



## **The Effect of Work Flexibility, Incentives, and Work Safety on the Performance of Driver-Partners on the Go-Jek Application in Medan City**

**Johannes Calvin Rusmanto<sup>1</sup>, Meiman Giawa<sup>2</sup>, Lasma Ria Tampubolon<sup>3</sup>**

*Management, Faculty of Economics and Business<sup>1,2</sup>*

*Center of Excellence for Human Resource Management Research and Innovation Centre,  
Universitas Prima Indonesia<sup>3</sup>*

*Co-author: lasmariatampubolon@unpri.mdn.ac.id*

### **ABSTRACT**

P.T Go-Jek Indonesia is a technology company with a social mission that aims to improve the welfare of workers in various informal sectors in Indonesia. Go-Jek's activities are based on three core values: speed, innovation, and social impact. Go-Jek has now grown into a leading on-demand mobile platform and application that provides various comprehensive services ranging from transportation, logistics, payment, food delivery services, and various other on-demand services. The purpose of this research is to identify and analyze the influence of work flexibility, incentives, and work safety on the performance of driver partners on the Go-Jek application in Medan City. The population in this study consists of all active Gojek drivers in Medan City, totaling 95 driver partners in Medan City. The sample used was 48 samples. The approach uses a quantitative approach, descriptive research method, causal research nature, and multiple linear regression analysis method. The results of this research show that partially work flexibility has no positive and insignificant effect on driver partner performance. Incentives have a positive and significant effect on driver partner performance. Work safety has a positive and significant effect on driver partner performance. The R Square value is 40.8% while the remaining 58.2% is explained by independent variables not studied such as work discipline. Work flexibility, incentives, and work safety together have a positive and significant effect on driver partner performance.

**Keywords :** Work Flexibility, Incentives, Work Safety, And Partner Performance

### **INTRODUCTION**

The online transport business is currently quite promising; many people are joining as partners to earn and increase their income, which is expected to meet their families' financial needs. Go-Jek has now grown into a leading on-demand mobile platform and app that provides a comprehensive range of services, from transport and logistics to payments, food delivery and various other on-demand services. Go-Jek entered the city of Medan in early 2017. According to Farhan Saputra et al., 2023, employee performance is defined as the quality and quantity of work



achieved by employees in carrying out the tasks assigned to them in accordance with their responsibilities. According to Plantega (2021), this ‘schedule flexibility’ refers to a flexible work arrangement that provides Go-Jek drivers with the ability to determine how long they work (time flexibility), when they work (timing flexibility), and where they will work (place flexibility). The implementation of this flexible schedule can help retain Gojek drivers by enabling them to continue improving the quality of their work, as they are given the freedom to work according to the hours they set themselves. According to Hasibuan (2021), incentives are additional rewards given to specific employees whose performance exceeds the standard. Widodo (2021) explains that occupational safety is a condition that prevents errors and damage caused by workers or employees.

## **LITERATURE REVIEW**

According to Carlos et al. as cited in Imam Wicaksono (2020), work flexibility is a company policy, implemented by human resources managers in either a formal or informal manner, relating to the flexibility that exists within the organization.

Incentives are payments or remuneration provided in addition to the fixed salary. Incentives can also be described as rewards for employees who have performed beyond the established standards. In agreement with Sopiah and Sangadji (2021), incentives are rewards given directly to employees for performance that exceeds the established standards. The provision of incentives can help employees meet their own and their families’ needs. Incentives can be used as a strategy to boost the productivity and efficiency of an organisation or company, as well as to retain high-performing employees so that they continue to work for the company.

According to Mangkunegara (2020), the implementation of occupational safety programmes—with safety as the guiding principle, such as safety training programmes—makes workers better trained, more skilled and more cautious in their work; occupational safety awareness campaigns motivate employees to always work with safety and health in mind; workplace environment control programmes support the creation of a safe and pleasant working environment, whilst safety awareness programmes can instil a sense of security and calm in workers whilst they are working. If these safety programmes are successfully implemented, they can have a broad positive impact, particularly in terms of enhancing enthusiasm, performance, and work participation among the workforce. This is in line with research by Busyairi (2022), which found that occupational safety variables have a significant impact on employee performance.



## **METHODS**

The type of research employed in this study is correlational research using a survey method. There are various methods that can be employed in research; this study utilises the survey method. Research using the survey method is a technique for obtaining an overview of the characteristics of a population through the analysis of a sample (Maidiana, 2021).

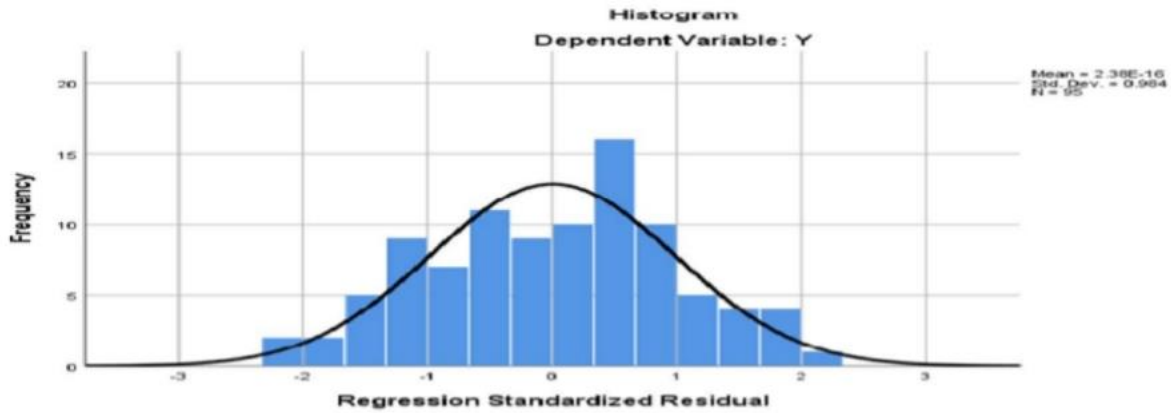
According to Sugiyono (2020), a population is the domain of generalisation comprising: objects/subjects possessing specific qualities and characteristics defined by the researcher for study, from which conclusions are subsequently drawn. In this study, the population consists of all active Gojek drivers in the city of Medan, numbering 1,850 individuals. Therefore, the research sample in this study consists of 95 respondents. The sample size is the total number of sample units determined to be necessary to represent the specified population. The number of elements included in the specified sample is used to ensure an accurate representation of the target population (Hair, 2020).

This study employs the technique of incidental sampling. Incidental sampling is a method of sample selection based on chance; that is, anyone who happens to encounter the researcher may be included in the sample. There are several factors that must be considered when determining the appropriate sample size. The time and budget available usually influence the determination of the sample size. Generally, the larger the sample, the greater the resources required to collect the data. Three key factors in determining the sample size are: first, the diversity of the population's characteristics; second, the desired level of confidence in the estimation; and finally, the desired level of precision in estimating the population's characteristics. The greater the diversity of the population characteristics, the higher the level of confidence required. Similarly, the higher the level of precision required, the larger the sample size that must be taken.

## **RESULTS & DISCUSSION**

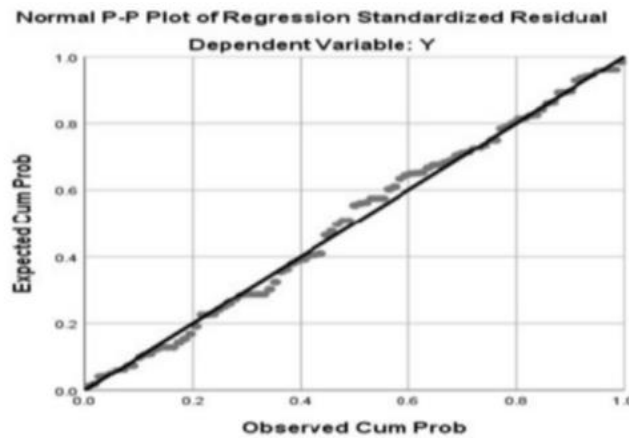
### **Normality Test**

There are two ways to determine whether the residuals are normally distributed or not: graphical analysis and statistical analysis.



**Figure 1. Histogram**

From the graph above, it can be seen that the curve takes the shape of a bell curve, leaning neither to the left nor to the right. This indicates that the data is normally distributed and satisfies the assumption of normality.



**Figure 2. Normal Probability Plot Of Regression**

From the graph above, it can be seen that the data points are scattered around the diagonal line and follow the pattern of that line. It can therefore be concluded that the residuals from this regression model are normally distributed.



## Reporting Research Results

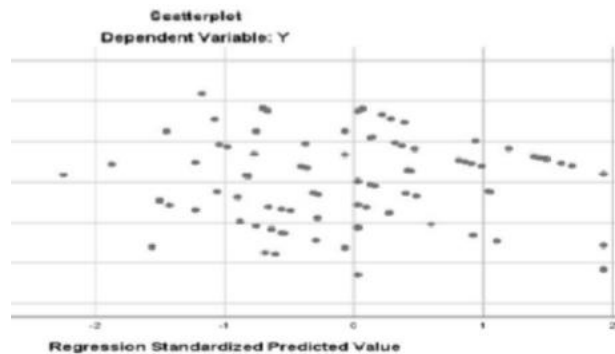
**Table 1. One-Sample Kolmogorov-Smirnov Test**

N		95
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.71441199
Most Extreme Differences	Absolute	.060
	Positive	.050
	Negative	-.060
Test Statistic		.060
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

## Test for Heteroscedasticity

The graphical test for heteroscedasticity is shown in the figure below:



**Figure 3. Scatterplot**



From the scatterplot shown, it can be seen that the data points are scattered randomly and do not form any clear pattern, and are distributed both above and below the zero line on the Y-axis. This indicates that there is no heteroscedasticity in the regression model, meaning that the regression model can be used to predict driver-partner performance based on the independent variables.

### COEFFICIENTS<sup>A</sup>

COEFFICIENTS<sup>A</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.136	1.390		4.413	.000
	X1	.113	.139	.093	.815	.417
	X2	.348	.129	.356	2.697	.008
	X3	.139	.062	.260	2.252	.027

COEFFICIENTS<sup>A</sup>

Model		95.0% Confidence Interval for B		Collinearity Statistics	
		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.374	8.897		
	X1	-.163	.390	.497	2.013
	X2	.092	.605	.374	2.671
	X3	.016	.262	.488	2.050

a. Dependent Variable: Y

ANOVA<sup>A</sup>

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	190.199	3	63.400	20.882	.000 <sup>b</sup>
	Residual	276.286	91	3.036		
	Total	466.484	94			

a. Dependent Variable: Y

Predictors: (Constant), X3, X1, X2



**COEFFICIENT CORRELATIONS<sup>A</sup>**

Model		X3	X1	X2	
1	Correlations	X3	1.000	-.167	-.517
		X1	-.167	1.000	-.504
		X2	-.517	-.504	1.000
	Covariances	X3	.004	-.001	-.004
		X1	-.001	.019	-.009
		X2	-.004	-.009	.017

a. Dependent Variable: Y

**COLLINEARITY DIAGNOSTICS<sup>A</sup>**

ModDimensi el on Eigenvalue	Condition Index	Variance Proportions				
		(Constant)	X1	X2	X3	
1 1	3.973	1.000	.00	.00	.00	
2	.012	17.863	.99	.11	.04	.05
3	.009	20.632	.01	.59	.00	.57
4	.005	27.627	.00	.30	.95	.38

a. Dependent Variable: Y

**RESIDUALS STATISTICS<sup>A</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	12.01	19.67	16.93	1.422	95
Std. Predicted Value	-3.455	1.930	.000	1.000	95
Standard Error of Predicted Value	.179	.754	.337	.119	95
Adjusted Predicted Value	12.01	19.87	16.92	1.421	95
Residual	-3.964	3.750	.000	1.714	95
Std. Residual	-2.275	2.152	.000	.984	95
Stud. Residual	-2.287	2.187	.001	1.005	95
Deleted Residual	-4.007	3.872	.004	1.788	95
Stud. Deleted Residual	-2.343	2.234	.001	1.012	95
Mahal. Distance	.002	16.600	2.968	2.887	95
Cook's Distance	.000	.095	.011	.017	95
Centered Leverage Value	.000	.177	.032	.031	95



a. Dependent Variable: Y

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.71441199
Most Differences	Extreme Absolute	.060
	Positive	.050
	Negative	-.060
Test Statistic		.060
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.408	.388	1.742

**COEFFICIENTS<sup>A</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.685	.768		2.193	.031
	X1	.053	.077	.102	.689	.493
	X2	-.033	.071	-.080	-.468	.641
	X3	-.013	.034	-.058	-.387	.699

a. Dependent Variable: absut



**ICEEesMA**

International Conference on Economics,  
Business, Management, and Accounting

**2025**





## CONCLUSION

Based on the research findings and discussion outlined in the previous chapter, it can be concluded that the work flexibility variable does not have a positive or significant partial effect on the performance of Go-Jek driver-partners in the city of Medan, whilst the incentive variable has a positive and significant partial effect on the performance of Go-Jek driver-partners -Jek in Medan; the work safety variable has a positive and significant partial effect on the performance of Go-Jek driver-partners in Medan; and the work flexibility, incentive and work safety variables together have a positive and significant effect on driver-partner performance.

For future researchers, it is recommended that they further develop theories regarding variables suspected of being related to driver performance and include additional variables beyond those examined in this study, such as work discipline.

## REFERENCES

- Anggrainie, L., Indra, C., Putra, W., Wibowo, A., & Fikri, N. (2025). Pengaruh Motivasi Kerja, Fleksibilitas Kerja Dan Lingkungan Kerja Terhadap Kinerja Mitra Pengemudi Gojek Di Cikarang Barat Kabupaten Bekasi. In Indonesian Journal of Economics and Strategic Management (IJESM) (Vol. 3, Issue 1). Busyairi, A. (2020). Penanaman Sikap Tanggung Jawab Melalui Pembiasaan Apel Penguatan Pendidikan Karakter Siswa Kelas III. *Jurnal Kependidikan Dasar*, 10(2).
- Farhan Saputra, Alifah Jiddal Masyruroh, Bayu Putra Danaya, Srirahayu Putri Maharani, Nova Astia
- Ningsih, Tania Septfania Ricki, Ganis Aliefiani Mulya Putri, Jumawan Jumawan, & Hadita Hadita. (2023).
- Determinasi Kinerja Karyawan: Analisis Lingkungan Kerja, Beban Kerja dan Kepemimpinan pada PTGraha Sarana Duta. *Jurnal Riset Manajemen*, 1(3), 329–341. <https://doi.org/10.54066/jurma.v1i3.900>.
- Ghozali, Imam. (2020). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21*. Semarang: Badan Penerbit UNDIP.
- Gumelar, G., Nuswantoro, S., Asnawi, A., & Arfani, M. (2024). Pengaruh Faktor-Faktor Kompensasi Terhadap Kinerja Mitra Driver Grab Di Surabaya. In Moch Arfani SAB (Vol. 2, Issue 1).
- Hair, J. F., Page, M., & Brunsveld, N. (2020). *Essentials of Business Research Methods; Fourth Edition*. New York: Routledge.



- Hasibuan, M. S. . (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara. Hidayah, S., Jumawan, Dharmanto, A., Hadita, & Kardinah Indrianna Meutia. (2020). Kinerja Pegawai Selama Masa Pandemi Covid-19. *September 2021*, 142–155.
- Jumani, A., Sawitri, N. N., Wibowo Noor Fikri, A., Puspaningtyas Faeni, D., & Rizki Maulia, I. (2024). Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Komunikasi Terhadap Kinerja Pegawai Kantor Kelurahan Jatimulya. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(2), 364–372.
- Karlinda, A. E., & Sari, S. (n.d.). Implementasi Teknologi Informasi, Job Flexibility dan Kepuasan Kerja terhadap Kinerja Driver Pada Mitra Gojek (Go-Ride) di Kota Bukittinggi.
- Mangkunegara (2020), *Manajemen Sumber Daya Manusia Instansi*. Edisi XIV Bandung : PT. Remaja Rusda Karya.
- Mahwa, M., & Tachta Hinggo Soundevin, H. (2023). Pengaruh Komunikasi Dan Reward Terhadap Kinerja Driver Pada Mitra Gojek Indonesia Cabang Pekanbaru (Vol. 3).
- Prabowo, B., & Lesmana, N. S. (2023). Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan. *Lensa Ilmiah: Jurnal Manajemen Dan Sumberdaya*, 2(3), 67–71. <https://doi.org/10.54371/jms.v2i3.292>.
- Prawirosentono, S. (2020). *Filosofi Baru Tentang Manajemen Mutu Terpadu*.
- Rokhyadi Permana Saputra, A., & Aplikasi Karya Anak Bangsa, P. (n.d.). Pengaruh kompensasi dan jam kerja fleksibel terhadap kinerja mitra driver dengan motivasi kerja sebagai variabel intervening studi pada pt. Gojek indonesia di yogyakarta. *Jurnal Ekonomi Manajemen Dan Akuntansi*, 1(1), 1–15.
- Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.
- Sudirman, A., Muttaqin, Purba, R. A., Wirapraja, A., Fajrillah, & Simarmata, J. (2020). *Sistem Informasi Manajemen*. Yayasan Kita Menulis.