Internet Indonesia (APJII). 2018. *Laporan Survey Penetrasi & Profil Perilaku Pengguna Internet Indonesia Tahun 2018*. Page 1-51.
- [10] Milles, B. Matthew, A. Michael Huberman and Johnny Saldana (2013) *Qualitative Data Analysis: A Methods Sourcebook Third*.