

# **The Effect of Compensation and Work Safety Awareness toward Motivation and Organizational Commitment and Its Impact on Ride Hailing (Go-Jek) Driver Performance In Surabaya City, Indonesia**

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**ABSTRACT:** This study aims to analyse the influence of Compensation and Work Safety Awareness toward Motivation and Organizational Commitment and Its Impact on Go-Jek Driver Performance in Surabaya, Indonesia. The population in this study are Go-Jek driver in Surabaya. The total sample of 100 respondents was obtained by using the simple random sampling technique. Data analysis techniques using Structural Equation Model (SEM) with concepts and applications using Analysis of Moment Structures (AMOS) program version 21. The results of the study show that: (1) Compensation has a positive and significant effect on Work Safety Awareness, Motivation, Organizational Commitment and Go-Jek Driver Performance, (2) safety Awareness has positive and significant effect on Organizational Commitment and Go-Jek Driver Performance, (3) motivation has positive and significant effect on Go-Jek Driver Performance, and (3) Organizational Commitment has positive and significant effect on Go-Jek Driver Performance.

**KEY WORD:** Compensation, Work Safety Awareness, Motivation, Organizational Commitment, Go-Jek Driver Performance.

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## **I. INTRODUCTION**

Go-Jek is one of the online service companies in Indonesia which was founded by a young businessman, Nadiem Makarim, in 2015. At present, the company has grown more than just a transportation services business. Students, office workers, and the general public - many use the services of Go-Jek. The President of the Republic of Indonesia, Joko Widodo, has praised Go-Jek for his success in accommodating a large number of the workforce in Indonesia. He even invited the CEO of Go-Jek, Mr. Nadiem, to help promote Indonesia's digital potential to the United States. This is based on the belief that Go-Jek is the first 'unicorn' in Indonesia capable of raising new capital of US \$ 550 million. Go-Jek as a travel service that uses an online platform to connect between passengers and local drivers using their private vehicles. Go-Jek is the first Indonesian unicorn company and also the first "decacorn" company in Indonesia. This is the only company in Southeast Asia that was included in 50 Fortune Companies that Changed the World in 2017 and 2019, respectively ranked 17th and 11th. Launched in January 2015, Go-Jek succeeded in providing an economic impact for Indonesia. Go-Jek contributed around Rp 44.2 trillion (US \$ 3 billion) to the Indonesian economy at the end of 2018. Beginning April 2019, Go-Jek has reached a "decacorn" status while the company has a valuation of nearly US \$ 10 billion and where estimates obtained a valuation of US \$ 240 billion in 2025. Go-Jek operates in Indonesia, Vietnam (Go-Viet), Singapore (Go-Jek Singapore), Thailand (GET!), And the Philippines (through the acquisition of Coins.ph) is proof that Go-Jek is one of the leaders in Southeast Asia for digital and cellular service platforms. Go-Jek has a mission to utilize technology platforms to address everyday problems faced by users, driver partners and business partners through strategic partnerships with global technology leaders.

Behind Go-Jek success story which inseparable from the encouragement, spirit and efforts where manifested in work motivation, organizational commitment, and great performance that has been shown by its driver in delivering services to the consumers. The driver plays an important role and become a big part to contribute Go-Jek success story. Without a good performance by its driver, it is impossible for Go-Jek achieve successful journey as nowadays. Research by Centre for Communication Studies, Ministry of Communication, Faculty of Social and Political Sciences, University of Indonesia (Puskakom UI) shows that Go-Jek opens new jobs, drivers received above the minimum average wage, quality of life and economic level increases, flexible working hours, open access to financial institutions and insurance services.

In this study, researchers focused on research to explore the performance of lecturers the effect of compensation, work safety awareness, work motivation, and organizational commitment toward ride hailing driver performance in Surabaya city, Indonesia. This study will provide depth information for those who want to join become Go-Jek driver, and also for customer who using Go-Jek apps.

Research related to the ride-hailing driver performance and the factors that influence it have been conducted by several researchers with diverse results. Research conducted by Lailiyah & Wahyuningsih (2019) about the analysis of factors affecting Grab-Bike driver performance in Banjarnegara district, Indonesia came to the conclusion that: (a) Motivation has a positive and significant effect on grab-bike driver performance, (b) Incentives have a negative and not significant effect on grab-bike driver performance, (c) Job satisfaction has a positive and significant effect on grab-bike driver performance. In another study, Wahyuningsih (2016) about the effect of reward, work discipline, motivation, communication on performance Go-Jek driver in Semarang district, Indonesia has the conclusion that: (a) Reward has positive and significant effect on Go-Jek driver performance, (b) Work discipline has positive and significant effect on Go-Jek driver performance, (c) Motivation has positive and significant effect on Go-Jek driver performance, (d) Communication has positive and significant effect on Go-Jek driver performance. Another study, Wahyuningsih Dumanauw, Kawatu, Malonda (2018) about the analysis of safety riding behavior on ride-hailing motorcycle driver in Manado City, Indonesia. This study has the conclusion that the number of driver who have good knowledge about safety riding is 80%, the positive attitude about safety riding amounted 80%, and safe action behavior with amounts 100%. The variant and difference results from those studies inspired researchers to conduct further research.

## **II. LITERATURE REVIEW**

### **2.1. Compensation**

Compensation is an important factor that influences how and why people work in an organization and encourages employees to do work optimally. Compensation also makes employees stand with the organization's vision and mission. Werther and Davis (2001) state that compensation is what workers receive as a result of their contribution to the organization. Dessler (2009) states that employee compensation is refers to all forms of payment or compensation received by employees from their work. Compensation can be means as direct compensation and indirect compensation (Mathis and Jackson, 2001). (1) Direct compensation is management compensation such as wages, salaries, variable salaries, bonuses, incentives, share ownership. (2) Indirect compensation can be in the form of benefits or security guarantees, health insurance, pension plans, substitute holidays. The compensation given to employees is determined by type of expertise, level of work and complexity, work's risk, and the behaviour or personality demanded by the job position. Compensation systems are commonly used as the performance system and the contract. (1) Performance system is a wage which paid according to performance or work results and it depends on the number of results achieved by the employee in a certain time. This method can be applied if the results can be measured quantitatively. This method can be used to motivate the less productive employee. This method also giving beneficial for employees who performed work fast and have high ability. (2) The time system is a wage where calculated based on standard time such as hours, days, weeks, months. The amount of wages is determined by the length of time for the employee performs or completes the job. (3) Contract system determines the amount of wages is based on the quantity, quality and duration of work according to the contract. In order obtain work results as expected, the contract also includes the provisions regarding "consequences" if the work result is not comply with the agreement in terms of quantity, quality and completion time.

### **2.2. Safety Awareness**

Protection of Human Resources within a company is needed to improve work productivity, effectiveness, and efficiency hence the organization's goal can be achieved. Employee protection is consider as compensation, both direct and indirect, which given by the company to its employees. Martocchio (2015), states to emerge an awareness to work safety for workers and employers in the company is indeed not an easy job, how the massive socialization of safety awareness are carried out, it cannot be achieved without the individual awareness. Both employers and employees have responsibilities and rights under the Occupational Health Safety Act (OSHA). Employers are responsible for providing safe workplaces and ensure workplace conditions are compliant with OSHA. Employees also have the responsibility to obey and follow all safety rules and regulations. Employees have the right demanding safety workplaces without fear of punishment or prosecution. According to Gary Dessler (2013) the guarantees of safety and health, as well as ethics and work relationships, are an important factor of quality work life for employees.

There are two causes lead an accident. (1) Unsafe condition, the hazards that have potential to cause injury or death. In the workplace accidents, unsafe conditions may arise due to faulty equipment, exposure to dangerous conditions without protection, not following basic safety procedures and the existence of unhealthy conditions. (2) Unsafe act, is acts that deviates from a generally recognized safe way or specified method to

doing a job and which increases the probability for an accident. It must contain an element of unsatisfactory behaviour immediately before an accident that was significant in initiating the event. If a single employee engages in unsafe actions, other employees who work in the same environment will be exposed to unsafe conditions. It is the unsafe human activities that are behind the majority of accidents which are happening on roads, houses and at workplaces. Nearly all mishaps and crashes on road are due to unsafe driving, there can also be some natural reasons such as unsafe road conditions, or improper vehicle conditions behind such road accidents but they are too little to compare with accidents caused by human errors. It is important to drive safely because it can save your life, help avoid hefty fines or imprisonment for traffic violations. Safe driving means obeying the speed limit and traffic laws, not driving too closely to the car directly in front, driving slower during rain and inclement weather, and avoiding alcoholic beverages and certain medications before hitting the road. Safe driving also can entail off-road precautionary measures such as making sure tires are properly inflated, testing windshield wipers, getting regular oil changes and tune-ups and adjusting the mirrors. All of these actions and safe practices can decrease and help prevent an accident.

### **2.3. Motivation**

Motivation is things that arise to encouragement, and work motivation is a spirit of encouragement that gives rise to an impulse. This motivation is expected that each individual employee is willing to do work hard and enthusiastically to achieve high work performance (Thoha, 2004). Maslow's theory as quoted by Hasibuan (2006: 152) states that Maslow's Need Hierarchy Theory is a person behaves and works because of the urge to meet various needs. Maslow argues that the desired needs of a person are tiered. That is, if the first needs have been met, the second level needs tend to be the main. Furthermore, if the second level needs have been met, the third level needs arise and so on until the fifth level needs (1) Humans are social beings who want to always ask for more and stop when the end comes. (2) A need that has been satisfied does not become a motivator tool, only unmet needs are the motivator. (3) Human needs are arranged in a hierarchy / level. The levels of human needs referred to are (1) Physical and biological needs (Physiological Needs) consisting of clothing, food, shelter, health and other needs. (2) Safety and Security Needs consist of protection needs from hazards, threats and so on. (3) Social Needs (Affiliation or Acceptance Needs or Belongingness) consists of the need for love, satisfaction in establishing relationships with others and groups and a sense of family. (4) Esteem or Status Needs consist of self-respect and participation needs. (5) Self Actualization consists of completing work creatively and developing oneself.

### **2.4. Organization commitment**

Organization commitment is an attitude of person's behaviour towards the organization in term of loyalty and to achieve the organization's vision, mission and goals. According to Gary Dessler (2013:236) employee's commitment is important, employee behaviour including the large amount of turn-over are reflecting if the employees have a commitment to the company. According to Greenberg & Baron (2003: 160) organizational commitment is a degree if employees are involved in the organization and wishes to remain as a member, which contains an attitude of loyalty and willingness of employees to work optimally for their organization. According to Luthans (2006) organizational commitment is a strong desire to remain as a member in organization, a desire to strive in accordance with organizational desires and certain beliefs as well as acceptance of organizational values and goals. According to McShane & Von Glinow (2008: 119) organizational commitment have the most powerful influence, which people able to identify the requests and are highly motivated to do so, even when the motivation's source is no longer present.

According to Allen & Meyer (1991) there are three dimensions of organizational commitment. (1) Affective Commitment which refers to the emotional connection of members to the organization. People want to continue working in organization because they are inline and agree with the goals and organization values. People with a high level of affective commitment have a desire to remain in the organization because they support the goals of the organization and are willing to help to achieve these goals. (2) Continuance Commitment refers to the desire of employees to remain in the organization because of the perceived economic calculation or analysis of profit and loss of surviving in an organization compared to leaving the organization. The longer employees stay with their organization, the more they are afraid of losing what they have invested in the organization. (3) Normative Commitment refers to the feelings of employees where they are required to remain in the organization due to pressure from others. Employees who have a high level of normative commitment attests to what others and consider the colleagues will say if they leave the organization. They don't want to disappoint their superiors and makes their co-workers think badly because of the resignation.

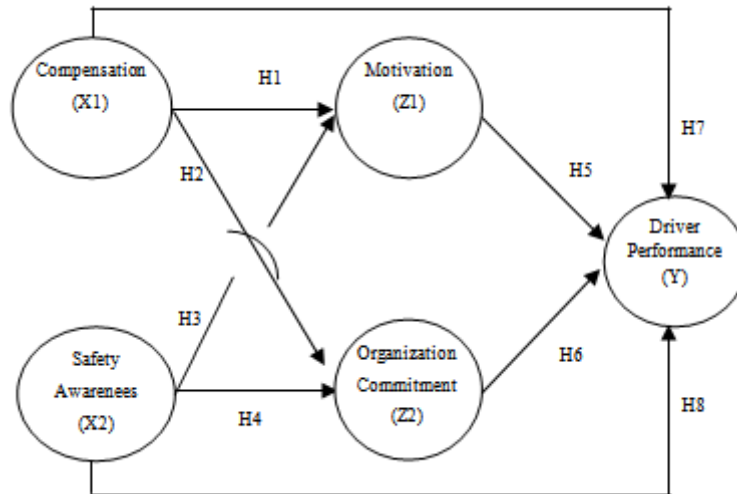
### **2.5. Performance**

A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Performance appraisal provides feedback on performance goals and objectives, performance

planning and implementation processes. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. Performance appraisal is an evaluative opinion on the nature, behaviour of a person or achievement as a basis for decisions and plans for personnel development (Kreitner and Kinicki, 2001). Greenberg and Baron (2003) explain that performance appraisal can be used to express the organizational interests. Management uses evaluation to make decisions about human resources. Assessments will provide important input such as promotion, transfer, and dismissal. Robbins (2003) defines the performance appraisals in term of approach of individual work outcomes, behaviour and attitude. (1) Attitude Approach is concerned with evaluating individual traits or characteristics. Traits are usually measured in terms of initiative, speed of decision and dependence. This approach is the weakest approach. Someone's character has a good attitude and shows a high level of trust, become dependent, look busy or have rich in experience but not at all have correlation with the work. (2) Behavioural Approach looks at how people behave, ability to survive, and increases the performance appraisals if they supported by the work environment. It is difficult to identify specific individual results especially if the assignment is in a group. Group performance may be easy to be evaluated, but the contribution of each member is difficult to be clearly identified. (3) The Results Approach focuses on the process, focusing on the product or results of a person performance. A salesperson can be measured by the total sales volume, sales increases and the number of accounts that can be created.

The methods that can be used in evaluating individual performance (Robbins, 2003) are (1) Written Essays, by describing what is an assessment of the performance of individuals, teams and organizations. (2) Critical Incidents, by assessing behaviour as a role in evaluating the differences between carrying out work effectively and not effectively. (3) Graphic Rating Scales, will able to rank performance factors on an incremental scale. (4) Behaviourally Anchored, rating with a scale approach that combines the main elements of critical incident and graphic rating scale. (5) Group Order, ranking with evaluation methods that place employees into certain classifications such as quartiles. (6) Individual Ranking, by ranking workers' orders from best to worst. (7) Paired Comparison, by comparing the employee with other worker and ranking the number of superior values has been achieved.

Based on the theoretical study that has been described, we formulate a conceptual framework as shown in Figure 1.



**Figure 1.** Conceptual Framework

## 2.6. Research Hypothesis

Base on a conceptual framework, as shown in Figure 1, we propose eight research hypotheses as follows:

1. H1: Compensation has a significant effect on motivationGo-Jek driver in Surabaya
2. H2: Compensation has a significant effect on organization commitmentGo-Jek driver in Surabaya
3. H3: Safety awareness has a significant effect on motivationGo-Jek driver in Surabaya
4. H4: Safety awareness has a significant effect on organization commitmentGo-Jek driver in Surabaya
5. H5: Motivation has a significant effect on performance Go-Jek driver in Surabaya
6. H6: Organization commitmenthas a significant effect on performance Go-Jek driver in Surabaya
7. H7: Compensation has a significant effect on performance Go-Jek driver in Surabaya
8. H8: Safety awareness has a significant effect on performance Go-Jek driver in Surabaya

### III. RESEARCH METHODS

The population in this study is Go-Jekdriver in Surabaya both two-wheeled driver (Go-Ride) and four-wheeled driver (Go-Car). Based on data released by Go-Jek Regional Office, the amount Go-Jek drivers in Surabaya on December 2019 is 4500 people. To determine the adequacy of the study sample the Slovin formula is used:

$$n = N / (1 + Ne^2)$$

$$n = 4500 / (1 + (4500 \times 0,01^2))$$

$$n = 97,826$$

$$n = 100 \text{ (rounded off)}$$

The data analysis technique collected was analysed statistically using Structural Equation Model (SEM) analysis with concepts and applications using Analysis of Moment Structures (AMOS) program version 21. To support information sources, the data collection in this study was carried out through online questionnaire (goggle form). Researcher spreads the goggle form's link via WhatsApp Messenger to several Go-Jek driver communities in Surabaya. In addition, researcher also visited respondents in several pools in Surabaya and distributed printed questionnaire directly to them. The online questionnaire (goggle form) method is able to give a flexibility for respondents to fill out the questionnaire through their smartphone, anytime and anywhere they are.

Compensation variables are measured by two indicators: direct compensation and in-direct compensation. Safety awareness variables are measured by two indicators: work safety and health aspect. Motivation variables are measured by two indicators: needs of achievement and needs of affiliate. Organization commitment variables are measured by three indicators: affective commitment, continuance commitment, and normative commitment. Driver performance variables are measured by two indicators: performance goals and work behaviour.

### IV. RESULTS AND DISCUSSION

#### 4.1. Characteristics of Respondents

The characteristics of respondents in this study can be seen based on the position of the respondent. Position of respondents in this study is shown in Table 1.

**Table 1.** Description of Respondent's Characteristics

| Profile of Respondent | Information           | Frequency | Percentage |
|-----------------------|-----------------------|-----------|------------|
| Gender                | Male                  | 91        | 91,0       |
|                       | Female                | 9         | 9,0        |
| Age                   | 17 - 24 years         | 30        | 30,0       |
|                       | 25 - 34 years         | 28        | 28,0       |
|                       | 35 - 44 years         | 22        | 22,0       |
|                       | 45 - 54 years         | 18        | 18,0       |
|                       | > 54 years            | 2         | 2,0        |
| Length of Work        | 1 - 12 months         | 31        | 31,0       |
|                       | 1 - 2 years           | 43        | 43,0       |
|                       | 2 - 3 years           | 22        | 22,0       |
|                       | 3 - 4 years           | 4         | 4,0        |
| Last Education        | Middle School         | 8         | 8,0        |
|                       | High School           | 75        | 75,0       |
|                       | Associate's Degree    | 11        | 11,0       |
|                       | Bachelor Degree       | 6         | 6,0        |
| Type of Vehicle       | Two-wheeled (Go-Ride) | 75        | 75,0       |
|                       | Four-wheeled (Go-Car) | 25        | 25,0       |
| Side Job              | Housewife             | 5         | 5,0        |
|                       | Employee              | 14        | 14,0       |
|                       | College student       | 3         | 3,0        |
|                       | Freelancer            | 14        | 14,0       |
|                       | Pension               | 1         | 1,0        |
|                       | Unemployment          | 47        | 47,0       |
|                       | Enterpriser           | 16        | 16,0       |

Table 1 shows that most respondents aged 17-24 years (30%), the most length of work 1-2 years (43%), the most last education was at the high school (75%), the most driver based on vehicle type is two-wheeled (Go-Ride) (75%), and the most side job is unemployment (47%).



#### 4.2. Structural Equation Modelling (SEM) Test

The structural equation model testing aims to ensure that the model proposed by the researcher matches the data (fit), and tests the significance of the presence or absence of influence among the variables studied. Structural model testing uses the Maximum Likelihood Estimation (MLE) estimation method in SEM. The results of the structural model estimation analysis are presented in Figure 2 below.

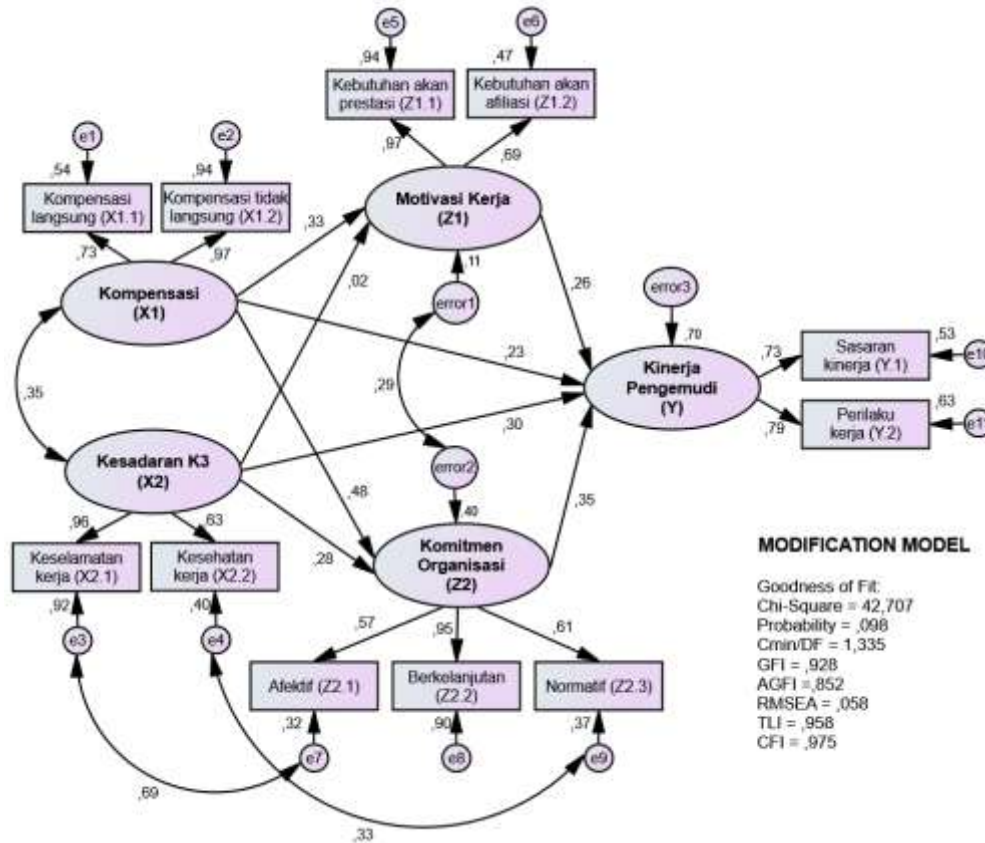


Figure 2. Full Structural Model

The results of the calculation of the goodness of fit index resulting from the structural model are shown in Table 2.

Table 2. Goodness of Fit and Cut off Value Structural Model

| Criteria                        | Test of the Model | Critical Value | Information  |
|---------------------------------|-------------------|----------------|--------------|
| Probability $\chi^2$ Chi square | 0,098             | $\geq 0,05$    | Fit          |
| Cmin/DF                         | 1,335             | $\leq 2,00$    | Fit          |
| RMSEA                           | 0,058             | $\leq 0,08$    | Fit          |
| GFI                             | 0,928             | $\geq 0,90$    | Fit          |
| AGFI                            | 0,852             | $\geq 0,90$    | Marginal fit |
| TLI                             | 0,958             | $\geq 0,95$    | Fit          |
| CFI                             | 0,975             | $\geq 0,95$    | Fit          |

The results of the calculation of the index of goodness of fit showed that most of the criteria for conformity of the model (goodness of fit) had given the index in accordance with the recommended (fit or marginal fit). Evaluation of standardized residual covariance resulting from the structural model, gives a minimum value of -1.98 and a maximum of 1.99, so that all standardized residual covariance are in the range of -2.58 to +2.58. It can be concluded that the structural model is quite good and there is no need to modify the model. Hair et al. (2014) states that the indication of the model still needs to be modified if there are still standardized residual covariance that are outside the range of  $\pm 2.58$ .

### 4.3 Testing of Hypotheses

The hypothesis testing is carried out by testing the coefficients of structural equations by specifying certain levels of significance. In this study  $P \leq 0.05$  was used, so the critical ratio of the structural equation must be  $\geq 1.96$ . The results of hypothesis testing are as follows:

**Table 3.** Testing of Hypotheses

| Hip.           | Causality Relations  | Coef. | C.R.  | P-value | Information     |
|----------------|--|-------|-------|---------|-----------------|
| H <sub>1</sub> | Compensation (X <sub>1</sub> ) → Motivation(Z <sub>1</sub> )                 | 0,237 | 2,190 | 0,029   | Significant     |
| H <sub>2</sub> | Compensation (X <sub>1</sub> ) → Organization Commitment(Z <sub>2</sub> )    | 0,248 | 3,265 | 0,001   | Significant     |
| H <sub>3</sub> | Safety Awareness(X <sub>2</sub> ) → Motivation(Z <sub>1</sub> )              | 0,010 | 0,139 | 0,890   | Not Significant |
| H <sub>4</sub> | Safety Awareness(X <sub>2</sub> ) → Organization Commitment(Z <sub>2</sub> ) | 0,119 | 2,230 | 0,026   | Significant     |
| H <sub>5</sub> | Motivation(Z <sub>1</sub> ) → Driver Performance(Y)                          | 0,257 | 2,423 | 0,015   | Significant     |
| H <sub>6</sub> | Organization Commitment(Z <sub>2</sub> ) → Driver Performance(Y)             | 0,485 | 2,236 | 0,025   | Significant     |
| H <sub>7</sub> | Compensation (X <sub>1</sub> ) → Driver Performance(Y)                       | 0,168 | 1,967 | 0,049   | Significant     |
| H <sub>8</sub> | Safety Awareness(X <sub>2</sub> ) → Driver Performance(Y)                    | 0,179 | 2,036 | 0,042   | Significant     |

Based on the hypothesis were being tested, the researcher obtained four findings: (1) Compensation has significant effect on motivation, organization commitment and performance Go-Jek driver in Surabaya, (2) Work Safety awareness has no significant effect on motivation Go-Jek driver in Surabaya, (3) Work Safety Awareness has significant effect on organization commitment and performance Go-Jek driver in Surabaya, (4) Organization Commitment has significant effect on performance Go-Jek driver in Surabaya.

## V. CONCLUSION

Based on the results of data analysis and hypothesis testing obtained, the researcher takes several conclusions to answer the formulation of the problem and hypothesis that has been stated previously. The conclusions that can be taken consist of: (1) Compensation has an effect positive and significant impact on motivation, organization commitment and performance Go-Jek driver in Surabaya, (2) Work safety awareness has no significant effect on motivation, but it has an effect positive and significant impact on organization commitment and performance Go-Jek driver in Surabaya, (3) Organization commitment has an effect positive and significant impact on performance Go-Jek driver in Surabaya.

According to the initial hypothesis proposed and based on empirically statistical testing in this study, there are seven hypotheses are concluded significant, while one hypothesis safety awareness has insignificant effect to motivation. Motivation of Go-Jek driver is dominantly influenced by compensation, with an influence coefficient value 0.237. Organization commitment of Go-Jek driver is dominantly influenced by compensation as well, with an effect coefficient value 0.248. Performance of Go-Jek driver is dominantly influenced by organizational commitment, with an influence coefficient value 0.485. Compensation can directly affect Go-Jek driver performance, and indirectly affect through motivation and organizational commitment, this shown both motivation and organizational commitment are partially mediate the effect of compensation toward driver performance. Thus, in order to improve driver performance, Go-Jek needs increase the compensation. In addition, Go-Jek also needs to improve/increase the level of motivation and organization commitment.

Work safety awareness is directly affect the driver's performance, and indirectly affect through organization commitment, this shown the organizational commitment is partially mediating compensation toward driver performance. Furthermore, motivation cannot mediate compensation toward driver performance. That is, to improve driver performance, Go-Jek needs increase safety awareness and organization commitment. Go-Jek does not necessary increase motivation, because driver's motivation tends to be more influenced by compensation.

## V. SUGGESTION

Based on the conclusions outlined above, the researcher will provide suggestions and inputs that need to be considered for Go-Jek, these suggestions consist of: (1) Go-Jek should pay attention to the current compensation system including points and bonuses schemes, because driver is the frontline of customer service who play a role in the biggest success of Go-Jek stories. (2) Go-Jek is advised to set limits of driver working hour because it can affect the health and safety of its driver and the customer. (3) Go-Jek needs to emphasize safety riding program (in-class or short practises) for the current driver, this program can be setup as a mandatory for all Go-Jek drivers for certain periods. If the driver does not take this program, the driver's account will be suspended. For the new comer driver, safety riding learning module also can be used as part of hiring process, the learning module should friendly design and accessible through smartphone so the new driver will able take the on-line course before they send and submit on-line application as a new driver, (4) Go-Jek also need to

create rewards program for its best driver and provide customer service course. Those proposed suggestions are expected to improve performance of Go-Jek driver and increase Go-Jek's reputation to its customers.

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