

# The Determinant of Online Taxi Partners Income: A Case Study from Gocar Partners in Medan, North Sumatra, Indonesia

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## Abstract

This study is considered quantitative descriptive which describes a systematic and accurate analysis of the facts and the nature of an object or an online taxi partner. This study applies the causal research approach, which aims to reflect causal relationships on the observed phenomena. The purpose of this research is to analyze the effect of tariff factor, incentive factor, location factor, working hour factor, education factor toward partner income either in directly and indirectly. The researcher used the technique of sampling with random sampling. The sample of this research is 96 respondents from Slovin formula. The research empirical results have several found that the tariff factor has a positive and significant effect on partner incomes. Incentive factors have a positive effect but are not significant to partner income. Location factors have a positive and significant impact on partner income. Working hours factor has a positive and significant effect on partner income. Educational factors have a positive and significant effect on partner incomes. The tariff factor has a positive and significant effect on partner income through education. Incentive factors have a positive and insignificant impact on partner income through education. Location factors positively and significantly affect partner income through education. Working hours factor has a positive and insignificant impact on partner income through education. The researchers suggested GoCar management enforce the surcharge method based on the destination location, upgraded the income feature that describes the large partner income. Upgrade to fleet vendor app. For vendor management to monitor fleets with data restrictions. Vendors map the partner locations in the vendor to customize the supply required by GoCar. For online taxi partners to understand the correct system in GoCar correctly. In order to adapt the system in the workforce and provide income targets. The last thing to do is controlling earnings each week.

**Keywords:** Online Taxi, GoCar, Partnership, Tariff, Incentive, Location, Working Hours, Education, Income.

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## INTRODUCTION

Taxis are non-private land transportations that are generally wheel-motor vehicles, or data defined other public transports that are cars that carry passengers in a small capacity. Online taxis refer to the nature of the booking of taxis service via online and real-time applications (at the same time). Customers place taxi reservations using personal devices (mobile phones based on android or ios) via apps. Online taxis are one of the disruptions that totally change the behaviour and business patterns of land transportation, this is evident from the decline in conventional taxi turnover in 2016 by 40-50% [1].

The main component of online taxis is the applicator in which case the online service owner (application), the regulator, in this case, the policy-makers of the service (government as a regulatory maker), the partner, in this case, is the transportation

provider who is the owner of the vehicle used in the transportation service. Applicants operating in Indonesia today are PT. Grab Indonesia with Grab and PT. Application of Child Nation with GO-JEK app. Grab provides Grabcar's online taxi service, and GO-JEK provides GoCar's online taxi service. Applicator or application company requires a partner who is then identified as the driver of the vehicle. The need for partners is very high, considering that cars are not easily accessible, the strategy used by the applicant to get the most partners is to provide a high incentive, instead, the tariffs offered to consumers are discounted so the market becomes passionate. In 2016, online taxis, in this case, the focus applicator of the market by working with partners with the nature of the partnership is individual, a partner in person working with the applicant to get permission to use the app as a means to get consumers. Over time, the current pattern of online taxi business changes, conventional taxi operators such as Blue Bird, Express, and others, begin adapting and

begin joining partners of applicators. Companies acting as vehicle providers then provide opportunities for those who do not have a vehicle to be able to work as a driver for online taxi service. This needs to be taken into account by individual partners, as business patterns change and anyone can become an online taxi service provider, and with the entry of the company as a partner will cause competition among service partners more rapidly.

The applicant's approach to getting a partner is with an income approach. Income is identified as the amount of money received through an online taxi service, which aims to meet the partner's needs and survival in line with its economic status [2]. One of the components of income is the incentives and strategies that applicators use to increase partners are enlarging the incentives. Large incentives cause the car owner who has not been a partner is tempted to leave his main job and become a full-time partner (leaving his main job). As the number of partners increases, and the changing of the business pattern of taxis, the application starts to lower and complicates the scheme of incentives.

This study was conducted on individual taxi partners who make the work a major source of income. Previous research has provided an overview of the online business environment of taxis, especially research focuses that are factors that influence partner income. Online taxis fundamentally change the income approach to taxi driver jobs, and this happens in online taxi partners [3]. Economically, the provision of labour with flexible working time systems and provision of labour with online properties will lower the cost of corporate transactions, this may result in lower selling prices [4]. In the journal "the value of flexible work: Evidence From Uber Driver", informing the fascinating phenomena of an online taxi business model is the issue of working time flexibility as an income factor, a survey in the US in 2017, 16% of US workers participating in a freelance work contract as a primary job, this increased by 30% from the previous study discussed by Oyer [4].

Research approach uses Human Capital theory, with the approach taken in the previous study, there are three main vectors which are the researchers' attention to examine: human capital vectors, entrepreneurial skills and safety vectors, each vector produces the observed factor [5]. The Human Capital Vector is a variable that can be controlled and forms a personal partner, the factors that are of concern are education and partner work experience. The private vector "entrepreneurial skill" is a variable that cannot be controlled by a partner, the factors that are concerned are tariffs, incentives, locations. The last vector that affects is the safety issue, the influencing factor is the number of hours worked [6].

Concerning the above issues, some research questions that highlighted are:

- RQ1: Does the tariff factor have a positive impact on partner income?
- RQ2: Does the incentive factor have a positive impact on partner income?
- RQ3: Does location factor have a positive impact on partner income?
- RQ4: Does working hours factor have a positive impact on partner income?
- RQ5: Does education factor have a positive impact on partner income?
- RQ6: Do tariff factors, incentives, locations and working hours have a positive impact on partner income through education?

## LITERATURE REVIEW

### Partner

The online taxi business pattern there are two partner categories ie part-time partners and full-time partners. This research is specifically for partners with full time. Indonesia is known as a country with the basis of mutual cooperation, this is the foundation of the partnership process that is mutual cooperation either individually or in groups of the same purpose. Applicants and partners form a formal partnership or partnership that is mutual cooperation in providing online taxi service. Building a good partnership is based on the mutual trust of the various partners, this is also true in online taxis where both applicator and partner must have a high taste [7]. The government as a regulator uses the clauses in accordance with Article 27 of the Small Enterprises Act as the basis of the law of the pattern of business partnership where the approaching pattern is a franchise. The partnership between applicator and an online taxi partner can be approached with the form of the concept of a franchise, whereby the partnership relationship in the franchisor's business, in this case, gives the licensee the right to use the brand license, in this case, may be called the Grab or GoCar partner app and the enterprise distribution channel to the franchisee's small business (online taxi partners) with assistance and management guidance. In this concept, it also sets the relationship between rights and obligations between online taxi partners and applicants.

### Income

Income is the sum of money received by the partner for the services rendered ie passenger transport services from the pick-up location (the online taxi industry). This receipt is identified as the cost of the specified tariff and the incentives provided by the applicator and the additional tip or money the consumer gives to the satisfaction of the services rendered. As a result of income earning is the source of meeting the needs of everyday partners of the economy, for the survival of both direct and indirect needs [8].

Financial Accounting Standart [9] mentions that income is an economic benefit arising from certain activities in a given period and not as a result of the investment, such benefits are in the form of cash inflows that can increase equity. Income is an indicator in determining how much the income gained from business activity. Every effort made is expected to provide certain income that can be identified as a return on the process. So the greater the income in line with the ability to pay the costs resulting from the business activity and the ability to be able to enlarge the volume of business so that the business can grow more advanced. In general, income can be viewed from two sides [10]: 1) Income according to economics: According to economics, income is the difference between the current assets and the previous period, the period in which the increase is not due to increased debt or reduced receivables. 2) Earnings by accounting science, Accounting views are more diverse in providing income, but are more measurable and profound.

The concept of income in accounting comes from a point of view, namely: 1) According to SFAC (Statement of Financial Accounting Concepts) No. 6, income is emphasized by growth and increase of total assets as a result of business activities. The opinion is concerned with incoming cash inflows ie any items that cause cash inflow, among them the result of the business or completion of the receivable or the combination thereof. The results resulted in all major production activities. 2) The view of the next approach emphasizes on the production process of goods and services. This view is more focused on the outflow, which is the cost approach that results from the production process. Income can be calculated in three ways [11]: how to spend, how to produce, how to earn money.

### Human Capital

Human capital is an economist term often used for education, health and other human capacities that can increase productivity. Human capital can mean productive investment in human resources, resources such as education and training are sources of investment to enhance capabilities including skills, ideas and other interpersonal skills, aimed at increasing productivity and earnings of employees [12] In addition to the income approach as previously described, the research approach also uses Human Capital theory, Becker [13] and Mincer [12] argue that education and training are the major sources of human capital accumulation which then has a positive impact on individual income [12]. Online taxis are identifiable as self-employed job models, so physical capital and experience have the most important role to earn [13]. Widely used income model is a function of schooling and experience, which is then known as "The Mincer Earning Function" [12].

Current management defines employees as the capital that causes the Mincer Model to experience the development in which approaches to education and experience work through technological factors. Technology in this context is the work culture that drives and applies technology functions. It requires a great re-learning of the current workforce, the focus of which is the development of skills for new careers and technology-based services. New emerging careers are adapted as a result of the revolution in the use of technology, especially in terms of communication technology [14].

### Travel Tariff

The way in which income is earned from an online taxi partner is the cost/price paid by passengers on transport services in the message then called travel rates and incentives provided by the applicator to the partner on the basis of the achievement of the given targets. The travel rate or later terminated as a rate income paid by passengers is based on 1) Basic tariff (per applicator policy). 2) The near rate (derived from the base rate) whose tariffs remain so that consumers get a taxi that is also called a Flag fall in a conventional taxi. 3) Tariff increase after the first kilometre based on distance travelled. 4) Surcharge or also called price increases, surcharge occurs due to a large number of taxi requests at the same time range and location.

### Incentives

According to the Indonesian Dictionary of Dictionaries, incentives are an additional income (can be money, goods, etc) with the aim of increasing employee morale. According to Heidjrahman [15], an incentive approach is a provision of extra money beyond the promised wages for the purpose of motivating workers based on results and work achievement in a given period. Giving additional money at work together with salary, thus raising salary difference among employees with the same level of position, due to differences in job performance. It is stressed by Werther [16], where incentives are included in the earnings received by workers, whose value is based only on the work. The goal is to enable employees to be more productive and product-oriented so that the overall output can increase beyond the predetermined targets and standards [17]. A study by Dessler [18] illustrates the incentives that are used by various organizations: 1) Financial incentives, (Bonus, Profit Sharing Commission, and Deferred Payment); 2) Non Financial Incentive (Good workplace availability, professional communication between employees, and reward mechanisms of recognition of good performance); 3) Social Incentive, to generate good incentive impact for the company. Dessler [18] translated by Molan [19] provides six kinds of guidelines to plan effective and efficient incentives: 1) Incentives should be in line with current and future business plans. 2) The value of the planned incentives should be understood by employees. 3) The incentives

provided through a particular scheme. 4) Measured output standard set by the company. 5) The Company has a basic salary standard for each career path and adjusts the basis based on the employee's long service life. 6) Employees provide support for incentive plans. 7) The hourly rate should be guaranteed. The main purpose of the incentive aims is to achieve job satisfaction, because with high employee satisfaction will carry out their work seriously. Previous research related incentives within the scope of online transport had been examined by [20], the results showed that incentive factors had a positive and significant impact on driver performance.

### Working Hours

Working hours are the amount of time allocated to perform work, daytime and or night time can be implemented. Today's time management is also an important concern in the effectiveness of work which planning future work aims to better manage time. This planning works as a guide to align the targets with the time it takes to achieve them, and what can be done to anticipate things that can interfere with the smooth running of the business. Its main goal is to save time and to allocate time efficiently.

Time management is aimed to analyze working hours where the number of standard working hours is determined on a job to be completed according to the target. Working hours are one part of the SOP (Standard Operating Procedure) set by the corporate leader and become the standard of working employees on the processes that occur during the production process. These regulations are also governed by the government in government regulations as the reference of the company. There is a link between psychological employee and his work, where workers at the bottom level feel the specified working hours is a liability for the wages earned, while at the managerial level is to feel the work is not too binding and boundless [21].

Working hours in Indonesia are based on Labor Law No. 13/2003, working hours are 40 hours per week. At the ILO standard, working hours convention is 48 hours per week. Working hours on an online taxi are flexible. Although online taxi drivers are superior in terms of flexible working hours, work time tends to exceed work limits for the sake of pursuit of incentives.

### The relationship between income to the Human Capital vector

Human Capital is a vector that affects earnings [13], and then research on it is modelled by Mincer [12]. Specifically, Mincer mentions the Human Capital vector comprising the amount of time spent on schooling and long-time experience, which is then known as "The Mincer Earning Function." Further research has made schooling and experiences a specific variable of research. Technology provides an impact on

the Human Capital vector, requiring restructuring in terms of education due to the application of technology (in this case of schooling) which then impacts on experience [14].

Based on Yakubu's research [6], Human Capital vectors can be reflected by education and training variables. Education and training variables can be developed as a result of the learning process in this level of education [22] and experiences of skills, ideas (adaptation) and creativity in working [4]. The whole indicator is influenced by technology [23]. In this study, education and training variables (in this study are called educational variables) are formed by an indicator of ideas, skills and creativity.

### The relationship between income to personal and entrepreneurial characteristic vector

The personal and entrepreneurial characteristic vector is a vector derived from the human capital vector which was previously reflected by the Mincerian Equation. This vector contains variables that indirectly influence or in this case through individual personal income [6]. The researcher describes the independent variables in this vector and adjusts to the factors that can affect the income among them: 1) Tariff variable, attributes are fare; fare charge/trip or trip/days [6]. 2) Variable incentives, its attributes are incentives for incentives [23], schemes, average daily incentives. 3) The location variable, its attribute is the operational location (downtown/suburb) [6]. Location recommended by the app.

### The relationship between Income to the safety Issue vector

Vector safety issue is a derived vector of the human capital vector that was previously reflected by the Mincerian Equation, this vector contains variables that indirectly affect or in this case through factors that affect safety either from partners or customers toward partner income [6]. The researcher describes the independent variable in this vector is the working hours. That's because working hours affect direct income. The variable attributes of the working hours are working hours per day, hours/trip [6, 22], operational hours selection [23, 24].

### Hypotheses Development

The hypotheses of this study are as follows:

- H1: tariff factors have a positive and significant effect on partner income.
- H2: incentive factors have a positive and significant effect on partner incomes.
- H3: location factors have a positive and significant effect on partner income.
- H4: working hours factor has a positive and significant effect on partner income.
- H5: education factors have a positive and significant effect on partner incomes.

- H6: tariffs, incentives, location and working hours have a positive and significant effect on partner income through education.

## RESEARCH METHODS

This study is a quantitative descriptive that describes a systematic and accurate analysis of the facts and the nature of an object or an online taxi partner. This research also applies causal research approach, which aims to reflect causal relationships that occur on the phenomena studied by observing the consequences which are then also called variable dependent caused by factors influencing the cause and then called the independent variable [25]. Population in this study is a continuously active Partner for the last one year of October 2017 until September 2018. Based on an interview with the field of GO-JEK operations in Medan, it is estimated that around 2,000 active partners, these active partners are then a research population. Sample determination using Slovin formula, where the number of respondents used as the sample is 96 respondents. The sampling technique is the probability sampling where every element of the population has the same chance of being sampled with the objective of evaluating objectively the population. The statistical method used is inferential statistics where this technique allows to analyze the data obtained from the sample and the results represent the population. In accordance with the hypothesis that has been

formulated, in this study the inferential statistical analysis is measured by using SmartPLS (Partial Least Square) software from outer model and inner model, hypothesis testing is included in structural model testing.

The authors used PLS (Partial Least Square) as the primary analysis tool for solving the established hypothesis. PLS, which is one of the CFA (Confirmatory Factor Analysis) using the principal component analysis as a measurement technique is to look at the relationship between the indicators in the latent construction, and then calculate the relationship between the latent constructs in the variant extents block through the calculation of the specific variance, common variance and error variance. According to Hair *et al.*, [26], PLS is best used for data reduction, the reducing process is to determine the minimum factor to calculate the maximum portion required by the set of the original variable with the definition it perfectly reflects. The researcher's assumption in this study is to know that the number of unique variants and errors in total variants is minimal. Another advantage of PLS is in addressing the indeterminacy problem, the occurrence of data ambiguity due to the variance of the unit and the error, and there is a difference in the calculation between a single factor score and the emergence of admissible data.

## RESULTS & DISCUSSION

### RESULTS

#### The outer Model

Test by running an application with PLS analysis. The results of running data are as follows:

**Table-1: Results of PLS Algorithm Construct Reliability and Validity**

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Tariff (X1)	0,764	0,764	0,864	0,679
Location (X2)	0,720	0,741	0,840	0,637
Incentive (X3)	0,805	0,812	0,887	0,725
Working Hour (X4)	0,886	0,906	0,931	0,820
Education (Z)	0,777	0,782	0,873	0,689
Income (Y)	0,790	0,807	0,877	0,705

The PLS Algorithm running result shows tariff variable data is valid with AVE value = 0.679, and reliable with Cronbach's alpha value = 0.764 and composite reliability value = 0.864. Location variable data is valid with AVE value = 0.637, and reliable with Cronbach's alpha = 0.720 and composite reliability value = 0.840. Working hours variable data is valid with AVE = 0.820, and reliable with Cronbach's alpha = 0.886 and composite reliability value = 0.931. Incentive variable data is valid with AVE value = 0.725, and reliable with Cronbach's alpha value = 0.805 and value of composite reliability = 0.887. Educational variable data is valid with AVE value = 0.698, and reliable with Cronbach's alpha value = 0.777 and

composite reliability value = 0.873. Partner income variable data is valid with AVE = 0.705, and reliable with Cronbach's alpha value = 0.790 and composite reliability value = 0.877.

#### Inner Model

In Inner model there are some necessary tests:

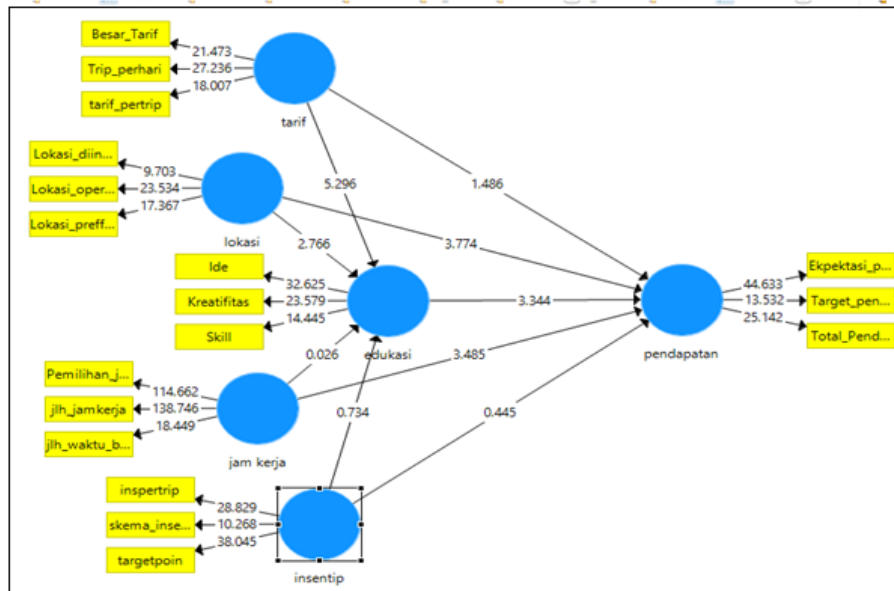
Evaluated by identifying the percentage of variance described by R square values for each endogenous latent variable.

Rule of thumb R square according to hair et al is > 0.75 (strong), 0.75 until 0.5 (moderate) and <0.25 (weak).

**Table-2: Model Evaluation Test Results by identifying R Square values**

	R Square	R Square Adjust	Rule of thumb
Education	0,641	0,626	Moderate
Income	0,765	0,753	Strong

b. Prediction of causal relationships between latent variables. This process is in place to obtain causality between variables is the bootstrapping presented in Figure-2.



**Fig-2: Bootstrapping process results**

**Table-3: The value of causality among direct latent variables**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Tariff -> Education	0,530	0,517	0,100	5,296	0,000
Location -> Education	0,292	0,299	0,106	2,766	0,006
Incentives -> Education	0,060	0,072	0,082	0,734	0,463
Work Hours-> Education	0,002	0,006	0,094	0,026	0,979
Tariff -> Income	0,125	0,126	0,084	1,486	0,138
Location -> Income	0,297	0,292	0,079	3,774	0,000
Incentives -> Income	0,027	0,036	0,061	0,445	0,657
Work Hours-> Income	0,258	0,257	0,074	3,485	0,001
Education -> Income	0,304	0,303	0,091	3,344	0,001

**Table-4: The value of causality among indirect latent variables**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Tariff -> Education -> Income	0,161	0,158	0,060	2,666	0,008
Location -> Education -> Income	0,089	0,089	0,039	2,254	0,025
Incentives -> Education -> Income	0,018	0,021	0,025	0,721	0,472
Work Hours -> Education -> Income	0,001	0,002	0,029	0,026	0,980

**Table-5: The value of causality among the total latent variables**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Tariff -> Education	0,530	0,517	0,100	5,296	0,000
Location -> Education	0,292	0,299	0,106	2,766	0,006
Incentives -> Education	0,060	0,072	0,082	0,734	0,463
Work Hours-> Education	0,002	0,006	0,094	0,026	0,979
Tariff -> Income	0,286	0,284	0,079	3,611	0,000
Location -> Income	0,386	0,381	0,076	5,059	0,000
Incentives -> Income	0,045	0,057	0,065	0,695	0,488
Work Hours-> Income	0,259	0,259	0,075	3,469	0,001
Education -> Income	0,304	0,303	0,091	3,344	0,001

## DISCUSSION

### The effect of tariff (X1) on partner income (Y)

Based on the significance test using PLS, Table-5 shows total cost relationship (X1) to partner income (Y) is positive and significant with the value of the coefficient of path 0,286 and value of t statistic equal to 3,611 and P-Value equal to 0,000. The results of this study were consistent with previous studies conducted by [23, 4, 6].

### The effect of location (X2) on partner income (Y)

Based on the significance test using PLS, in Table-5, it is known that the direct relationship of the location (X2) to the partner income (Y) is positive and significant with the value of the coefficient of the line 0,386 and the t statistic value of 5.059 and P-Value of 0,000. The results of this study support previous research which has been conducted by Yakubu [6].

### The effect of incentives (X3) on partner income (Y)

Based on the significance test using PLS, in Table-5, the relationship of incentive (X3) to partner income (Y) was positive but not significant with the value of line coefficient 0.045 and t statistic value of 0.695 and P-Value of 0.488.

### The effect of working hours (X4) on partner income (Y)

Based on the significance test using PLS, Table 5 shows the direct relationship of working hours (X4) to partner income (Y) is positive and significant with the value of the coefficients of the path The empirical test results are consistent with the previous research performed by [4, 23, 22, 24].

### The effect of education (Z) on partner income (Y)

Based on the significance test using PLS, in Table-5, the direct correlation of education (Z) to partner income (Y) is positive and significant with the coefficient of the path 0,304 and the value of t statistic at 3,344 and P-Value of 0.001. Becker [13] used human capital theory as a function in earning income, and subsequent research by Mincer [12]. According to Mincer (1974), human capital factors can be broken into education vectors, personal and safety issues. The income function is a function of schooling and experience [12]. This is the foundation of the theory of indirect linkage of tariff variables, location, incentives and working hours on partner income through education. This study is in line with previous research conducted by [6].

## CONCLUSION

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows; the tariff factor has a positive and significant effect on partner income. Incentive factors have a positive and insignificant impact on partner income. Location factors have a positive and significant impact on partner income. Working hours factor has a

positive and significant effect on partner income. Educational factors have a positive and significant effect on partner incomes. The tariff factor has a positive and significant effect on partner income through education. Incentive factors have a positive and insignificant impact on partner income through education. Location factors positively and significantly affect partner income through education. Working hours factor has a positive and insignificant impact on partner income through education.

## SUGGESTIONS

Based on the results of the research, some suggestions can be presented as follows: the authors suggested GoCar management enforce the surcharge method based on the destination location. upgraded the income feature that describes the large partner income. Upgrade to fleet vendor app. For vendor management to monitor fleets with data restrictions. Vendors map the partner locations in the vendor to customize the supply required by GoCar. For online taxi partners to understand the correct system in GoCar correctly. In order to adapt the system in the workforce and provide income targets. The last thing to do is controlling earnings each week.

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