

The Effects of Workload, Incentives and Motivation on Gojek Driver Job Satisfaction in Bandung City

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Abstract

Employees are very important partners in organization because they determine the progress of the company. Companies must strive to create job satisfaction for employees, because if employees are satisfied then performance will increase. The purpose of this study was to determine the influence workload, incentives, and work motivation had on job satisfaction of Gojek drivers in Bandung. The population of this study were all Gojek drivers, while the sample was selected as many as 150 people using accidental sampling. This research uses explanatory research. The data analysis of this research was carried out using multiple linear regression analysis. The results showed that the workload, incentives, and motivation had a significant effect on the job satisfaction of the drivers. This shows that there is a match between the results obtained and the theory put forward. These results emphasize that the Gojek company, which has drivers from various circles, should always pay attention to the incentives provided and also pay attention to the workload that is given fairly so as to increase job satisfaction.

Keywords

Workload, Incentives, Motivation, Job Satisfaction

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Introduction

Advances and developments in information technology have had a great influence on various aspects of human life. The presence of the internet has changed the process in transactions that were originally done conventionally to digital (Westphal & Zhu, 2019). The old way that used to cost time and money has changed with a faster and easier process. So that many industries are starting to use technology in transactions, one of which is the transportation industry. The offer of transportation services has begun to be carried out digitally, one of the companies engaged in these services is Gojek, namely digital-based motorcycle taxis (Febriantora, 2020; Syahputra, 2018). Online transportation is currently one of the most popular forms of transportation (Bouta & Wulansari, 2020; Febriantora, 2020). Business development in this sector is classified as very fast and has received positive responses from users. In Indonesia, especially in Bandung, competition for online transportation services is growing, there are at least five companies engaged in online transportation services.

Table 1

Types of Online Transportation

No.	Transportation	Percentage
1	Gojek	48%
2	Grab	31%
3	Anterin	14%
4	Maxim	7%

Source: (Lebang, 2018)

PT. Gojek as a company engaged in online transportation services has grown rapidly. This development is a driver's performance as one of the driving wheels of the company's performance. Therefore, for high-performing employees, the company must pay attention to job satisfaction for drivers. Drivers become the spearhead and drive for company performance if workers are satisfied then their performance will automatically increase (Ali & Agustian, 2018). According to (Wahyuniardi, Nurjaman, & Ramadhan, 2018) there are various factors that affect job satisfaction, including motivation, incentives and workload (Krisnaldy, Pasaribu, & Senen, 2019; Srimarut & Mekhum, 2020; Tambunan & Amaliya, 2019).

Workload is a demand for work that is carried out daily and is considered a burden (Persellin, Schmidt, Vandervelde, & Wilkins, 2019). Workload is a collection or a number of activities that must be completed by an organizational unit or position holder within a certain period of time. Giving workloads to employees should be in accordance with company competencies and regulations, because this will affect job satisfaction. Research conducted by (Nawawi, Syarifuddin, Sehe, & Ekawati, 2018) stated that workload affects job satisfaction. This research is supported by various other researchers (Dhanial, 2012; Hammam, Wagdy, & El Nashar, 2018) which also proves that workload affects job satisfaction.

In addition to workload, other factors that need to be considered to achieve job satisfaction are the provision of incentives and motivational encouragement (Vallellano & Rubio-Valdehita, 2018). These two factors can trigger drivers to continuously improve performance. But lately, the phenomenon of declining job satisfaction is getting higher so that many of the drivers turn to other transportation service companies, especially in the city of Bandung. When employee satisfaction decreases, then he is less concerned with the work itself which causes employees to feel less motivated to do work (Jung & Park, 2015).

As for the formulation of the problem in this study, (1) how much influence does the workload have on the job satisfaction of gojek drivers in the city of Bandung? (2) how big is the influence of incentives on job satisfaction of gojek drivers in the city of Bandung? (3) how big is the influence of motivation on job satisfaction of gojek drivers in the city of Bandung? and (4) how big is the effect of workload, incentives and motivation on job satisfaction of gojek drivers in Bandung?

Theory Review and Hypotheses Development

Job Satisfaction Job

Satisfaction is a positive or negative emotional state based on work experience. (Srimarut & Mekhum, 2020) said that job satisfaction is a reaction or expression of one's feelings in carrying out

their work. Job satisfaction in general can be defined as a person's feelings based on the results of his evaluation of his work or as a driving factor to improve employee performance which in turn can contribute to improving organizational performance (Tentama, Rahmawati, & Muhopilah, 2019)

Satisfied employees are more likely to speak positively about the organization, help co-workers, and improve performance. In essence, job satisfaction can be influenced by several factors, namely salary and incentives provided, type and workload itself, co-workers, work motivation, and work environment.

In this study, the job satisfaction indicators used refer to (Rezaldi, 2019) theory, namely; 1) job content, 2) actual job performance and control over work, 3) supervision, 4) organization and management, 5) opportunities for advancement, 6) salary and other financial benefits, 7) coworkers, and 8) working conditions.

Workload

Every employee who works in an organization or company will certainly be given a job according to what is done (Sanda) (Workload is a set or number of activities that must be completed while on duty (Westphal & Zhu, 2019) A person's workload has been determined in the form of work standards according to the type of work. If one's profession is a Gojek driver, then the workload is in the form of transportation and delivery services. The workload can be seen from the physical and mental workload, if the workload borne by an employee is too heavy or weak physical abilities will certainly result in an obstacle in working so that the employee will feel sick because of a job.

According to (Tentama et al., 2019) when the workload is low, employees can carry out their duties easily so that performance can be obtained optimally. The workload is very important for an organization, providing an effective workload, the organization can find out how far its employees can be given a workload according to their capacity. states that the workload has the aim of differentiating different jobs according to their capacities. In measuring the workload variable, (Körber, Schmid, Drexler, & Kiesel, 2017) categorizes it into three dimensions, namely time load, mental effort load, and psychological stress burden. Previous studies that workload can affect job satisfaction (Hammam et al., 2018; Syahputra, 2018; Tentama et al., 2019) stated that workload has a negative and significant effect on job satisfaction. The hypothesis is proposed as follows: H1. There is an influence between workload on job satisfaction.

Incentives

Incentives are what workers receive as a form of exchange or contribution to the company where they work (Fanani & Adi, 2020; Rezaldi, 2019) Incentives can be formulated as a reward given to employees for their achievements at work and one of the tools that can increase one's motivation at work. Incentives are components of compensation that have a close relationship with job satisfaction.

The purpose of providing these incentives is to increase work passion in order to achieve company goals and must be able to benefit both h party. According to (Papadopoulou & Dimitriadis, 2019) incentives are divided into three types, namely, individual incentives, team incentives, and organizational incentives. explains four dimensions in explaining incentive variables, namely simple payments, income received, fast payments

and work standards. Previous research found that the incentive variable has an effect on job satisfaction. Therefore, the hypothesis is proposed as follows: H2. There is an influence between incentives on job satisfaction.

Work

Motivation is a psychological force within a person that determines the direction of a person's behavior in doing work. (Srimarut & Mekhum, 2020) defines motivation as a condition in which one's work or effort and willpower is directed to the achievement of certain results and goals (Nawawi et al., 2018). The basic process of motivation begins with the existence of a need. This need is created when there is an imbalance between needs and income. The end of the motivation process is the incentive provided by the company where he works. (Smirnova et al.,

2019) states that motivation is a factor that encourages someone to do certain activities to get what they want.

According to (Li & Zhang, 2020) there are several factors that can influence motivation, namely internal factors (leadership, work environment, rewards and workload), and external factors (personal maturity, education level, desires, and needs). (Torres-Castillo & Cantu-Mata, 2020) states that there are three dimensions that can explain the motivational variables, namely the need for self, the need to expand relationships, and the need for achievement. Previous research explains that motivation can affect job satisfaction. Therefore, the hypothesis is proposed as follows:

H3. There is an influence between work motivation on job satisfaction.

Research Methods

In this study, the researcher intends to investigate the effect of Workload, Incentives, and Motivation variables on Job Satisfaction. The research method used is the explanatory method. Explanatory research is a research method that intends to explain the position of the variables studied and have a causal relationship between one variable and another. In this research, the researcher distributes a questionnaire that will direct the object to a page that displays several questionnaire questions.

The population of this research is active Gojek drivers in the city of Bandung. The sample was selected using the accidental sampling method and obtained 150 Gojek drivers. Data collection methods used in this study were interviews and questionnaires. The measuring instrument in this study was developed based on previous studies using a Likert scale of 1 to 5.

The method of analysis in this study used multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ using SPSS 25 software.

Results and Discussion

Respondent profile

Based on the results of data acquisition in this study, the following results were obtained:

Table 2

Respondent profile

	Respondent Profile	Percentage
Gender	Male	93%
	Female	7%
Age	< 20 years	8%
	20 – 29 years	24%
	30 – 39 years	37 %
	40 – 49 years	25%
	50 – 59 years	6%
Length of employment	<1 year	10%
	1 - 2 years	21%
	2.1 – 3 years	19%
	3.1 – 4 years	18%
	4.1 - 5 years	32%
Education level	SD	7%
	SMP	13%
	SMA	49%
	D3	21%
	S1	10%

Source: data processed 2021

Data from the responses of 150 respondents showed that 7% were women and 93% were men. This shows that the majority of Gojek drivers are mostly male. The largest number of respondents in this study were motorcycle drivers aged 30 - 39 years and the least respondents were 50 - 59 years

old. The level of education is dominated by gojek drivers with a high school education background.

Descriptive Analysis

The results of the descriptive analysis test of respondents' responses to the variables of Workload, Incentives, Motivation and Job Satisfaction can be seen in the table below:

Table 3

Results of descriptive analysis

No	Variable	AverageScore	Interpretation
1	Workload	4.4	Very Good
2	Incentives	4.5	Very Good
3	Motivation	4.2	Good
4	Job Satisfaction	4.1	Good

Source: data processed 2021

In table 2, the results show that the respondents' responses to each variable indicate that the results of the descriptive analysis fall into the good category.

Validity and Reliability Test.

Based on the questionnaire consisting of the variables of Workload, Incentives, motivation and job satisfaction, the average value of the validity test was above 0.3. If the standard value of validity is obtained more than 0.3, then the question can be said to be valid.

The reliability tests are as follows:

Table 4

Reliability Test

Variable	Reliability value	r-critical	Information
Incentive	0.793	0.6	Reliable
Workload	0.793	0.6	Reliable
Motivation	0.792	0.6	Reliable
Job Satisfaction	0.713	0.6	Reliable

Source: Processed data (2021)

Based on the recapitulation results presented in the table above, it can be seen that all variables show reliable results, where the reliability coefficient value of each variable is greater than the critical r of 0.6. Thus, all research variables have good reliability and can be used for further analysis.

Normality test of data Normality

test is a test conducted with the aim of assessing the distribution of data on a group of variables whether the distribution of the data is normally distributed or not. The results of the normality test are as follows:

Table 5

one-sample Kolmogorov-Smirnov test

		Unstandardized Residual
N		150
Normal Parameters ^{a,b}	Mean	0.000000
	Std. Deviation	2,53813853
Most Extreme Differences	Absolute	0.076
	Positive	0.060
	Negative	-0.076
Test Statistic		0.076
Asymp. Sig (2-tailed)		0.085

a. Test distribution is Normal

b. Calculated from data

Based on the table above, it can be seen that the value of Asymp. Sig (2-tailed) is 0.085. Due to the Asymp value. Sig (2-tailed) is greater than the specified significance level (0.085 > 0.05), it can be concluded that the data *unstandardized residual* has a normal distribution.

Multicollinearity Test

According to (Febriantora, 2020) multicollinearity testing aims to determine whether the regression model found intercorrelation or collinearity between variables. The test is as follows:

Table 6
Test of Multicollinearity
coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Incentives (X1)	.457	2,187
	Workload (X2)	.337	2,966
	motivation (X3)	.353	2,831

a. Dependent Variable: Job Satisfaction (Y)
Source: Processed data (2021)

From the table above, three independent variables are obtained, namely Incentives (X1), Workload (X2) and Motivation (X3) having a tolerance value of 0.457; 0.337 and 0.353 with a VIF value of 2.187, respectively; 2,966 and 2,831. These results can be interpreted that there is no multicollinearity between the independent variables and meets the requirements of the classical assumption of multicollinearity because the tolerance is greater than 0.10, while the VIF is less than 10.00.

Multiple Linear Regression Test Multiple

regression analysis was used to determine how much influence workload, incentives, motivation had on job satisfaction. The processing results are as follows:

Table 7
Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.	
	B	Std. Error	Beta			
	(Constant)	10.452	1.838		5.686	0.000
1	Incentives	0.183	0.097	0.080	0.853	0.005
	Workload	0.172	0.093	0.201	1.846	0.007
	Motivation	0.252	0.064	0.417	3.928	0.000

a. Dependent Variable: Job Satisfaction (Y)

From the *output* above, it is known that the values *intercept* and regression coefficient can be formed so that a multiple linear regression equation can be formed as follows:

$$Y = 10,452 + 0.183 X1 + 0.172 X2 + 0.252 X3 + e$$

The above equation can be interpreted as follows:

a = 10,452 means that if the Incentive, Workload and Motivation variables are zero then Job Satisfaction will be worth 10,452 units, thus it can be seen that the regression lines intersect the Y axis at the point 10,452.

b1 = 0.183 means that if the Incentive increases by one unit while the other variables are constant, then Job Satisfaction will increase by 0.183 units.

b2 = 0.172 means that if the Workload variable increases by one unit while the other variables are constant, then Job Satisfaction will increase by 0.172 units.

b3 = 0.252 means that if the motivation variable increases by one unit while the other variables are constant, then job satisfaction will increase by 0.252 units.

Simultaneous Hypothesis Testing

Table 8

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	692,093	3	230,698		
1	Residual	959,880	146	6,575	35,090	0.000 ^b
	Total	1651,973	149			

a. Predictor: (Constant), Incentive, Workload, Motivation

b. Dependent Variable: Job Satisfaction

Source: SPSS Output Attachment (2021)

As shown in the table above. Based on the ANOVA test, the calculated F value is 35.090 with a significant value of 0.000. From the calculation of the F table, namely at the level of $\alpha = 0.05$, $df_1 = k - 1 = 4 - 1 = 3$, and $df_2 = nk = 150 - 4 = 146$, the F table is 2.67. So when compared, $F_{count} > F_{table}$, which is $35,090 > 2.67$, so it can be concluded that Workload, Incentives and Motivation simultaneously affect Job Satisfaction on Gojek drivers.

Partial hypothesis Test

The t test was conducted to show how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable. The results of the test are as follows:

Table 9

Test the partial hypothesis of

The Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
(Constant)	10,452	1,838		5,686	0.000
1 Incentives (X1)	0.183	0.097	0.080	3.853	0.005
Workload (X2)	0.172	0.093	0.201	2.846	0.007
Motivation (X3)	0.252	0.064	0.417	3.928	0.000

b. Dependent Variable: Repurchase Intention (Y)

Source: SPSS Output Attachment

From the values above, it can be seen that the t-count value obtained by the Incentive variable is $3.853 > t_{table} (1.97635)$, in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted. This means that partially, the Incentive variable has a significant effect on Job Satisfaction.

Workload variable obtained $2.846 > t_{table} (1.97635)$, in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted. This means that partially, the workload variable has a significant effect on job satisfaction.

Motivation is obtained at $3.928 > t_{table} (1.97635)$, in accordance with the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted. This means that partially, the motivation variable has a significant effect on job satisfaction.

Coefficient of Determination

the coefficient of determinant (R^2) is a tool to measure how far the model's ability to explain the variation of the dependent variable.

Table 10

Test determination coefficient

Model	R	Square
1	.798 ^A	.637

Predictors: (Constant), Motivation, Workload, Incentives

Dependent Variable: Job Satisfaction

From the table above, the determination coefficient is 0.637, which means that the effect of the three variables independent of the dependent variable by 63.7%. Meanwhile, 36.3% or the rest is influenced by other variables not examined.

Discussion

The Effect of Workload on Job Satisfaction on Gojek Drivers

In this study, the responses regarding workloads are included in the very good category. It can be seen from the results of the calculation of respondents' responses that have been described previously, each of the indicators proposed is included in the very good category. Based on the results of partial hypothesis testing or the t-test that has been carried out, it can be concluded that the Workload variable shows that *H0* is rejected and *H1* is accepted. These results are in line with research that workload can have an influence on job satisfaction (Dhania, 2012; Hammam et al., 2018).

The Effect of Incentives on Job Satisfaction on Gojek Drivers

In this study, responses to questions regarding incentives were in the agree category. Seen from the results of the calculation of respondents' responses that have been described previously, each of the indicators proposed is included in the category of agree. Based on the results of partial hypothesis testing or the t-test that has been carried out, it can be concluded that the Incentive variable shows that *H0* is rejected and *H1* is accepted, meaning that Gojek who maintains incentives well can have an effect on Job Satisfaction of Gojek drivers. These results are in line with research (Ramadani, 2020) that the incentive variable has a significant influence on the job satisfaction variable. Incentives given by the company should be in accordance with what is expected by employees so that they can create feelings of pleasure and respect which are indicators of job satisfaction.

The Effect of Motivation on Job Satisfaction on Gojek Drivers

In this study, the responses regarding motivation were in the good category. Seen from the results of the calculation of respondents' responses that have been described previously, each of the indicators proposed is included in the good category. Based on the results of partial hypothesis testing or the t-test that has been done, it can be concluded that the Motivation variable shows that *H0* is rejected and *H1* is accepted. These results are in line with research by Aldanayeva, (2017) that basically motivation is the main driver to fulfill needs.

Effect of Incentives, Workload and Motivation on Job Satisfaction

Based on the results of simultaneous hypothesis testing or the f-test that has been carried out, it can be concluded that the variables of Incentives, Workload and Motivation simultaneously affect Job Satisfaction. This is also in line with the results of research conducted by (Inegbedion, Inegbedion, Peter, & Harry, 2020; Troshina & Mantulenko), so the conclusions that can be obtained are that these three variables have a positive effect on job satisfaction. So it can be concluded that the results show that there is a match between the results obtained with the theory that has been put forward in the literature review and research previous that partially with the level of Incentives, Workload and Motivation has an effect on Job Satisfaction on Gojek drivers in the city of Bandung.

Conclusion

The results of this study reveal that the Gojek company has drivers from various ages and educational backgrounds. To increase the job satisfaction of its employees, Gojek should always pay attention to employees in terms of providing workloads, incentives and motivation in order to increase employee job satisfaction. Job satisfaction is important because it will affect job loyalty.

Suggestion

The development of driver behavior within the Gojek company is a challenge for academics whose research results are highly expected by the company. The variables tested in the study provide an overview of job satisfaction at the Gojek company. The desire of employees to get their rights in the form of incentives, fair rights in obtaining workloads and motivational support from the company are important factors that must be considered in order to increase the job satisfaction of each driver.

This study is limited to the Incentives, Workload and Motivation variables in determining the level of job satisfaction, it is possible that there are other variables that can affect job satisfaction, such as flexible working hours and the influence of leaders on employees. It is suggested to other researchers to examine other factors that can affect the job satisfaction of employees at Gojek. The limitations of this study are the relatively small sample due to the limitations of the researcher. For further research, it is hoped that a larger sample with diverse research locations is added.

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