

GENDER ANALYSIS IN MODERATING MOTIVATION AND INTENSIVITY TOWARDS GOJEK DRIVER PERFORMANCE

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Abstract: *In the midst of the condition of public transportation in Indonesia, especially in big cities in Indonesia, it has a poor level of service. This is reflected in the inconvenience and inconvenience of passengers when using public transportation as a result of overloaded public transportation, reckless drivers, prone to criminal acts, and many other indicators of the deterioration of public transportation services in Indonesia. Evidence of innovation in the ojek and taxi transportation business is the emergence of online ride-sharing operators by transforming online ojek and taxi services in Indonesia. This study aims to examine the factors that play a role in improving the performance of online drivers. The method used in solving problems using regression analysis. The results showed that the incentive variable had a positive and not significant effect on the performance of Gojek drivers, the motivation variable had a positive and significant effect on the performance of Gojek drivers, gender had a positive and not significant effect in moderating the incentive relationship with the performance of Gojek drivers, and gender had a negative and not significant effect on the performance of Gojek drivers. moderate the relationship between work motivation and the performance of Gojek drivers in Surakarta.*

Keywords: *motivation, insentives, job performance, online driver, gender*

1. Introduction

In Indonesia, Gojek, which was founded by Nadiem Makarim and Michaelangelo Moran at the beginning of its appearance in 2010 (Wulandari, Syah, & Abdillah, 2016), became the first to present an online motorcycle taxi application before competitors emerged. Changing how to order a vehicle quickly, easily, practically, and with just a device, the cost can be said to be measurable and affordable. After developing in 50 cities throughout Southeast Asia, then Gojek began to develop in Surakarta in 2016, as a development of the creative economy base of the nation's children. The appearance of Gojek in Surakarta is due to the high interest of tourists who come to visit Surakarta City. Moreover, Surakarta is the city center of the development of Javanese cultural civilization, as well as a city rich in local wisdom that is interesting to visit.

The large number of people who are interested in becoming Gojek Driver Partners has made the Gojek company want to continue to provide various kinds of benefits to all Driver Partners. One of the effective ways to improve driver performance is by implementing an appropriate incentive system. Daily bonus / incentive that can be obtained by every driver who successfully completes a maximum order of 20 orders (20 points). With the addition of various other basic points, which are generated from orders for Go-Ride (online motorcycle taxi service), Go-Food (food delivery service), Go-Send (instant courier service for delivering documents or packages), Go-Shop (service shopping at various stores), Go-Med (services for shopping for medical needs), and other in-app Gojek services.

Incentives as a means of motivation that encourage drivers to work with optimal abilities, which are meant as extra income outside of a predetermined salary or wage. The term incentive system is generally used to describe plans for paying wages that are linked directly or indirectly to various standards of employee performance or organizational profitability. According to Panggabean (2002), incentives are direct rewards paid to employees because their performance exceeds the specified standards. The provision of incentives is also expected to motivate achieving goals.

In a study conducted by Syahputra (2018) and Wasisto (2014), both have positive and significant research results between incentive variables on employee performance. Unlike the research conducted by Rahayu and Ruhamak (2017), incentives have a positive but insignificant effect on the performance of PT. Nusantara Cilacap Food and Clothing Industry. Apart from incentives, one of the factors that influence driver performance is motivation. Motivation is considered important because it is the thing that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. According to Hasibuan (2016), motivation is the provision of a driving force that creates a person's enthusiasm for work, so that they are willing to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation serves as a driving force or encouragement for employees to be willing to work hard to achieve company goals well. This is evidenced by several research results conducted by Wijaya (2018), Citra (2016), and Rahayu and Ruhamak (2017) regarding the influence of motivation on driver or employee performance. The results of these studies prove that the motivation variable has a positive and significant effect on the performance of drivers or employees.

In today's modern era, gender equality in the world of work has begun to be considered by most organizations or companies. Equality is also provided in the Law of the Republic of Indonesia Number 13 of 2003 concerning manpower in article 5, "Every worker has the same opportunity without discrimination to get a job", so Law Number 13 of 2003 shows its commitment to providing equality in opportunity. work without discrimination for both men and women. Gender equality in the world of work also provides equal opportunities for female workers, where gender discrimination has begun to decline.

It is evident from the data on social and labor trends in August 2014 released by the ILO (International Labor Organization) Indonesia office (Rahmawati, 2016) showing that out of a total of 114 million people working in Indonesia, 43 million are female workers, and 71 million are male workers. Since 2006 this figure has started to increase, but there is still a wage gap between male and female workers, around 73.7% higher for male workers than for female workers. In Indonesia in general, women receive lower wages of men for the same occupation group, and this is not only the case in the formal but also informal sector (BAPPENAS, 2012).

The fairly wide gender gap in economic participation basically shows the low participation of women in economic development and the low benefits of economic development enjoyed by women. The gender gap in economic participation also indicates that there is still discrimination experienced by women in the labor market. Based on data collected by the Central Bureau of Statistics regarding the National Labor Force survey in 2012, the total percentage of working women as a whole was 47.91%, divided into two regions, namely 44.74% in urban areas and 51% in rural areas. From this data, it is also stated that the most women's participation in work is in the field of Agriculture which includes agriculture, fisheries, forestry, and hunting, and the lowest participation is in the realm of work related to gas, electricity, and water. Women's participation in work in the transportation and transportation sector is still very low, only 0.67% of participation (Central Statistics Agency, 2013).

Online-based public transport drivers, such as Gojek, are considered by researchers that work as a driver is a type of work that is identical to men, where women as drivers are a job that is devoid of enthusiasts. This is because there is a view of the community that thinks that the job of a motorcycle taxi driver is not suitable for women. Because social construction defines women with domestic jobs such as taking care of the household and caring for children. However, due to the increasing demands of life, the

role of women is also expanding. Women do not only take care of the household and care for children, they also do work in the public sphere, they do not work based on gender anymore.

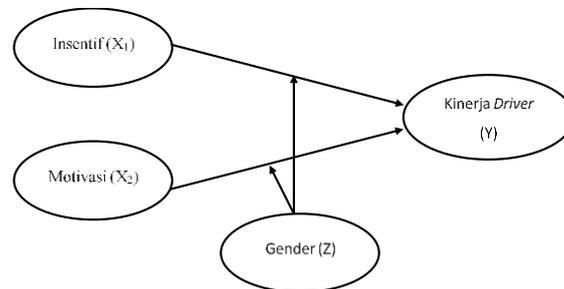
Therefore, online motorcycle taxi service providers also provide opportunities for women to join as online motorcycle taxi drivers. In general, riding on motorbikes can be done by men and women, because there is no prohibition that women are prohibited from riding motorbikes, but in terms of skills, women are often considered inferior to men in driving motorbikes. This slightly hinders female online motorcycle taxi drivers, because the profession of online motorcycle taxi drivers is dominated by men, and the public considers male ojek drivers to be more competent than women. In fact, women also have the capability and skills to drive motorbikes safely and maintain passenger safety.

The existence of stereotypes from the community towards female online motorcycle taxi drivers is a challenge for women who live this profession. This is because a number of women online motorcycle taxi drivers experience discrimination by passengers who cancel orders after knowing that the drivers are women. Women online motorcycle taxi drivers are also considered less capable when they pick up large items on a motorbike. The disruptive effect on welfare has not been able to overcome the sexist prejudice that is apparently deeply rooted in Indonesian society. This problem occurs in all industrial sectors, but it will be even more burdensome for women when their work fields establish a daily income system such as an online motorcycle taxi.

2. Research Method

The location of the research will be carried out in the city of Surakarta, to analyze the incentives and work motivation on the performance of Gojek drivers with gender as the moderating variable. Research objects are attributes or properties or values of people, objects, or activities that have certain variations to study and then draw conclusions by the researcher (Sugiyono, 2012). The objects of this research were 200 Gojek drivers in Surakarta City. In this research, the independent variables are incentives (X1) and motivation (X2). While the dependent variable is performance (Y). In this study, the moderating variable is Gender (Z). In this study consisted of 1 moderating variable, namely gender. In this study, gender was used only to determine whether there was a different effect on the questionable actions based on the gender differences of Gojek drivers. There are no specific measurements in this gender element. Incentives (X1) are direct rewards paid to employees for performance that exceeds the specified standards. (Mutiaras S. Pangabea, 2002). Motivation (X2) is a condition that moves employees to be able to achieve the goals of their motives. (Mangkunegara, 2012). Driver performance (Y) is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. (Mangkunegara, 2012). Gender (Z) is a human feature based on the socio-cultural and human definitions that define biological physical characteristics. (Robert Hellen in Rasyidin, 2014). Based on that literature, the hypothesis of this research are H₁: Incentives have a significant effect on the performance of Gojek drivers, H₂: Motivation has a significant effect on the performance of Gojek drivers, H₃: Gender has a significant effect in moderating the incentive relationship with the performance of Gojek drivers, H₄: Gender has a significant effect in moderating the relationship between motivation and performance of Gojek drivers.

The samples taken were 100 drivers. The sampling technique in this study is non-probability sampling. Non-probability sampling is a sampling design in which elements in the population do not have the same opportunity for each element or member of the population to be selected to be sampled (Sekaran, Uma., And Roger Bougie, 2013). Multiple Linear Regression Hypothesis with interactive tests for moderating variables is used to determine the magnitude of the influence between incentives (X1), work motivation (X2), the dependent variable is Driver Performance (Y) and the Moderating variable is Gender (Z), with the following framework:



Picture 1. Design Thinking

3. Results and Discussion

3.1. Results

The Gojek driver in Surakarta City has a big difference, this shows a gender gap with the number of male driver respondents as many as 83 respondents (83%) and female driver respondents as many as 17 respondents (17%). With an age range between 21-30 years, the number of respondents was 51 respondents (59%). Meanwhile, the number of respondents for Gojek drivers in the city of Surakarta is between the ages of 31-40 years with 24 respondents (24%) and the same number of respondents between the ages of 41-50, namely 24 respondents (24%). There is 1 respondent (1%) at the old age or > 50 years.

Whereas seen from the latest education, respondents with the latest education were high school with 75 respondents (75%), D1 / D3 as many as 11 respondents (11%), and S1 as many as 14 respondents (14%). In this study, there were 10 respondents with a working period of <1 year (10%), between 1-2 years there were 57 respondents (57%), between 2-3 years there were 28 respondents (28%), and those > 4 years there are 5 respondents (5%).

Tabel 1. Results of Multiple Linear Regression Analysis Equation 1

| Variable | Constant | Significance Level | α | Result |
|----------|----------|--------------------|----------|-----------------|
| Constant | 25.530 | 0.000 | 0.05 | Significant |
| Incentif | 0.150 | 0.183 | 0.05 | Not Significant |
| Motivasi | 0.197 | 0.002 | 0.05 | Significant |

Source: processed data

Table 2. Results of Multiple Regression Analysis Equations 2 and 3

| Variable | Constant | Significance Level | α | Result |
|--------------|----------|--------------------|----------|-----------------|
| Constant | 25.530 | 0.000 | 0.05 | Significant |
| Incentif | -0.153 | 0.719 | 0.05 | Not Significant |
| Motivasi | 0.263 | 0.137 | 0.05 | Not Significant |
| Moderating 1 | 0.045 | 0.509 | 0.05 | Not Significant |
| Moderating 2 | -0.008 | 0.762 | 0.05 | Not Significant |

Source: processed data

From Tables 1 and 2, the regression equation equation 1 can be made as follows: $Y = 25.530 + 0.150 X_1 + 0.197 X_2$. Equation 2 is $Y = 25,230 - 0,153 X_1 + 0,263 X_2 + 0,045 X_1Z$ and Equation 3 is $Y = 25,230 - 0,153 X_1 + 0,263 X_2 - 0.008 X_2Z$.

3.2. Discussion

From the result we get 3 equation. First equation is $Y = 25,530 + 0,150 X_1 + 0,197 X_2$. The $\alpha = 25,530$ means that the driver's performance (Y) is positive if the incentives and motivation are constant or constant. The $\beta_1 = 0.150$ means that the incentive has a positive effect on driver performance, if the incentive is increased, the driver's performance will increase. And $\beta_2 = 0.197$ means that motivation has a positive effect on driver performance, if motivation is increased then the driver's performance will increase.

From the 2nd equation (moderating test 1), $Y = 25,230 - 0,153 X_1 + 0,263 X_2 + 0,045 X_1Z$, $\alpha = 25,230$ means that the driver's performance (Y) has a positive value if the incentives and motivation have a fixed or constant value. Value $\beta_1 = -0.153$, means that the incentive has a negative effect on driver performance, if the incentive is increased, the driver's performance will decrease. Value $\beta_2 = 0.263$, means that motivation has a positive effect on driver performance, if motivation is increased then the driver's performance will increase. The $\beta_1Z = 0.045$, which means that incentives have a positive effect on driver performance which is reinforced by gender as a moderating variable.

From the 3rd equation (moderating test 2), the $\alpha = 25,230$, means that the driver's performance (Y) has a positive value if the incentives and motivation have a fixed or constant value. Value $\beta_1 = -0.153$, means that the incentive has a negative effect on driver performance, if the incentive is increased, the driver's performance will decrease. Value $\beta_2 = 0.263$, means that motivation has a positive effect on driver performance, if motivation is increased then the driver's performance will increase. And value $\beta_2Z = -0.008$, means that motivation has a negative effect on driver performance which is reinforced by gender as a moderating variable.

Based on the t test, the test for $H_1 (0,183 > 0,05)$ shows that incentives have no significant effect on the performance of Gojek drivers, which means that H_1 is not proven and the result is contrary to Syahputra (2018) and Wasisto (2014). The test for $H_2 (0,002 < 0,05)$ shows that motivation has a significant effect on the performance of Gojek drivers, which means that H_2 is proven and the result is in line with Wijaya (2018) and Citra (2016). The test for $H_3 (0,509 > 0,05)$ shows that gender has no significant effect in moderating the incentive relationship with the performance of Gojek drivers which means that H_3 is not proven and the result is contrary to Hoque and Awang (2018) and Astakoni (2014). The test for $H_4 (0,762 > 0,05)$ shows that gender has no significant effect in moderating the relationship between work motivation and the performance of Gojek drivers which means that H_4 is not proven and the result is contrary to Hoque and Awang (2018) and Astakoni (2014).

Based on the F Test result, it is known that the magnitude of the F value is 13.433 and a significance value of $0.000 < 0.05$, so it can be concluded together that the incentive and motivation variables have a significant effect on the performance of Gojek drivers. The R^2 test results in equation 1, obtained an R square value of 0.217, so that the coefficient of determination is 21.7%, which means that the ability of the incentive and motivation variables is 21.7% in explaining the driver performance variable. While the remaining 78.3% is influenced by other factors that were not examined, including: job stress, work environment, job satisfaction. The results of the R^2 test in Equations 2 and 3, obtained an R square value of 0.305, so that the determination coefficient value of 30.5% which means that the ability of the incentive and motivation variables is 30.5% in explaining the driver performance variable. While the remaining 69.5% is influenced by other factors that were not examined, among others: job stress, work environment, job satisfaction.

4. Conclusion

This research is still a small research conducted in Surakarta. Based on the results of data analysis and hypothesis testing that has been done, it can be concluded that the incentive variable has a positive and insignificant effect on the performance of Gojek drivers, the motivation variable has a positive and significant effect on the performance of Gojek drivers, gender has a positive and insignificant effect in moderating the incentive relationship with the performance of Gojek drivers, gender has a negative and insignificant effect in moderating the relationship between work motivation and the performance of Gojek drivers, the results of the F test show that the incentive and motivation variables together have a significant effect on the performance of Gojek drivers. Motivation is the most dominant variable of the incentive independent variable that affects driver performance.

Based on the results of the above research, it can be suggested for motorbike taxi service providers that certain factors are needed that can increase motivation so that the performance of motorbike drivers is getting better.

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