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### **Effect of reward, punishment and performance on work satisfaction at gojek drivers (go ride drivers) in Bandung**

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#### **Abstract**

PT Gojek Indonesia is a company engaged in online transportation services or better known as online motorcycle taxi. The means of transportation used are motorbikes and the riders are called Gojek Drivers or Go Ride Drivers. PT Gojek is an online-based transportation service that is quite large in Indonesia, especially in the city of Bandung. The problem in this study is that Gojek drivers have a low level of job dissatisfaction. This study aims to determine the effect of reward, punishment and performance on job satisfaction for Gojek drivers in Bandung. As an independent variable consisting of reward, punishment and performance, while the dependent variable is job satisfaction. This study uses a quantitative method, where the instrument is a questionnaire. The population in this paper is Gojek Drivers in Bandung. Samples taken were 70 respondents. The analysis used in this paper includes validity test, reliability test, normality test, classical assumption test, multiple linear

regression analysis, partial test, simultaneous test and determination test. The results of this study can be concluded that there is a significant influence between the independent variables on the dependent variable, namely the effect of reward on job satisfaction, but for punishment it does not affect job satisfaction, while performance has an effect on job satisfaction. Simultaneously it can be concluded that reward, punishment, performance affect job satisfaction.

### **Keywords**

Reward, Punishment, Performance and Job Satisfaction

### **Introduction**

PT Gojek Indonesia is a transportation service company in Indonesia that is based on online applications or better known as online motorcycle taxis. Many people prefer to use online motorcycle taxi services because the ordering process is easy, the cost calculation is more transparent, and the service is more satisfying. PT Gojek, which is the pioneer of the online motorcycle taxi application, is currently the largest in Indonesia. PT Gojek Indonesia was founded in 2010, at that time PT Gojek Indonesia only provided transportation services in the form of motorcycle taxis. The Gojek application was created for the first time to operate in Jakarta in 2015, then expanded to several cities in Indonesia, including in the city of Bandung.

The online Ojek transportation service uses motorbikes, for the riders it is called Driver Gojek (Driver Go Ride). As workers under the online system, Gojek Drivers are expected to be able to provide excellent and satisfying service to customers. Online application-based transportation is managed professionally with standardized services in terms of safety, driver courtesy ethics, standard fares and a supportive fleet (Chriswardana Bayu Dewa, 2018).

According to Law number 42 of 2009 in Article 1, what is meant by service is any service activity based on an agreement or legal action that causes an item, facility, convenience or right to be available for use, including services performed to produce goods because of an order. or requests with materials and on instructions from the customer.

Then according to Sukarto (2006: 94) transportation is moving from one place to another by using means of transportation, whether driven by human power, animals (horses, cows, buffalo), or machines. The concept of transportation is based on the existence of a journey (trip) between origin (origin) and destination (destination).

So it can be concluded that transportation services are service activities carried out on the instructions of the customer by using an application according to the order. The online Gojek application can be obtained by all consumers by installing the application via a smartphone.

The definition of online transportation is an organization of traffic and road transportation that runs by following and utilizing application-based and online

scientific (technology) developments both for ordering and payment (Alfadillah Nasution & Syahputra Saragih, 2022). From this opinion it can be concluded that online transportation is the movement of people or goods using vehicles, both motorcycles and cars that follow and take advantage of internet-based scientific (technology) developments through applications found on smartphones to carry out transaction activities, starting from ordering, monitoring path, payment and assessment of the service itself. The application provides and offers service features to service users or consumers, the Gojek application will also connect service providers called drivers with service users called consumers.

According to Amiruddin (2019) that online motorcycle taxis are the same public transportation as motorcycle taxis in general, which use motorbikes as a means of transportation, but online motorcycle taxis can be said to be more advanced because they have been integrated with technological advances. From this opinion, online motorcycle taxis are a means of transportation services using motorbikes by utilizing applications on smartphones that make it easier for service users to call motorcycle taxi drivers. Online motorcycle taxis make it easier for consumers to carry out their daily activities by promoting increasingly advanced technology. Whereas motorcycle taxis that are not online are means of transportation services that do not use an application, but consumers must directly order the motorcycle taxi.

The achievement of company goals does not only depend on modern equipment, complete facilities and infrastructure, but also depends on the people who carry out the work. The success of a company is strongly influenced by the performance of individual employees. The company will always try to improve employee performance, with the hope that the company's goals will be achieved.

In order for the company's goals to be achieved, it must be supported by reliable company management so that each employee can be motivated by his performance. In human resource management, one of the supporting factors in improving performance is by giving rewards and punishments so that employees get satisfaction at work.

In its implementation, PT Gojek has provided various kinds of rewards for its employees in the form of daily bonuses, which are calculated based on the daily points collected by Gojek Drivers through order results, then these points can be exchanged for cashback vouchers which can be spent at a retail store.

In addition to the rewards given to Gojek Drivers, there is also punishment. According to Fahmi (2016: 68) Punishment is a sanction received by an employee because of his inability to do or carry out work as ordered.

From some of these opinions it can be concluded that punishment is a sanction received by an employee as a consequence of the results carried out by an employee either intentionally or unintentionally. Every sanction given on the basis of a mistake made, the mechanism that must be considered.

Employees are given punishment when employees are negligent in their work, the punishment given by PT Gojek to Gojek Drivers is if: 1) If the daily

performance obtained by Gojek Drivers is less than 75%, Gojek Drivers will not get a daily bonus; 2) If the Gojek Driver gets a consumer rating (stars) of less than 4.5 it will affect the performance of the Gojek Driver, that is, it will be difficult to get orders again; 3) If you cancel orders too often, the Gojek Driver account will be suspended. Providing rewards and punishments is one of the methods used by PT Gojek to be more motivated so that they can do the best for the company

PT Gojek really wants employees to have good performance and have the motivation to work continuously so that the company can become a place of work that can make employees grow. The motivation given by PT Gojek so that employees are more confident and motivated, is carried out in various ways, namely by giving rewards when employees can improve their performance.

. To determine whether employee performance is good or not, it depends on the results of the comparison with work standards (Bangun, 2012: 231). Performance is the result achieved by a person according to the standards that apply to the job in question. Performance is a record of outcomes resulting from certain employee functions or activities carried out during a certain period of time. An employee who has abilities in accordance with organizational expectations, sometimes does not have high morale so that his performance is not as expected (Pasaribu and Krisnaldy, 2020).

According to Khotimah, et al (2017) that performance is a predetermined standard that is used as evidence that someone has tried as much as possible and that effort is an indicator of someone who has potential that can be developed in order to assume greater responsibility such as quality of work, speed and accuracy. work, initiative in work, the ability to cooperate. Performance can be interpreted as the result of work in quantity and quality that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

In meeting the achievement of daily targets, Gojek drivers sometimes do not reach the specified targets, this is due to changes in weather, during rainy weather Drivers rarely receive orders because many of their customers are reluctant to go out during rainy weather. Then many new partners joined to become Gojek Drivers, that is the reason that every Gojek Driver does not always reach the target that has been set. In addition to not achieving the target that has been set, the daily performance factor is not as expected, so that Gojek drivers do not get a daily bonus.

Performance is the result of work achieved by a person as job satisfaction with the work being assessed. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2019: 74). This attitude can be in the form of a positive attitude which means employees or members of the organization are satisfied or even negative which means they are dissatisfied with all aspects of the job, be it from the work situation, task load, rewards, risks, and so on.

Then according to Handoko, (2020: 193) that job satisfaction is the income

of employees who are happy or not about their work, this feeling can be seen from the good behavior of employees towards work and all things that are experienced in the work environment. From this opinion, job satisfaction is also related to the sense of belonging and loyalty of employees because it is a view of their affection or feelings about the organization or company. Employees who do not get job satisfaction will never achieve psychological satisfaction and in the end a negative attitude or behavior will arise and will eventually lead to frustration. who do not get job satisfaction.

Employees who have a high level of job satisfaction will show positive behavior towards their work. Conversely, if employees who have a low level of job satisfaction will show a negative attitude towards their work. Customer satisfaction is an emotional response to the evaluation of the experience of consuming a product or service (Windasuri & Hyacintha, 2016:64).

Job satisfaction is influenced by several factors, including adequate wages, fair treatment, peace of mind at work, feelings of recognition, and appreciation for work (Endra, 2022). One that can affect Gojek Driver job satisfaction is reward, punishment and performance.

### **Research methods**

The type of research used in this research is to use a quantitative approach method using a questionnaire as the main tool in collecting survey data. The quantitative method according to Sugiyono (2022: 16) is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical in nature, with the aim of testing established hypotheses.

In this study, the effect of reward, punishment, and performance on job satisfaction was obtained using a survey method, in which this study used a questionnaire as the main research instrument. According to Sugiyono (2022: 57) the survey research method is a quantitative research method used to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, behaviors, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from certain populations, data collection techniques with observations (interviews or questionnaires) are not in-depth, and research results tend to be generalized.

Because the research instrument used a questionnaire, before it was given to the research sample, the researcher tested the validity of the questionnaire using SPSS V25 data analysis. The questionnaire results from the validity test were then given to the main sample. By using SPSS V25 data analysis, researchers can draw conclusions about the effect of reward, punishment and performance on job satisfaction for Gojek drivers in Bandung.

### **Research results and discussion**

The results of the analysis of data testing related to the research objectives,

namely the influence of reward, punishment and performance on job satisfaction of Gojek drivers in Bandung. The data used in this study is primary data obtained by distributing questionnaires to 70 respondents to Gojek drivers. The research results obtained in the field were processed using SPSS. For more details as follows:

To test the validity of respondent data from a study it can be said to be valid if the research results show a value of  $<0.05$ .

Table 1. Data Validity Test

Number	Variable	Indicator	SIG ( < 5 %)	Information
1.	Rewards	X1.1X1.2X1.3X1.4X1.5	0,0000,0000,000 0,0000,000	Valid valid valid valid valid
2.	Punishment	X2.1X2.2X2.3X2.4X2.5	0,004 0,001 0,000 0,000 0,000	Valid valid valid valid valid
3.	Performance	X3.1X3.2X3.3X3.4X3.5	0,000 0,000 0,000 0,0000,000	Valid valid validvalid valid
4.	Job satisfaction	Y1 Y2Y3 Y4	0,000 0,000 0,000 0,000	Valid valid valid valid

Source: Primary data processed, 2023

Based on the table above, there are four variables that use 70 respondents (N) with a limit of 0.05. It can be seen that all significance values (sig) are below 0.05. Then the results of the validity test show that all variables, both reward, punishment, performance and employee job satisfaction, are declared valid with a significance value of  $<0.05$ .

### Data Reliability Test

The level of reliability of a variable can be said to be reliable through the results of the Cronbach alpha (a) test. If the Cronbach alpha (a) value is  $> 0.6$ , the closer the alpha value is to one, the more reliable a variable is.

Table 2. Data Reliability Test

Variable	Cronbach Alpha	Reliable Standard	Information
Rewards	.826	0.60	REALIBLE
Punishment	.549	0.60	NOT REALIBLE
Performance	.830	0.60	REALIBLE
Job satisfaction	-.084	0.60	NOT REALIBLE

Source: Primary data processed, 2023

Based on the table above, it can be seen that the reward variable and performance variable are reliable with the Cronbach alpha number greater than 0.6, while the punishment variable and job satisfaction variable are not reliable,

this is because the Cronbach alpha value is less than 0.6.

**Classic Assumption Test**

**Data Normality Test**

This normality test was carried out using the One-Sample Kolmogorov-Smirnov Test method by testing the data normally distributed if the Asymp. Sig. (2-tailed) produced is greater than the alpha value which is equal to 0.05.

Table 3. Data Normality Test

Variable	Asymp. Sig. (2-tailed)	Information
Rewards	0,000	Not normal distribution
Punishment	0,000	Not normal distribution
Performance	0,000	Not normal distribution
Job satisfaction	0,000	Not normal distribution

Source: Primary data processed, 2023

Based on the results of the normality test in the table above, it is known that the significance value of Asymp. Sig. (2-tailed) of 0.000 is smaller than 0.05. So it can be concluded that the data is not normally distributed. Thus, the assumption of normality in the regression model has not been fulfilled.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test the regression model that occurs with the same or unequal variance from one residual observation to another.

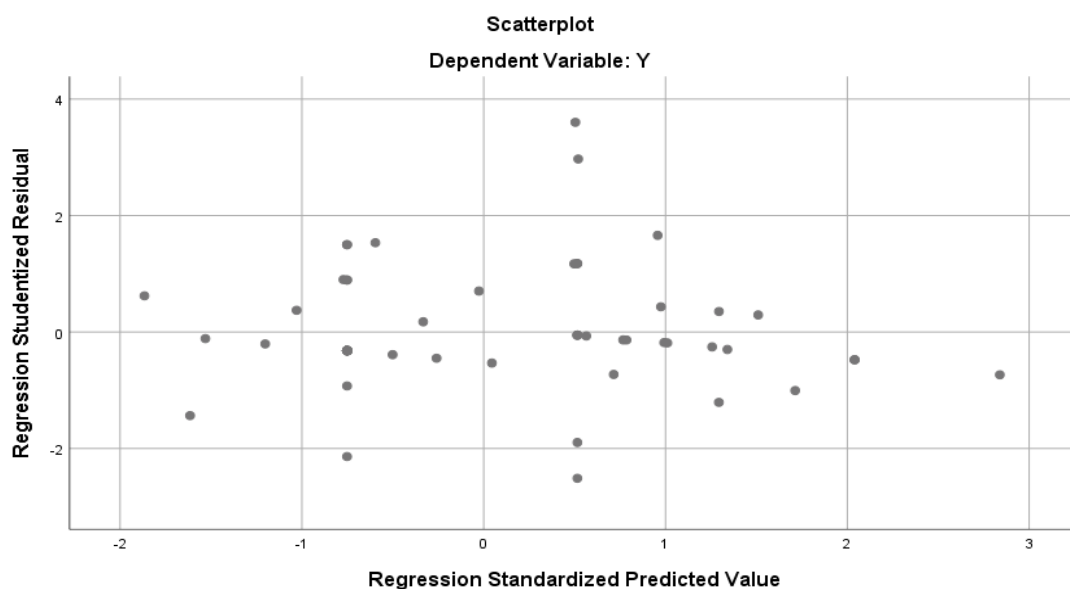


Figure 1. Heteroscedasticity Test  
 Source: Primary data processed, 2023

Based on the output table of the heteroscedasticity test using the scatterplot

method, it is known that the data points spread above and below around the number 0, the dots do not only gather in the area above or below. And the spread of the dots does not form a pattern, such as a wavy pattern that merges then narrows and merges again. So that it can be stated that there are no symptoms of heteroscedasticity.

**Multicollinearity Test**

The multicollinearity test aims to test whether a regression model finds a correlation between the independent variables. It would be better if there was no correlation between the independent variables in a study. If the VIF value is more than 10 and the tolerance value is less than 0.10, multicollinearity occurs. The results of the multicollinearity test can be seen in the table below:

Table 4. Multicollinearity Test

Variable	Collenearity Statistics		Information
	Tolerance	VIF	
Rewards	0 .901	1.110	MULTICOLINEARITY FREE
Punishment	0 .910	1.099	
Performance	0. .985	1.015	
Source: Primary data processed, 2023			

In the table above it can be seen that the tolerance value for all variables, namely reward, punishment, and performance is > 10 and the VIF value is <10, so that all variables in this study are free of multicollinearity.

**Multiple linear regression analysis**

Is an analysis used to determine the magnitude of the influence of the independent variable on the dependent variable.

Table 5. Multiple Linear Regression Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	4.283	1.835		2.334 .023
	REWARDS	.253	.042	.567	5.966 .000
	PUNISHMENT	.018	.059	.030	.316 .753
	PERFORMANCE	.210	.064	.297	3.271 .002
a. Dependent Variable: WORK SATISFACTION					
Source: Primary data processed, 2023					

$$Y = a + b1.x1 + b2.x2 + b3.x3$$



$$Y = 4,283 + 0,253 + 0,018 + 0,210$$

**Hypothesis Formulation**

**H1:** *the effect of reward on the job satisfaction of Gojek drivers in Bandung*

**H2:** *the effect of punishment on the job satisfaction of Gojek drivers in Bandung*

**H3:** *the effect of performance on the job satisfaction of Gojek drivers in Bandung.*

**H4:** *the effect of punishment (X1), reward (X2), and performance (X3) on job satisfaction (Y)*

Confidence level 95% $\alpha=0.05$

**t test**

The t test is a hypothesis test that is used to test how each of the independent variables influences the dependent variable. The t test if the sign value is  $<0.05$  or the t count value is  $> t$  table, then there is an influence of the X variable on Y (and vice versa).

$$\begin{aligned} t \text{ table} &= t (\alpha/2 ; n-k-1) \\ &= t(0.025 ; 70-3-1) \\ &= t (0.025 ; 66) \\ &= 1.996 \end{aligned}$$

Table 6. T test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.283	1.835		2.334	.023
	REWARDS	.253	.042	.567	5.966	.000
	PUNISHMENT	.018	.059	.030	.316	.753
	PERFORMANCE	.210	.064	.297	3.271	.002
a. Dependent Variable: WORK SATISFACTION						
Source: Primary data processed, 2023						

Based on the table above, it can be concluded that H1, namely the effect of reward (X1) on job satisfaction (Y), is known to have a sign value of 0.000  $<0.05$  and a t-count value of 5.966  $>$  of 1.996, so it can be concluded that H1 is accepted, which means that there is an influence between variable X1 on variable Y. Whereas in H2, namely the effect of punishment (X2) on job satisfaction (Y) with a sign value of 0.753  $>$  0.05 and a t count value of 0.316  $<$  than 1.996, so it can be

concluded that H2 is rejected which means there is no influence between variable X2 on variable Y. on H3 the effect of performance (X3) on job satisfaction (Y) is known to be a sign value of  $0.002 < 0.05$  and a t count value of  $3.271 >$  of  $1.996$ , so it can be concluded that H3 is accepted which means there is an influence between variable X3 on variable Y.

### Test f

The f test is an analysis used to determine the feasibility of the multiple linear regression model as an analytical tool that examines the effect of the independent variables on the dependent variable.

Test f if the sign value is  $< 0.05$  or the calculated f value is  $>$  f table, then there is an influence of the variable x on y (and vice versa)

$$\begin{aligned} f \text{ table} &= f(k ; n-k) \\ &= f(3 ; 70 - 3) \\ &= f(3 ; 67) \\ &= 2.74 \end{aligned}$$

Table 7. Test f

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.283	3	30.428	18.930	.000 <sup>b</sup>
	Residual	106.089	66	1.607		
	Total	197.371	69			
Source: Primary data processed, 2023						

Based on the ANOVA output table above, it is known that the significance value (Sig.) in the f test is 0.000. Because Sig.  $0.000 < 0.05$ , as the basis for decision making in the f test it can be concluded that Reward (X1), Punishment (X2), Performance (X3) simultaneously affect job satisfaction (Y) or have a significant meaning.

Table 8. Coefficient of Determination (R<sup>2</sup>)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 <sup>a</sup>	.462	.438	1.26783
a. Predictors: (Constant), PERFORMANCE, PUNISHMENT, REWARD				
Source: Primary data processed, 2023				

Based on the results of the determinant coefficient test in the table above, it shows that the coefficient value of R Square (R<sup>2</sup>) is 0.462 or 46.2%. So it can be concluded that the influence of reward, punishment, performance variables on job

satisfaction is 0.462 (46.2%).

### **Conclusion**

Based on the results of research that has been done on Gojek Drivers in Bandung regarding reward, punishment and performance on job satisfaction as follows:

From the results of statistical calculations that H1 is the effect of reward (X1) on job satisfaction (Y) it is known that the sign value is  $0.000 < 0.05$  and the t value is  $5.966 > 1.996$ , so it can be concluded that H1 is accepted which means that there is an influence between variable X1 on variable Y. Whereas in H2, namely the effect of punishment (X2) on job satisfaction (Y) with a sign value of  $0.753 > 0.05$  and a t count value of  $0.316 < 1.996$ , so it can be concluded that H2 is rejected which means there is no influence between variable X2 on variable Y. Then in H3 the effect of performance (X3) on job satisfaction (Y) is known to be a sign value of  $0.002 < 0.05$  and a t count value of  $3.271 > 1.996$ , so it can be concluded that H3 is accepted which means there is an influence between variable X3 on variable Y.

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