

INCENTIVES, PERFORMANCE ASSESSMENT, AND WORK FLEXIBILITY EFFECTS ON GOJEK DRIVER JOB SATISFACTION IN MADIUN

Visma Valentina

Management Study Program, Faculty of Economics and Business, Universitas PGRI Madiun¹²³

email: vismavalentina4@gmail.com

Abstrak

Tujuan penelitian ini adalah untuk memperoleh bukti empiris mengenai pengaruh insentif, penilaian kinerja, dan fleksibilitas kerja terhadap kepuasan kerja mitra pengemudi Gojek di Kota Madiun. Penelitian ini dilakukan pada pengemudi Gojek di Kota Madiun. Teknik pengambilan sampel yang digunakan adalah *incidental sampling*, dengan jumlah sampel sebanyak 100 responden. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan bantuan aplikasi SPSS versi 20. Analisis data dilakukan menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa variabel insentif (X1) secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja mitra pengemudi Gojek di Kota Madiun. Variabel penilaian kinerja (X2) secara parsial juga berpengaruh positif dan signifikan terhadap kepuasan kerja mitra pengemudi Gojek di Kota Madiun. Demikian pula, variabel fleksibilitas kerja (X3) secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja mitra pengemudi Gojek di Kota Madiun.

Kata Kunci: Insentif, Penilaian Kinerja, Fleksibilitas Kerja, Kepuasan Kerja

Abstract

The purpose of this study is to provide empirical evidence of the effect of incentives, performance appraisals, and flexibility on partner job satisfaction among Gojek Drivers in Madiun City. This research was conducted on Gojek Drivers in Madiun City. The sampling technique in this study used incidental sampling, with a sample size of 100 respondents. The research method used a quantitative approach with the assistance of SPSS version 20. Data analysis used multiple linear regression. The results of this study indicate that the incentive variable (X1) partially has a positive and significant effect on partner job satisfaction among Gojek Drivers in Madiun City. Partially, the performance assessment variable (X2) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City. Partially, the flexibility variable (X3) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City.

Keywords: Incentives, Performance Assessment, Work Flexibility, Job Satisfaction

A. INTRODUCTION

Online transportation is part of the technological developments in the transportation app sector, making it easy for consumers to order services with a single tap using their smartphones. This digital-based transportation can contribute to the Indonesian economy. Some people consider online transportation drivers a side hustle to supplement their primary income, while others make driving their primary source of income (Aziah & Rabia, 2018). The emergence of many companies offering online transportation services not only simplifies mobility but also creates new jobs for the community by becoming partners with online motorcycle taxi drivers (Ramadhan, 2017).

Some popular online transportation apps in Madiun today include Gojek, Maxim, InDrive, and Grab Driver. Since the launch of online transportation apps, the number of drivers known as Gojek has increased dramatically. One reason for Gojek's growth is its ability to provide attractive bargaining power for both drivers and customers. The Gojek app is very easy to use, suitable for students, workers, and the wider community. Since the launch of the Gojek app, the number of motorcycle taxi drivers, often referred to as Gojek drivers, has increased dramatically. One reason for Gojek's rapid growth is its ability to offer attractive bargaining power to both drivers and consumers. For drivers, the more passengers they successfully serve, the more points they earn, which can be converted into cash.

Consumers, meanwhile, are increasingly offered discounts when using Gojek services. For those who are able to take advantage of employment opportunities, being a Gojek driver presents a lucrative opportunity, creating significant employment opportunities. Gojek itself offers services such as Go-Ride, a motorcycle transportation service, and Go-Car, a car transportation service (Datu, 2023). To carry out its services, Gojek certainly requires human resources as the main role in the field in carrying out these services. Human resources are a crucial part of every organization, because employees are the arm of an organization that has an extraordinary role in building and developing the organization (Bacha, 2014). Therefore, more attention is needed to the performance of this main actor of Gojek. Because drivers are a valuable resource, able to provide greater influence on the company.

The performance of Gojek drivers determines the company's success in achieving its goals, competition between online transportation companies forces Gojek to improve the performance of its drivers. The general phenomenon shows that the Indonesian government policy that gives special attention to drivers and couriers of digital application-based transportation services, such as ojol, by providing a Holiday Bonus (BHR) in the form of cash. This policy is an appreciation for the important contribution of online drivers and couriers in supporting digital transportation and logistics services in Indonesia. The government, through the Ministry of Manpower, issued Circular Letter No. M/3/HK.04/III/2025, which stipulates that the bonus must be paid no later than seven days before Eid al-Fitr 2025, which is estimated to fall on March 31, 2025. This bonus is awarded proportionally based on work activity and performance over the past 12 months, calculated at 20% of the average monthly net income.

The focus of this study is Gojek drivers in Madiun City, namely drivers registered and operating under the Gojek service, which provides two-wheeled transportation (GoRide) and goods delivery (GoSend) in the region. They can also engage in other services such as GoFood (food ordering) and GoMart (grocery shopping). The primary task of a Gojek driver in Madiun City, as in other regions, is to provide transportation and goods or food delivery services to app users. In more detail, the tasks include: picking up and dropping off passengers to their destination, delivering food orders (GoFood), delivering goods (GoSend), and ensuring the safety and comfort of users during the trip or delivery.

B. METHOD

This research was conducted on Gojek drivers in Madiun City. Incidental sampling was used as the sampling technique, with a sample size of 100 respondents. The research method used was a quantitative approach with the help of SPSS version 20. Data analysis used was multiple linear regression.

C. RESULTS AND DISCUSSIONS

Result

Multiple Linear Regression Analysis

Multiple linear regression is a regression model involving more than one independent variable. Multiple linear regression analysis is conducted to determine the direction and extent of influence of the independent variables on the dependent variable (Ghozali, 2021). This is done to determine the direction and extent of influence of the independent variables on the dependent variable. The regression equation in this study can be seen in the following table:

Table 3.1 Results of Multiple Linear Regression Line Analysis

Coefficients ^a					
Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	3.503	.999		3.507	.000
Incentive	.381	.104	.349	3.678	.000
Performance assessment	.241	.033	.206	7.321	.000
Flexibility	.726	.128	.523	5.660	.000

a. Dependent Variable: Job satisfaction

Sumber: Primary Data Processed (2026)

Based on the table above, the multiple linear regression line equation obtained in the research, the regression model can be interpreted as follows:

1. Constant value = 3.503. The constant value indicates a positive value of 3.503. This indicates that if the variables Incentive, Performance Assessment, Flexibility, and e_i (another variable not studied) are held constant (0), then the job satisfaction of Gojek drivers in Madiun City will be 3.503.
2. The coefficient value $b_1 = 0.381$, meaning that if the value of the Incentive variable (X_1) increases by one point, while the other independent variables remain constant, the job satisfaction of Gojek drivers in Madiun City will increase by 0.381 points.
3. The coefficient value $b_2 = 0.241$, meaning that if the value of the Performance Assessment variable (X_2) increases by one point, while the other independent variables remain constant, the job satisfaction of Gojek drivers in Madiun City will increase by 0.241 points.

4. The coefficient value $b_3 = 0.726$, means that if the value of the Flexibility variable (X3) increases by one point, while the other independent variables remain constant, then the Job satisfaction of Gojek Driver partners in Madiun City increases by 0.726 points.

Coefficient of Determination (R²)

The magnitude of this contribution proportion is called the coefficient of multiple determination, with the symbol R². The value of the coefficient of determination in this study can be seen in the following table :

Table 3.2 Table of Multiple Determination Coefficients

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.917 ^a	.841	.840	1.901
a. Predictors: (Constant), Flexibility, Performance assessment, Incentive				
b. Dependent Variable: Job satisfaction				

Source : Primary Data Processed (2026)

The table above shows that the R-square value is close to 1, namely 0.841, indicating a strong influence between the independent and dependent variables. The percentage influence of incentives, performance assessment, and work flexibility on partner job satisfaction among Gojek drivers in Madiun City is as follows :

$$R_y^2 \times 100\% = 0,841 \times 100\% \\ = 84,1\%$$

The percentage influence of incentives, performance assessment, and work flexibility on job satisfaction among Gojek drivers in Madiun City is 84.1%. The remaining 15.9% is influenced by other independent variables not examined in this study.

Hypothesis Testing

Hypothesis testing in this study included a t-test. The t-test was conducted to examine the research hypothesis regarding the partial influence of each independent variable on the dependent variable. The results of the t-test analysis in this study are as follows:

Table 3.3 Results of t-Test Analysis

Coefficients ^a					
Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	3.503	.999		3.507	.000
Incentive	.381	.104	.349	3.678	.000
Performance assessment	.241	.033	.206	7.321	.000
Flexibility	.726	.128	.523	5.660	.000

a. Dependent Variable: Job satisfaction

Source: Primary Data Processed (2026)

Based on the results of the analysis of the table data above, the following results can be concluded :

- For the Incentive variable (X1), the calculated t value is $3.678 > 1.984$ with a significance level of $0.000 < 0.05$. This means that H_0 is rejected and H_a is accepted. This means that the Incentive variable (X1) partially has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus accepting the first hypothesis. This indicates that the higher the incentive, the higher the partner job satisfaction among Gojek drivers in Madiun City.
- For the Performance Assessment variable (X2), the calculated t value is $7.321 > 1.984$ with a significance level of $0.000 < 0.05$. This means that H_0 is rejected and H_a is accepted. This means that the Performance Assessment variable (X2) partially has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus accepting the second hypothesis. This indicates that the better the work assessment, the higher the partner job satisfaction among Gojek drivers in Madiun City.
- For the Flexibility variable (X3), t count $>$ t table, namely $5.660 > 1.984$ with a significance level of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially the Flexibility variable (X3) has a positive and significant influence on partner job satisfaction among Gojek drivers in Madiun City, so the third hypothesis is accepted. This indicates that the higher the Flexibility, the higher the partner job satisfaction among Gojek drivers in Madiun City.

Discussion

1. The Influence of Incentives on Job Satisfaction

The first discussion concerns the effect of incentives on partner job satisfaction among Gojek drivers in Madiun City. Based on the results of the t-test data analysis using the SPSS application, the results for the Incentive variable (X1) were $t\text{-test} > t\text{-table}$, namely $3.678 > 1.984$ with a significance level of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially, the Incentive variable (X1) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus accepting the first hypothesis. This indicates that the higher the incentive, the higher the partner job satisfaction among Gojek drivers in Madiun City.

High incentives can increase job satisfaction. Therefore, incentives influence job satisfaction. Research conducted by Ayu, N. R., & Daniel, B. (2019) explains that incentives influence job satisfaction. Thanan, R. R., Pio, R. J., & Kalangi, J. A. (2021) also explained that incentives influence partner job satisfaction. Nayoan (2021) also explained that incentives influence job satisfaction.

2. The Effect of Performance Assessment on Job Satisfaction

The second discussion concerns the effect of performance assessment on partner job satisfaction among Gojek drivers in Madiun City. Based on the results of the t-test data analysis using SPSS, the results for the Performance Assessment variable (X2) showed that $t\text{-test} > t\text{-table}$, i.e., $7.321 > 1.984$, with a significance level of $0.000 < 0.05$. This means that H_0 is rejected and H_a is accepted. This means that partially, the Performance Assessment variable (X2) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus accepting the second hypothesis. This indicates that better performance assessments will increase partner job satisfaction among Gojek drivers in Madiun City.

Research conducted by Kurnia, K.K., Idris, M., & Asri, A. (2020) also explains that performance assessments influence job satisfaction. Darmawan, D., Mardikaningsih, R., Arifin, S., Sinambela, E.A., & Putra, A.R. (2021) also explain that performance assessments

influence the realization of job satisfaction. Saefullah, U.A. (2022) also explains that performance assessments influence job satisfaction among banking employees.

3. The Effect of Flexibility on Satisfaction

The third discussion concerns the effect of work flexibility on job satisfaction among Gojek drivers in Madiun City. Based on the results of the t-test data analysis using SPSS, the results for the Flexibility variable (X3) were $t\text{-test} > t\text{-table}$, namely $5.660 > 1.984$ with a significance level of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that partially, the Flexibility variable (X3) has a positive and significant influence on partner job satisfaction among Gojek drivers in Madiun City, thus the third hypothesis is accepted. This indicates that the higher the Flexibility, the higher the partner job satisfaction among Gojek drivers in Madiun City.

Research conducted by Asfiah, N., Riyanto, D. W. U., & Mainingrum, D (2022) explains that work flexibility influences job satisfaction. Fadila, R., & Rezeki, F. (2023) also explain that there is an influence of work flexibility on job satisfaction. Prabowo, B. (2023) also explains that there is an influence of work flexibility on job satisfaction..

D. CONCLUSIONS

Based on data analysis and discussion regarding the influence of incentives, performance assessment, and work flexibility on job satisfaction of Gojek drivers in Madiun City, the following conclusions can be drawn: Partially, the Incentive variable (X1) has a positive and significant influence on the Job satisfaction of Gojek Driver partners in Madiun City, so the first hypothesis is accepted. This shows that the higher the Incentive, the Job satisfaction of Gojek Driver partners in Madiun City will also increase.

1. Partially, the Performance Assessment variable (X2) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus the second hypothesis is accepted. This indicates that the better the performance assessment, the higher the partner job satisfaction among Gojek drivers in Madiun City.

2. Partially, the Flexibility variable (X3) has a positive and significant effect on partner job satisfaction among Gojek drivers in Madiun City, thus the third hypothesis is accepted. This indicates that the higher the Flexibility, the higher the partner job satisfaction among Gojek drivers in Madiun City.

E. SUGGESTIONS

Based on the conclusions of the research results, several suggestions can be given to related parties so that these findings can be followed up optimally. For the company, it is recommended to pay more attention to the policy of providing incentives to Gojek drivers in Madiun City because it has been proven to have an influence on the level of job satisfaction. In addition, the company also needs to implement a transparent and objective performance assessment system so that drivers feel satisfied and have clarity on their work results, thereby increasing satisfaction and work motivation. For Gojek drivers, it is expected to carry out their work seriously and comply with the regulations that have been set by the company, while continuously striving to improve the quality of performance to obtain better results. Meanwhile, for future researchers, it is recommended to consider the addition of other independent variables that have the potential to influence job satisfaction, so as to expand and deepen the study that has not been covered in this study.

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