



THE INFLUENCE OF INCENTIVES AND SATISFACTION ON DRIVER PERFORMANCE

Budhi Satriawan^{*1}, Puti Harissa²

Universitas Langlangbuana, Indonesia^{*12}

budhi_satriawan@unla.ac.id^{*1}, puti_harissa@unla.ac.id²

Abstract: The development of start-up businesses in Indonesia is a challenge for other transportation service providers that operate conventionally. The last decade has provided the most important breakthrough in the form of online transportation services. The presence of various online transportation applications has received a positive response from the public because it provides convenience in getting services quickly, cheaply, safely, and comfortably. However, a problem arose when employees complained about the incentives provided especially by Grab in the city of Bandung. The purpose of this study was to determine how much influence the provision of incentives and job satisfaction had on the performance of online motorcycle taxi drivers in the city of Bandung. This research uses descriptive research using explanatory research. The statistical technique used in this study uses multiple linear regression analysis. Primary data were obtained from respondents as many as 91 Grab drivers in the city of Bandung who are members of the Bandung Grabbike community. The results showed that the variables of incentives and job satisfaction had a significant effect on the driver's performance. Based on the test results, the coefficient of determination shows that the effect of the three independent variables on the dependent variable is 67.2%. While the remaining 32.8% is influenced by other variables not examined.

keywords: Driver Performance; Incentives, Job Satisfaction

INTRODUCTION

Current technological developments have been trusted to provide new opportunities in the form of services and manufacturing. The presence of various online transportation applications has received a positive response from the public because it provides convenience in getting transportation quickly, cheaply, safely, and comfortably. The services provided in online transportation applications do not only provide transportation services but include delivery of goods, ordering food, and other services. In Indonesia, especially in the city of Bandung, Grab's presence is considered successful by having millions of users. This is as recorded in the google play store that Grabs users are more than 1 million and have a rating of 4.5 which indicates the application has a good rating. According to Albaab (2020), the transportation sector in Indonesia plays an important role in the movement of the economy. The results of a survey conducted by the department of communication science (Puskakom UI) found that in terms of the education level of grab drivers, they had a junior to high school education level, besides that many office workers turned to drivers because of their work flexibility and high incentives.

Grab is one of the many companies that develop transportation and technology that compete with its rival, Grab. Initially, the emergence of online transportation began in 2015 and began to develop in 2017 (Siregar, 2020). Business development in this sector is classified as very fast due to many positive responses from users. To be able to use this application, you need a device, namely a smartphone.



The success of the Grab company certainly cannot be separated from the performance of the drivers in providing services to consumers. Performance is an achievement or level of success achieved by individuals in the organization when carrying out their work. According to Carmichael, (2019) performance improvement can be measured by the existence of a system that is seen from the quality of the work that has been done. According to Eliyana, (2019) performance can be influenced by several factors, one of which is compensation in the form of incentives provided. Incentives are compensation that is associated with productivity results in the form of money or rewards that can provide satisfaction to employees. With the company's performance depending on which is also determined by the performance of a driver, the company as a service provider must also consider the factors that affect its performance. Katsaros, (2020) states that performance is the result of work that has been achieved following their respective responsibilities. According to Paais, (2020) performance cannot stand alone in its function but is always related to satisfaction, motivation, as well as incentives provided by the company. However, based on the results of a pre-survey conducted with 20 Grab online motorcycle taxi drivers, there are still drivers who feel that the incentives given are decreasing day by day, thus affecting the performance of Grab drivers, especially in the city of Bandung. To see the incentives provided by Grab in Bandung, it can be seen in the following table:

Table 1. List of Bandung Grab Driver Incentives

Number of Points	Incentives Giving (Rp)
14 Point	15.000
16 Point	25.000
20 Point	40.000

Source: PT. Grab (2021)

Based on the table above, it can be seen that the incentives given are relatively small, resulting in a decrease in performance for drivers. In addition to incentives. Putri, (2020) argues that satisfaction has a positive influence on performance. According to Deni, (2020), if satisfaction is high, it will have an impact on better performance. Driver satisfaction is an expression of feelings obtained from the results of work and income received. For Grab drivers, incentives and satisfaction affect increasing motivation in carrying out work as drivers. On the other hand, if incentives and satisfaction are low, performance will decrease. Therefore, for workers to have good performance, the company should provide appropriate incentives so that the performance of the drivers increases so that it has an impact on the company. Based on this background, the author tries to examine the effect of employee incentives and job satisfaction on the performance of Grab drivers in Bandung. Based on this, the objectives of this research are: (1) What is the impact of the incentives provided on the performance of Grab drivers in Bandung? (2) how much influence the job satisfaction variable has on the performance of Grab drivers in the city of Bandung?, and (3) how much influence the variables of incentives provided and job satisfaction have on the performance of Grab drivers in the city of Bandung? This research is divided into five parts, where the first part describes the background of the research, the second provides a review of the relevant theory and hypotheses, the third describes the methods, types, and samples selected, the fourth provides the results of the study, and finally provides conclusions and conclusions. suggestions for further research.



According to Handoko & Waluyo, (2017) the term incentive is compensation in the form of giving bonus rewards outside of achievements that function as productivity stimuli. The provision of incentives has a relationship with employee performance based on achieving the targets that have been carried out. In general, incentives are given when the driver has completed the target achievement and exceeds the points determined by the company (Nurali, 2018). This incentive is given by the company in the form of money based on high performance and is a form of appreciation for the employee's performance and contribution to the company. According to Effendy & Fadhilah, (2018) the provision of incentives can be one strategy to increase performance and productivity to face increasingly high competition. The provision of incentives can also be seen as a factor that encourages employees to be motivated to work with optimal abilities to increase income, or seen as an additional remuneration provided to employees (Shen, 2017). Ardian's research, (2019) states that the provision of incentives is essential to increase work motivation so that it can improve employee performance.

H1. There is a positive influence between the provision of incentives on the performance of online drivers.

According to Veronica et al. (2018) job satisfaction is a pleasant feeling that employees develop over time regarding their work. According to Siregar, (2020) job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work. Prasadha, (2018) divides the indicators that makeup job satisfaction into five, namely salary, job, promotion opportunities, leadership, and co-workers. Five factors influence job satisfaction according to Hairoman, (2019), namely fulfillment of needs, differences, achievement of values, fairness, and genetic components. Susanti, (2019) states that job satisfaction can contribute to achieving organizational goals that apply to each organization. Setianingsih, (2020) states that job satisfaction is one of the functions of social ties that refers to performance.

H2. There is a positive influence between job satisfaction on the performance of online drivers.

According to Gunawan, (2017) performance is the result achieved by someone in carrying out their duties following the guidelines or rules given. Several factors can influence employee performance, namely internal and external factors. According to Djuwanto & Hartono, (2017) employee performance has indicators, including quantity, quality, punctuality, attendance, and ability to do work. An online driver can be said to have a good performance if it meets these five indicators. Quantity is based on the set achievement targets, quality refers to the services provided, attendance refers to absenteeism, and ability refers to the willingness to do work. Mutiara's research, (2017) states that performance can increase if the company provides proper incentives to employees. Likewise with Sembiring's research, (2017) that not only incentives can improve performance, but job satisfaction can improve employee performance.

H3. Employee incentives and job satisfaction affect the performance of online drivers

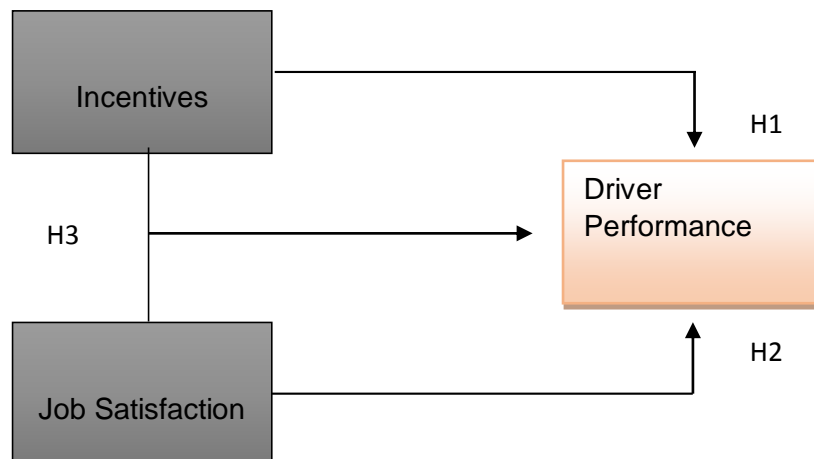


Figure 1. Framework

Source: (Amalia, 2017; Nurhalimah, 2017)

METHODS

This study uses a quantitative method with the type of explanatory research which intends to explain the position of the variables studied and the relationship between one variable and another. In this study, researchers distributed questionnaires to online motorcycle taxi drivers, namely Grab by distributing several questionnaire questions. Data collection methods used in this study were observation, interviews, and questionnaires using a Likert scale of 1 to 5. A questionnaire is said to be valid if the questions on the questionnaire can reveal something to be measured. The primary data in this study is a questionnaire given directly to respondents who are members of the Grabbike Bandung community as many as 91 respondents. In this case, the sampling is done by using a saturated sampling technique, namely the technique of determining the sample by taking all members of the population. So, the samples in this study are driver members who are members of the Grabbike Bandung community. The analysis technique uses multiple linear regression analysis with the help of SPSS for Windows 23 software.

RESULTS AND DISCUSSION

Based on the distribution of the questionnaire to the distribution of the questionnaire as many as 89 respondents, the results show as follows:

Table 2. Respondent Profile

Respondent Profile		Percentage
Gender	Male	77%
	Felame	23%
Age	20-30	30%
	31-40	67%
	41-50	3%
Target Achievement	2 Time a week	1354%
	4 Time a week	33%
	> 4	54%

Source : Data in process (2021)



Based on gender, men are more dominant with the acquisition of 77% when compared to women 23%. Based on age, the majority of the age range is 30-40 years more than other ages, while based on the frequency of achieving the target, the majority of drivers can reach the target 4 times in one week.

Analysis of Respondents' Responses

Based on the distribution of questionnaires to 89 respondents regarding questions on the variables of incentives, job satisfaction, and performance, the following results were obtained:

Table 3. Analysis of Respondents' Responses

No	Variable	Percentage	Average Score	Interpretation
1	Incentives Giving	61,9%		Currently
2	Job satisfaction	75,8%		Good
3	Driver Performance	78,2%		Good

Source: Data in process (2021)

Based on the table above, the variable of providing incentives is in the medium category. This condition indicates that respondents perceive the provision of incentives to be of moderate intensity. Meanwhile, job satisfaction and performance are in a good category.

Validity and Reliability Analysis

The results of the validity test on each incentive variable (4 questions), satisfaction variable (5 questions), and performance (3 questions) show the results are above 0.5, which means that each question in this study is valid. The results of the reliability test are as follows:

Table 4. Reliability Test

Variable	Cronbach Alpha (>0,70)	Information
Incentives	0,741	Reliable
Job satisfaction	0,752	Reliable
Driver performance	0,724	Reliable

Source: Data in process (2021)

Normality and Multicollinearity Test

The results of the normality test using the Kolmogorov-Smirnov test showed a significant value of $0.158 > 0.05$. So it can be concluded that the residuals are normally distributed.



Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		91
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.06319280
Most Extreme Differences	Absolute	.044
	Positive	.033
	Negative	-.044
Test Statistic		.044
Asymp. Sig. (2-tailed)		.158 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data in the process (2021)

The multicollinearity test for the variable tolerance of incentives is 0.769 and job satisfaction is 0.969. While the VIF value of the variable of incentives and job satisfaction is 1.032. Therefore, it can be concluded that all independent variables used in the multicollinearity test are not correlated between one independent variable and the other independent variables.

Table 6. Multicoloniarity Test

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1 Incentive		.769	1.032
Job satisfaction		.969	1.032

Dependent Variable: Driver performance

Source: Data in the process (2021)

Multiple Linear Regression Analysis

Table 7. Resume of Multiple Linear Regression Analysis

Model	B	T	Sig.	R ²
(Constant)	31.538	6.761	.000	.287
Incentives	.294	3.290	.014	
Job satisfaction	.288	4.229	.017	

Dependent variable: Driver performance

Source: Data in the process (2021)

From the table above, the constant value (a) is 31.538, the regression coefficient value for X1 is 0.294, the regression coefficient value for X2 is 0.288. The regression equation that explains the effect of providing incentives and job satisfaction on performance is as follows



$$Y = 31,538 + 0,294 X_1 + 0,288 X_2$$

The test results show that there is an effect of X_1+X_2 on y , namely in table 7 shows a constant of 31.528 explaining if incentives and job satisfaction are low, then employee performance is 31,528, the regression coefficient for incentives is 0.294 explaining an increase in incentives, the regression coefficient job satisfaction of 0.288 states that each additional job satisfaction is 0.288.

The results of the hypothesis 1 test show that there is X_1 against Y with a t count of 3.290 (sig 0.14) which is greater than 0.05, so it can be concluded that the variable of incentives provided has a positive effect on employee performance. The more incentives are given, it can improve performance, otherwise, if the incentives are decreased it will reduce performance. So it can be concluded that H_0 is rejected and H_a is accepted.

The results of the hypothesis 2 test show that there is an effect of X_2 on y with a t count of 4.229 (sig 0.017) which is greater than 0.05 so that job satisfaction influences employee performance. The greater the job satisfaction, the more employee performance will also increase. So it can be concluded that H_0 is rejected and H_a is accepted.

Coefficient of Determination Test

The coefficient of determination (R^2) is used to see the ability of the independent variable to explain the dependent variable, where if the value of R square is close to 1 (one), the independent variable provides all the information needed to predict the dependent variable. Based on the results of the coefficient of determination obtained the following results:

Table 8. Coefficient test

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. The error of the Estimate
1	.620 ^a	.571	.672	.42246

Source: Data in process (2021)

Based on table 8, shows that these results mean that the performance of online drivers can be explained by the provision of incentives and job satisfaction of 0.672 or 67.2% and the remaining 32.8 are other variables not discussed in this study. These results indicate that these two variables (incentives and satisfaction) have a high influence on the performance of Grab online drivers.

Table 9. Simultaneous Test (F-test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.326	2	9.663	54.572	0,000 ^b
	Residual	17.207	97	.177		
	Total	36.533	99			

a. Predictor: (Constant), Job satisfaction, Incentives

b. Dependent Variable: Driver performance

Source: Data in the process (2021)



Based on the table above, the ANOVA test, the calculated F value is 54,572 with a significant value of 0.000. From the calculation of the F table, which is at the level of = 0.05, it is obtained that the F table is 3.09. So when compared, F count > F table, which is 54,572 > 3.09, so it can be concluded that the provision of incentives and job satisfaction simultaneously affect the performance of Grab drivers in the city of Bandung.

The Effect of Incentives on Online Driver Performance

The incentive variable in statistical analysis has a positive impact on the performance of Grab online motorcycle taxi drivers. When viewed from the descriptive analysis test, the incentive variable is included in the medium category, where the category provides an explanation that the incentives provided by PT. Grab can affect a driver's performance. According to Habiburrohim, (2020) incentives are rewards in the form of bonuses obtained for performance and target achievement. These results are in line with the research of Bahari et al. (2019) that providing good incentives can improve employee performance.

The Effect of Job Satisfaction on Online Driver Performance

Job satisfaction has a significant positive effect on the performance of online motorcycle taxi drivers PT. Grab in Bandung. Based on the results of the descriptive analysis test, the job satisfaction variable is in a good category, these results indicate that job satisfaction is one of the emotional factors that exist in drivers that can influence online driver performance. These results are also following research conducted by, that job satisfaction is one of the social bonds that can affect the performance improvement of Grab online drivers in the city of Bandung.

The Effect of Incentives and Job Satisfaction on Online Driver Performance

Based on the results of the coefficient of determination, the adjusted r square value is 0.691 or 69.1%. These results indicate that the two X variables, namely the provision of incentives and job satisfaction have a considerable influence. Likewise, with simultaneous testing, it can be concluded that the variables of providing incentives and satisfaction simultaneously affect the performance of online motorcycle taxi drivers in the city of Bandung. These results are following the research of Ramadhani, (2019) and Wang, (2018) that the variables of providing incentives and job satisfaction have an influence that can improve performance.

CONCLUSIONS

Based on the results obtained, the two independent variables, namely the provision of incentives and job satisfaction are important elements that can affect employee performance in this context are Grab drivers in the city of Bandung. Thus, companies or service providers must update the incentive scheme for drivers to improve performance. In addition, the satisfaction of the drivers must be built on the income received. This is because every driver has the feeling to be cared for like a company that cares for its employees. Currently, online motorcycle taxi drivers have a response that the Grab company only pays attention to consumers, when compared to drivers.



REFERENCES

- Albaab, M. U. (2020). *Pengaruh Insentif Dan Disiplin Kerja Terhadap Kinerja Driver Grab Kota Malang*. Eprints.Umm.Ac.Id. <https://Eprints.Umm.Ac.Id/68770/>
- Amalia, D. (2017). *Pengaruh Insentif Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Perhotelan Di Bandar Lampung)*. digilib.unila.ac.id. <http://digilib.unila.ac.id/28137/>
- Ardian, N. (2019). *Pengaruh Insentif Berbasis Kinerja, Motivasi Kerja, Dan Kemampuan Kerja Terhadap Prestasi Kerja Pegawai UNPAB*. JEpa.
- Bahari, I. A., Umar, A., & Kadir, I. (2019). *Pengaruh Kompetensi Dan Insentif Terhadap Kinerja Melalui Kepuasan Kerja Pegawai Dinas Kesehatan Kabupaten Bulukumba*. YUME: Journal of Management. <https://www.journal.stieamkop.ac.id/index.php/yume/article/view/496>
- Carmichael, S. L. (2019). Effects of team-based goals and non-monetary incentives on front-line health worker performance and maternal health behaviours: A cluster randomised controlled trial in Bihar, India. *BMJ Global Health*, 4(4). <https://doi.org/10.1136/bmjgh-2018-001146>
- Deni, R. (2020). *PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA DAN PEMBERIAN INSENTIF TERHADAP KINERJA PEGAWAI DISDAGKOP UKM KABUPATEN KLATEN*. repository.unwidha.ac.id. <http://repository.unwidha.ac.id/id/eprint/1988>
- Djuwanto, I., & Hartono, S. (2017). *Pengaruh Insentif, Kompetensi, dan Lingkungan Kerja terhadap Kinerja Pegawai Dinas Pekerjaan Umum Kabupaten Sukoharjo*. *Jurnal Akuntansi Dan Pajak*. <http://jurnal.stie-aas.ac.id/index.php/jap/article/view/86>
- Effendy, A. A., & Fadhillah, A. (2018). *Pengaruh Insentif dan Motivasi terhadap Kinerja Karyawan pada PT. Calibramed Jakarta Selatan*. *JIMF (Jurnal Ilmiah Manajemen ...)* <http://www.openjournal.unpam.ac.id/index.php/FRKM/article/view/2551>
- Eliyana, A. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150.
- Gunawan, F. (2017). *Pengaruh Insentif Terhadap Kinerja Karyawan Dengan Keadilan Sebagai Variabel Moderasi Pada Pt Lautan Teduh Interniaga*.
- Habiburrohim, A. (2020). *Pengaruh Insentif terhadap Kinerja Karyawan dimediasi oleh Komitmen Organisaional pada Agen JNE Kota Malang*. etheses.uin-malang.ac.id. <http://etheses.uin-malang.ac.id/18697/>
- Hairoman, H. (2019). *Pengaruh Insentif, Gaya Kepemimpinan, dan Motivasi Kerja terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Kerinci*.
- Handoko, T., & Waluyo, H. D. (2017). *Pengaruh Disiplin Kerja dan Pemberian Insentif Terhadap Kinerja Karyawan PT. Nusantara Card Semesta (studi kasus karyawan divisi sales dan marketing Jakarta)*. *Jurnal Ilmu Administrasi Bisnis*.
- Katsaros, K. K. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership and Organization Development Journal*, 41(3), 333–347.
- Mutiara, S. (2017). *PENGARUH INSENTIF DAN MOTIVASI KERJA KARYAWAN TERHADAP KINERJA KARYAWAN MELALUI KEPUASAN KERJA KARYAWAN PT. BAHANA YAMAHA*.
- Nurali, N. (2018). *Pengaruh Insentif Terhadap Kinerja Karyawan Yang Dimediasi Motivasi Kerja Karyawan Pada PT Sedulur Guyub Rukun Pandanwangi Jombang*. *Jurnal Riset Manajemen Dan Bisnis*.
- Nurhalimah, N. (2017). *Pengaruh kepemimpinan, motivasi, dan insentif terhadap kinerja karyawan pada PT. PLN (Persero) area Padangsidempuan*.



- Paais, M. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588.
- Prasadha, E. (2018). *Pengaruh Insentif Terhadap Kepuasan Kerja Serta Kinerja Karyawan Pada Pt. Acommerce Logistik Lestari Di Surabaya*. Stie Mahardhika Surabaya.
- Putri, F. O. (2020). Pengaruh Insentif Dan Ukuran Kinerja Non Finansial Terhadap Kinerja Manajerial Perguruan Tinggi. *UMMagelang Conference Series*.
- Sembiring, A. (2017). Pengaruh Insentif dan Disiplin terhadap Kinerja Pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Kutai Timur. *Ekonomia*.
- Setianingsih, Y. (2020). *Pengaruh insentif dan motivasi terhadap kinerja karyawan PT. Sinar Mitra Sepadan (SMS) Finance Cabang Padangsidempuan*. etd.iain-padangsidempuan.ac.id.
- Shen, G. (2017). Incentives to change: Effects of performance-based financing on health workers in Zambia. *Human Resources for Health*, 15(1). <https://doi.org/10.1186/s12960-017-0179-2>
- Siregar, R. M. (2020). *Pengaruh insentif dan motivasi terhadap kinerja driver grab bike di Pangkalpinang*.
- Susanti, N. (2019). Pengaruh Insentif Finansial, Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Tijarah: Jurnal Ekonomi Dan Bisnis*.
- Veronica, V.F., Swasto, B., Djudi, M., 2018. Pengaruh Insentif Karyawan Terhadap Kinerja Karyawan dengan Variabel Mediator Motivasi Kerja (Studi pada Karyawan Bagian Pabrikasi PG Kebon Agung Malang). *Jurnal Adm*, 55(7).
- Wang, P. (2018). Influential effects of intrinsic-extrinsic incentive factors on management performance in new energy enterprises. *International Journal of Environmental Research and Public Health*, 15(2).