
The Role of Financial Compensation and Work Stress on GoCar Partner Performance

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Abstract. This study aims to determine the role of financial compensation and work stress on the performance of GoCar partners. This study used purposive sampling technique for 100 GoCar partner respondents. The analytical method used is multiple linear regression. This study also tested the data using SPSS v.25 for Mac of the validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, autocorrelation test, multiple linear regression test, t test (partial), and f test (ANOVA). The results of this study show that financial compensation has a positive and significant effect on the performance of GoCar partners. Job stress has a negative and significant effect on the performance of GoCar partners. Simultaneously, financial compensation and work stress affect the performance of GoCar partners.

Keywords: GoCar Partner Performance, Financial Compensation, Job Stress

Introduction

Online-based transportation in Indonesia, which has been running for about 10 years, is a necessity that cannot be separated from community activities. This online-based transportation service provides transportation solutions for some people who do not have private vehicles or find it difficult to reach the nearest public transportation. Convenience, safety, and affordable online transportation rates are options for the public. With a smart phone, people can order online transportation from the pick-up point to dropping off at the coordinate point that has been ordered. One of the online transportation service organizations that has been operating since 2010 is PT Aplikasi Karya Anak Bangsa, Gojek. The services provided by PT Aplikasi Karya Anak Bangsa are very manifold. Shuttle transportation services are available in a motorbike service called GoRide and a car service called GoCar. In 2010, at its inception, Gojek only had 20 motorbike drivers. At the start of running, the shuttle ordering service could only be done through a call center, but because the need for practical transportation was the desire of all levels of society, Gojek changed and made it easier to order through the Gojek application. Then in 2015, Gojek started with an innovative Android and iOS-based application.

In 2016, PT Aplikasi Karya Anak Bangsa added a shuttle service by car, called GoCar. This provides wider job opportunities for people to become online transportation drivers. Not a few people who make this profession as a side profession as well as a main profession.

GoCar services are available in several major cities in Indonesia, with the highest number of GoCar drivers in Jakarta, as many as 600 thousand people. The data was obtained from an interview with the President Director of one of the investors of PT Aplikasi Karya Anak Bangsa, Astra International, Priyono Sugiarto in March 2019 with CNN Indonesia. This figure continues to grow along with the increasing number of online transportation users every year.

PT Aplikasi Karya Anak Bangsa, GoCar, provides financial compensation in the form of daily bonuses to GoCar drivers with a work system of collecting points every day. The form of financial compensation that GoCar provides to its partners is with a one-trip scheme from GoCar users which is one point for GoCar partners, if you accumulate up to 21 points in one day, GoCar partners will get a daily bonus or incentive of IDR 400,000.00. Excluding daily income results with a performance value of at least 70%. However, if the performance score is not suitable or below 70%, then the partner will not get the predetermined incentive even

though the number of points has reached 21 points. However, the incentive of Rp.400,000.00 has no longer been valid since GoCar issued a new policy in February 2020, where the incentive scheme fell to Rp.260,000.00 with the accumulation of points that did not change from the original scheme, namely 21 points. One of the advantages of GoCar is the point bonus system which greatly benefits GoCar partners in getting additional income (incentives). This certainly makes GoCar partners disappointed because the incentive scheme has changed drastically from the previous incentive scheme. This disappointment was expressed by partners by holding demonstrations or taking to the streets demanding PT Aplikasi Karya Anak Bangsa to return the incentive and points scheme to the original scheme. However, instead of returning the incentive scheme to the original scheme, GoCar created a new scheme for its partners with a 16-point scheme and a daily incentive of IDR 120,000.00 with an unchanged performance value, namely at least 70%.

According to research by Insan and Damrus (2020) on nurses at Wulan Windy General Hospital in Medan, if compensation is not implemented properly it can result in poor company performance, such as employee turnover, indiscipline, employee work stress, employee complaints and decreased employee productivity.

The point change policy did not make things better for the partners, but taking to the streets did not produce the results expected by GoCar partners, even though the applicator and the Ministry of Transportation provided an increase in rates for zone II (Jabodetabek). But unfortunately, the rate increase was not followed by an even distribution of orders and an order receiving system which sometimes hurt GoCar partners a lot, where the pick-up location was too far from the driver's location. Partners certainly suffer losses in terms of time, fuel, and risk of losing customers because customers wait too long, then decide to cancel orders, this can cause the quality of performance, quantity of performance, and use of time while working to be disrupted.

In the GoRide partner case study in Manado conducted by Runtulalo, Areros and Sambul (2020), compensation has a significant and positive effect on job satisfaction, which means that higher compensation will result in higher job satisfaction. GoCar partners have to work for at least 15 hours to find the maximum bonus. This is what causes performance to decrease because you have to impose your body's condition so that it causes stress indirectly. Therefore, job stress and performance are interrelated, the impact of stress from a job is seen from the psychological point of view, namely reducing the job satisfaction of drivers. Stress from work will cause dissatisfaction related to the current job. If a person feels uncomfortable and may be overwhelmed because of his job, it is the beginning of job stress that affects his satisfaction in a job.

For further development of performance studies, financial compensation and work stress, researchers are interested in conducting research on GoCar Partner Performance in terms of Financial Compensation and Job Stress.

Performance

Performance is the result of a process that is referred to and measured over a certain period of time based on pre-determined terms and agreements (Edison et al, 2016). According to John Miner (1998), performance is the level of success of an employee in carrying out work. Murphy in Sudarmanto (2015) states that performance is a set of behaviors that are relevant to the goals of the organization or organizational unit where people work.

GoCar Partner

According to Thee (1985), a partnership is a business collaboration between large or medium-sized companies engaged in the production of goods and in the service sector and small industries based on the principles of mutual need, mutual strengthening and mutual

benefit. Partnership is also defined as a business strategy carried out by two or more parties within a certain period of time to gain mutual benefits with the principle of mutual need and mutual growth (Hafsah, 2000). According to Notoatmodjo (2003), a partnership is a formal collaboration between individuals, groups or organizations to achieve a specific task or goal.

GoCar under the auspices of PT. The Karya Anak Bangsa app calls GoCar drivers as Partners. Partners are parties that carry out transfers of people that have previously been ordered by consumers through the Gojek application using a four-wheeled motorized vehicle owned by the partner itself.

Based on the theory of John Miner (1998) from the book *Organizational Behaviour, Performance and Productivity*, Random House Business Division, there are four (4) dimensions of work, that is:

- 1) Quality of output;
- 2) Quantity of output;
- 3) Time at work;
- 4) Cooperation with others.

Based on some of the definitions above, it can be concluded that an employee's performance is the result of a predetermined period of work with the quality and quantity achieved in accordance with the given responsibilities.

Financial Compensation

One of the goals of the organization in increasing human resources so that they are motivated and perform better is to meet the facilities and needs of workers by adjusting the growth and development of the environment. According to Mondy (2008), the general purpose of providing compensation is to attract, retain and motivate employees.

Compensation systems are a good means for organizations to meet or complement the needs of workers. Apart from the complete financial and non-financial needs, it also shapes the behavior of workers in a better way. According to Dessler (2020), employee compensation is any form of payment or reward that is given to an employee and arises from the employee's hiring. Sedarmayanti (2017) states that compensation is anything that an employee receives as remuneration or contribution to the company / organization. Milkovich and Newman (2013) stated that compensation is a form of reward, either in the form of financial (calculated), or other services (not counted) which are the rights of employees to employment relations. Several indicators of compensation:

1) Direct compensation

Direct compensation is a form of reward or wage that is paid regularly based on a fixed grace period in the form of cash or in kind based on the contribution of the employee services performed. The indicators of direct compensation are: suitability of salary with job, suitability of incentives with results received, and bonuses received according to work.

2) Indirect compensation

Indirect compensation is the provision of compensation for company profits for workers other than salary or fixed wages, which can be in the form of money or goods. The indicators of indirect compensation, namely: the suitability of the provision of allowances with the expected, the suitability of insurance with the needs of life, the suitability of the facilities with the needs of the job, and the suitability of the awards given to the work results..

Job Stress

Robbins and Judge (2008) define stress as a dynamic condition in which individuals face opportunities, constraints or demands related to what they really want and the results are perceived as uncertain but important. Job stress is a condition of dependence that affects emotions, the thinking process of a person. People who experience stress become nervous and

feel chronic conditions (Hasibuan, 2012). Job stress is a form of a person's response, both physically and mentally to a change in his environment that is felt to be disturbing and causes him to be threatened (Anoraga, 2001). Job stress is emotional and psychological reactions that occur in situations where individual goals are hindered and cannot overcome them (Rivai & Mulyadi, 2005).

Robbins and Judge (2008) reveals three factors that are potential sources of stress, namely:

1) Environmental Factors

There are three main types of environmental uncertainty, namely economic, political and technological.

2) Organizational Factors

Organizational factors are categorized into three, namely task, role, and interpersonal demands.

3) Individual Factors

This factor covers the personal life of each employee, such as family problems, personal economic problems and employee personality.

Based on the description of the experts above, it can be concluded that work stress is a condition of tension or unpleasant disturbance from someone who comes from the individual employee or organization so that it affects the physical condition and behavior of the employee.

Research Methods

The method used in this research is quantitative research methods with descriptive approaches and survey methods. In this study, a survey of information collected from respondents was obtained through a questionnaire. According to Azwar (2007), research with a quantitative approach emphasizes the analysis of numerical data or numbers processed by statistical methods. The quantitative approach is carried out in inferential research (in order to test the hypothesis) and relies the conclusions of the results on a probability of nil probability of rejection of the hypothesis. This study contains two independent variables or independent variables (X), namely Financial Compensation (X1) and Job Stress (X2). While the dependent variable is (Y) performance.

This study used a purposive sampling technique of 100 GoCar partner respondents. The analytical method used is multiple linear regression. This study also tested the data using the SPSS v.25 for MAC application to test the validity, reliability test, normality test, heteroscedasticity test, multicollinearity test, autocorrelation test, multiple linear regression test, t test (partial), and f test (anova).

Research Results and Discussion

This research uses descriptive quantitative research. The variables to be studied are Financial Compensation (X1), Job Stress (X2), and GoCar Partner Performance (Y). This research was conducted around office and residential areas in Jakarta, with a total sample of 41 GoCar partners. The data collection tool is a questionnaire that has previously been tested for validity and reliability. In this study, the authors used descriptive analysis of the independent and dependent variables, which was then carried out by classifying the total number of respondents' scores. From the total score of respondents' answers obtained, the assessment criteria for each statement item were compiled. The analysis stage is carried out to the scoring and index, where the score is the sum of the multiplication results of each weighted value (1 to 4) of the frequency. A quality item is valid if the correlation value at a significant level of 5% (Ariadi et al, 2015). In the next stage, the index is calculated using the mean method, which is dividing the total score by the number of respondents. This index number shows the unity of the responses of all respondents as a research variable.

The research data from the distribution of questionnaires were then processed and analyzed using the SPSS v.25 for MAC program. The following is a description of the results of research tests:

a) Normality Test

According to Ghozali (2018), the normality test aims to test whether in the regression model, the independent and dependent variables are normally distributed or not.

Table 1. Kolmogorov-Smirnov test

Normality Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	0.176219
Most Extreme Differences	Absolute	0.099
	Positive	0.065
	Negative	-0.099
Kolmogorov-Smirnov Z		0.994
Asymp. Sig. (2-tailed)		0.277
a. Test distribution is Normal.		
b. Calculated from data.		

Based on Table 1, it is known the probability value or Asymp. Sig. (2-tailed) of 0.277. The probability value, namely 0.277, is greater than the significance level, which is 0.05. This means that the data is normally distributed.

b) Heteroscedasticity Test

The heteroscedasticity test is carried out with the aim of analyzing whether in the regression model there is an inequality of variants from the residuals of one observation to another.

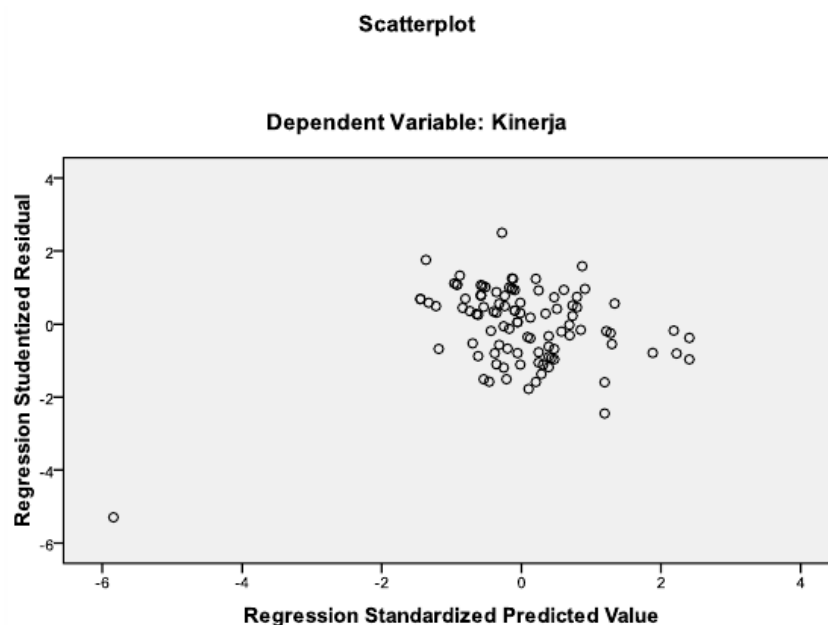


Figure 1. Heteroscedasticity test results

The results of data processing in Figure 1 show that the dots spread out and do not form a clear pattern, above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity problem in the regression model.

c) Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between independent or independent variables. According to Ghozali (2018), the purpose of the multicollinearity test is to test whether the regression model finds a correlation between the independent variables.

Table 2. Multicollinearity test results

Model		Collinearity Statistics	
1	(Constant)	Tolerance	VIF
	Financial Compensation (X1)	.965	1.037
	Job Stress (X2)	.965	1.037

Based on Table 2, the VIF value of financial compensation is 1.037, the VIF value of work stress is 1.037. Because all VIF values <10, it is concluded that there is no multicollinearity.

d) Multiple Linear Regression Test

This analysis is used to test the hypothesis about the relationship of two or more independent variables together with one dependent variable (Sugiyono, 2016). Following are the results of multiple linear regression analysis using a significance level of 0.05 or 5%.

Table 3. Multiple linear regression result

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.167	.277		7.815	.000		
	Financial Compensation	.477	.068	.554	7.072	.000	.965	1.037
	Job Stress	-.096	.029	-.255	-3.260	.002	.965	1.037

Note: a. Dependent Variable: Kinerja

Based on the results of the regression analysis, a regression equation can be drawn up as follows:

a) Given that the constant value is 2.167. This value can be interpreted if financial compensation, work stress does not affect the performance dependent variable, then the value of the performance dependent variable is 2.167.

b) It is known that the regression coefficient value of financial compensation is 0.477. This value can be interpreted that when the financial compensation increases by 1 unit, the performance increases by 0.477.

c) It is known that the regression coefficient value of work stress is -0.096. This value can be interpreted that when the work stress increases by 1 unit, the performance decreases by -0.096.

Hypothesis

1) Partial Test (t test)

The criteria for testing the t-test hypothesis are: If the t-value <t-table value for $\alpha= 5\%$ or a significance value <0.05, then H1 is accepted. If the t-count > the t-table value for $\alpha= 5\%$ or the significance value <0.05, then H1 is rejected.

- a) It is known that the coefficient value of financial compensation is 0.477, which is positive. This means that Financial Compensation has a positive effect on GoCar Partner Performance. It is known that the Sig value of the financial compensation variable is 0,000 <0.05 and t count | 7,072 | > t table | 1,98 |, then financial compensation has a positive and significant effect on performance.
- b) It is known that the coefficient value of work stress is -0.096, which is negative. This means that job stress has a negative effect on performance. It is known that the Sig value of the work stress variable is 0.002 <0.05 and t count | -3.260 | > t table | 1,98 |, then job stress has a negative and significant effect on performance.

2) Simultaneous Test (Test F)

This study uses more than one independent variable, then the hypothesis test uses the F-Test. The F test is used to test whether the independent variables, namely the Financial Compensation and Job Stress variables simultaneously (jointly) have an effect on the dependent variable, namely GoCar Partner Performance (Sekaran, 2006). The decision-making requirements in the F test using SPSS with a specified level of significance is 5%.

Table 4. Simultaneous test results (Test F)

ANOVA ^b						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.278	2	1.139	35.941	.000 ^a
	Residual	3.074	97	.032		
	Total	5.352	99			

Note: a. Predictors: (Constant), Job Stress, Financial Compensation

b. Dependent Variable: Kinerja

It is known that the calculated F value is 35.941 and the Sig. is 0.000. It is known that the calculated F value is 35.941 > F table 3.09 and the Sig value is 0.000 <0.05, then Financial Compensation, Work Stress together or simultaneously have a significant effect on GoCar Partner Performance.

Conclusion

Based on the results of research that has been carried out to analyze GoCar Partner Performance in terms of Financial Compensation and Job Stress, the conclusions are as follows:

1. Judging from the financial compensation variable, the performance of GoCar partners has a positive and significant effect partially, meaning that the better compensation is given according to performance, so that the compensation variable can be used as a parameter to improve the performance of GoCar partners.

2. Judging from the work stress variable, the performance of GoCar partners has a partially negative and significant impact, meaning that if the work stress experienced by GoCar partners is getting higher, it will result in lower performance of GoCar partners.

3. Judging from the compensation and work stress variables, and the performance of Gocar partners have a significant effect simultaneously. In the regression test, the results of data processing show that the compensation variable has a regression value that tends to be dominant compared to the work stress variable. The percentage contribution of the influence

of all variables to the performance of GoCar partners is 42.6%, the remaining 57.4% is influenced by other factors outside of these two variables.

Recommendation

Based on the conclusion, the recommendations that can be considered in this study are as follows:

1. The company is also expected to provide non-financial compensation without any request for fees from partners. Such as free insurance to protect partners during working time or when partners are online.

2. In future studies, the recommendation for researchers should conduct research by involving research respondents from a wider area, so that the research point can be spread more widely. It is advisable to study the addition of independent variables such as motivation, personal characteristics and work environment, in order to find out what variables affect the dependent variable.

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