



# MEANING, SATISFACTION, AND WELL-BEING OF PARTNERS OF GO-JEK INDONESIA

GO-RIDE, GO-CAR, GO-FOOD, AND GO-LIFE PARTNERS



**Lembaga Demografi, Faculty of Economics and Business,  
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FEB

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# EXECUTIVE SUMMARY

As an Indonesian technology company, Go-Jek does not only offer significant economic benefit in the form of additional income for its partners, it also offers non-monetary benefits of meaningful work and well-being.

In general, this research finds Go-Jek partners are quite satisfied and happy with their work because they feel that they can fulfill the needs from various aspects of their lives through a partnership with Go-Jek.

Based on this qualitative research which involved 201 Go-Jek partners, elements of partners' well-being include the **positive emotion** that emerges when receiving appreciation from others; high **engagement** in the challenges at work; **social relationships** among partners, including a sense of solidarity in partners' communities; **meaning** derived from the satisfaction of being able to help others; and acknowledgement of **accomplishments** by Go-Jek's management and society at large.

**The research further finds five enabling factors that contribute to partners' well-being at Go-Jek, namely**

- 01** | Suitability between partners' skills and needs, to the type of work at Go-Jek
- 02** | Self-actualization from the feeling of being needed by people and being a solution for people's everyday problems
- 03** | Appreciation from the customers and Go-Jek's management including bonuses, ranks, awards, and skill improvement opportunities, which gives a sense of gratitude
- 04** | Individual autonomy at work especially flexibility in working hours
- 05** | Extensive social interaction as partners meet many people in their work and are involved in communities

## 01 INTRODUCTION

Following global technological innovation, digital economy has been thriving in Indonesia. Digital economy has been defined as an economic activity that utilizes information technology and digital infrastructure as main production factors. This shift in business types and models has been followed by a shift in the type of work people do and how they do it.

In Indonesia, Go-Jek has become a national phenomenon that changes consumer behavior, improves efficiency, and absorbs informal workers at a much higher rate. As the largest company built around an on-demand application in Indonesia, Go-Jek acts as an intermediary that connects consumer demands to service providers (partners) through technology.

Many believe that Go-Jek offers significant economic benefit to its partners and the country where they operate. Based on the survey conducted by the Communication Research Center of the University of Indonesia (Pusat Kajian Komunikasi Universitas Indonesia/Puskakom UI) in 2017 and Demographic Institute (Lembaga Demografi) of the Faculty of Economy and Business of University of Indonesia (LD FEB UI) in 2019, the average income of Go-Jek partners has increased after joining Go-Jek and their average income is above the minimum wage. The partners also have increased purchasing power and more disposable income for savings. Go-Jek also contributes significantly to Indonesia's economy: IDR 44.2-55 trillion (more than US\$ 3-3.85 billion) in 2018. This added value is derived from the additional income earned by Go-Jek partners, calculated based on the difference in the partners' income before and after they joined four of Go-Jek's biggest services, namely Go-Ride (two-wheeled transportation service), Go-Car (four-wheeled transportation service), Go-Food (food delivery service), and Go-Life (lifestyle services such as cleaning service, massage service, and vehicle repair service).

IDR 42,2T

IDR 55T

**Go-Jek partners contributed IDR 44,2-55 trillion (more than US\$ 3-3,85 billion) per year to the Indonesian economy in 2018.**

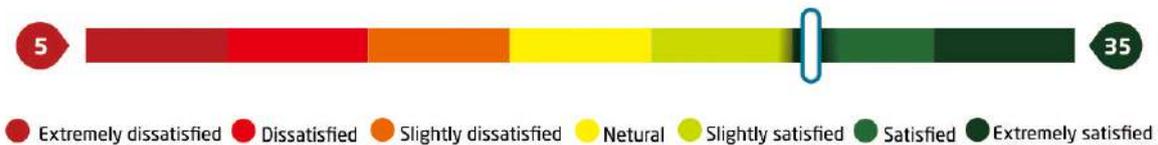
*Source: "The Impact of GOJEK to Indonesian Economy in 2018", LD FEB UI (2019)*

<sup>1</sup>Using assumption of 75% active partners, Go-Jek's economic contribution was IDR 44.2 trillion. Meanwhile, with assumption of 100% active partner, Go-Jek's economic contribution could reach IDR 55 trillion.

**The question remains. Does being a Go-Jek partner offer more meaningful benefits beyond earning money? Are they happy and satisfied with their job as Go-Jek partners?**

In 2019, LD FEB UI assessed the life satisfaction level of 6.712 Go-Jek partners using The Satisfaction with Life Scale (SWL) instrument from Pavot and Diener (2013). This research is the continuation of the research of LD FEB UI on "Dampak Go-Jek terhadap Perekonomian Indonesia di 2018 (The Impact of Go-Jek on Indonesian Economy in 2018)". The assessment resulted in an average score of 24.3 of a maximum score of 35. This number indicates that in general, Go-Jek partners are "quite satisfied with their improving lives and are happy."

### LIFE SATISFACTION SCORE



Source: "The Impact of GOJEK to Indonesian Economy in 2018", LD FEB UI (2019)

Total sample: 6,732 respondents (Go-Ride, Go-Car, Go-Food, Go-Life)

Several respondents who score within the above range feel that some needs from various aspects of their lives have been fulfilled as a Go-Jek partner, but see the need for improvements in several areas of their lives. Meanwhile, other respondents are happy with most aspects of their life but wish to further improve certain other aspects. The expectation for improvements among the respondents in this range is reasonable as they only expect to better their lives with several changes.

It can be concluded then that most of Go-Jek partners consider themselves happy. However, a small portion of those who are dissatisfied and consider their lives unhappy often express their dissatisfaction in public. We often see Go-Jek partners expressing their dissatisfaction by whining, complaining, even staging demonstrations. We can also find evidence in the media, including an article written by Zuhra (Tirto.id, May 9, 2017). In the article, Zuhra reported complaints from Go-Jek partners about the quality of their lives along with descriptions of their experiences.

Why is it that a majority of Go-Jek partners are happy? What happy and unhappy experiences did they have?

**This research seeks to understand the impacts of working as Go-Jek partners on the partners' lives. Furthermore, this research explores the enabling environment that generates and potentially improves the well-being of Go-Jek partners, and factors that could potentially diminish well-being or lead to dissatisfaction, and the necessary factors to maintain well-being.**



This research seeks to understand the impacts of working as Go-Jek partners on the partners' lives. Furthermore, this research explores the enabling environment that generates and potentially improves the well-being of Go-Jek partners, and factors that could potentially diminish well-being or lead to dissatisfaction, and the necessary factors to maintain well-being.

The researcher met and interviewed Go-Jek partners in person with the following questions:

- 01** What happy experiences have the Go-Jek partner gone through and what are the elements of happiness within it?

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- 02** What are some elements that could potentially generate and improve the well-being of Go-Jek partners within the scope of work as a Go-Jek partner?

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- 03** What are some elements that could potentially diminish the well-being of the Go-Jek partners and make them unhappy within their scope of work as a Go-Jek partner?

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- 04** From the experience of the Go-Jek partner, what are the steps that can be taken to improve their well-being?



## Well-Being

The definition of well-being (used here interchangeably with the word “happy” or “happiness”) is taken from a scientific study on happiness conducted by Martin Seligman, a pioneer of Positive Psychology. In his book titled *Flourish* (2011), Seligman argues that there are five elements of well-being, namely **positive emotion, engagement, relationship, meaning, and accomplishment**, often abbreviated as **PERMA**.

**Positive emotion** is one of the components of well-being, one that is most clearly reflected in human expression. It includes, among others, joy, pleasure, gratitude, attraction, satisfaction, pride, hope, and optimism. Positive emotion has the most obvious connection to well-being. The ability to focus on positive emotion will push someone to be optimistic and have a positive outlook on one's life. Such emotion is also reflected in personal and professional relationships. Positive emotion inspires people to be more creative and take more chances, in addition to helping people rising above the challenges in their lives.

**Engagement** encourages people to put in all their skills, strength, and attention to a challenging task. Engagement results in an immeasurable satisfaction. People may agree to be involved in a certain activity not for the reward. Rather, the activity is the reward. Everybody enjoys different things; something that can get them lost in the process, be it working, helping others, or other hobbies. High level of engagement in such activities helps people stay healthy and productive, allowing them to maintain their well-being.

**Social relationship** is crucial to human lives. Humans thrive on relationships, love, intimacy, and strong emotional and physical interactions with other humans. One's psychological well-being and health are affected by their close, meaningful, and intimate relationships. Strong, positive relationships with strangers, peers, siblings, parents, big family, and friends are the key ingredients to overall joy and positivity. One of the important functions of the social network is to rapidly spread happiness, joy, and laughter.

**Meaning** can be understood as the “why” of life and work or the purpose for a goal bigger than merely basic need fulfillment. To live a meaningful life, one must understand their purpose on earth and the true meaning of their existence. Those who understand the impact and the purpose of their hard work tend to enjoy their work better. They are, ultimately, more satisfied and happier. Such meaning gives people reason to pursue more meaningful goals.

**Accomplishment** refers to goals, be it minor, medium, or major. It also includes the continuous effort to learn to improve one's performance, as well as develop self potential to improve one's ability. Accomplishment is closely related to reputation in that one tends to be driven to grow when they have reputation or accomplishments. At this point, one's confidence will grow, and their well-being will improve.

As a part of well-being, life satisfaction is a global framework to assess someone's satisfaction with their lives (Diener, Scollon, & Lucas, 2003). Evaluating the significance of different aspects of one's life or one's level of satisfaction therewith is a part of the process to examine one's life. In examining one's life, one will use information that are considered relevant and important. Easily accessible information is usually used, allowing for a stable and meaningful assessment of satisfaction (Diener, et. al., 2003). Assessing life satisfaction is a cognitive process that may affect a person's emotion.

## Factors of Well-Being

According to psychologists, life satisfaction and well-being are influenced by positive self-esteem, openness to new things, tendency to utilize external resources, optimistic traits, positive social relationship, meaning and purpose in life, including professional meaning, and the ability to overcome internal and interpersonal conflicts (Comptom, 2005).



Life satisfaction, well-being and the factors that affect them are interconnected. That is, greater satisfaction and well-being usually mean that the factors that affect them are also at a higher level. Psychological findings show that life satisfaction and well-being also improve the factors within.

Professionally, one of the factors in a person's well-being is the suitability of one's work to one's personal characteristics - especially the skills required to work, identity and significance of role, autonomy at work and flexibility in working, as well as feedback obtained regarding their effectiveness (Litchfield, Cooper, Hancock & Watt, 2016).

## 03 METHOD

### Design

This research is classified as qualitative research, which is the study of "life experience" in which individual beliefs and actions intersect with culture (Denzin & Lincoln, 2011). Through qualitative research, researchers try to understand this phenomenon as a major part of individual experience, both as an individual and as a part of society. On this basis, the researchers opted for a qualitative approach to understand the well-being of Go-Jek partners at work.

To cover the vast nuances of the experiences of Go-Jek partners, a research design that can accommodate a broad, in-depth, and diverse database is necessary. Therefore, the researchers chose to use Maxwell's interactive model (2005). This research uses the German structuralist approach on structural generalization (not statistics), which confirms that the life practices presented by the respondents are evidence of their social acceptance in handling certain tasks. Through this acceptance, an appreciation of the respondents' experiences will be formed, which will lead to a certain structure of consciousness. In the context of this research, the structure of consciousness is well-being.

### Research Subject

The subject of this research covers several partners of Gojek, including motorbike and car driver partners (Go-Ride and Go-Car), merchant partners (Go-Food), and lifestyle partners of Go-Life (house cleaning services of Go-Clean, masseuse of Go-Massage, and auto mechanics of Go-Auto) who are actively working at Go-Jek within the past six months at a minimum during the data collection. The sample for this research is gathered using an intensity sampling method where a quota is set for each group of partners.

A total of 201 Go-Jek partners (109 males and 92 females) from nine cities (Jabodetabek, Bandung, Yogyakarta, Surabaya, Denpasar, Medan, Balikpapan, Makassar, Palembang) participated as research subjects. The research was conducted from January to February 2019.

With a considerable large number of informants compared to other qualitative research on digital-based economy in Indonesia, this research seeks to provide a comprehensive picture of the level of satisfaction in the partnership model in the digital economy.



## 04 RESULTS

### Elements of Well-being of Go-Jek Partners

#### Positive Emotion

**Go-Jek partners who took part as research subjects claimed to be happy working for Go-Jek.** For instance, Dedeh<sup>2</sup>, a blind woman who works as a Go-Massage partner in Jakarta. She said that her life has changed significantly since she worked as a Go-Jek partner. She now has her own clinic when she used to live in a tiny plot house before. Before becoming a Go-Jek partner, Dedeh found it difficult to make ends meet. After joining Go-Jek as a partner, Dedeh is not only able to live independently, but also able to save and secure an insurance. Her business continues to grow, and she now has her own clinic. Working with Go-Jek, Dedeh learns to use technology, which allows her to conveniently communicate, work, and help others.

**Partners are also happy when they are given an award and thanked by the customers for the service provided. Being able to help others makes Go-Jek partners happy.** Rel, a Go-Ride partner from Balikpapan, said that being able to help people by taking them to their destination makes her happy. Helping others brings a unique sense of satisfaction. The same goes for An, a female Go-Massage partner in Bandung, who said that being able to help people with her massaging skills makes her happy. "It's nice to be able to help people in trouble. One of my clients was crying from pain when I got there. *Alhamdulillah*, my massage treatment helped them feel better - that made me really happy."

**Other positive emotions, such as gratitude, being moved, and amazement, are also felt by Go-Jek partners.** Am, a female Go-Clean partner in Bekasi, told her gratitude, being moved, and amazement in her work. She said, "I didn't have much income at first, but now I do. This helped me a lot." She then continued:

**"Earning money through Go-Clean is easy. We don't need to calculate by month - we can do it day by day; just turn on the app and get the money. That's amazing to me. I should've done this a long time ago."**

#### GO-LIFE PROMOTES WOMEN PARTICIPATION IN DIGITAL ECONOMY



> 70%

More than 70% of Go-Life partners are women.



50%

50% of female Go-Life partners are the backbone of the family.

Source: "The Impact of GOJEK to Indonesian Economy In 2018", LD FEB UI (2019)

<sup>2</sup>All names of research subjects are not the real name and kept confidential to secure their personal data.



**Partners also claimed to be proud of working at Go-Jek.** This was the sentiment shared by Kus, a male Go-Ride partner in Bekasi, "I am very proud. We don't have to be insecure when meeting people anymore. We have the confidence to speak better."

Siti, a female Go-Food partner in Makassar, also expressed her pride, "...it is my pride to be useful to my family, at the very least. That's the most important part. As long as I'm a partner, *alhamdulillah* I can be useful to my friends and family."

As one of the early generations Go-Ride partners in Jakarta, Ber, who is planning to stay at Go-Jek for a long time, also shared his pride, "I was dubbed the best driver at Go-Jek once."

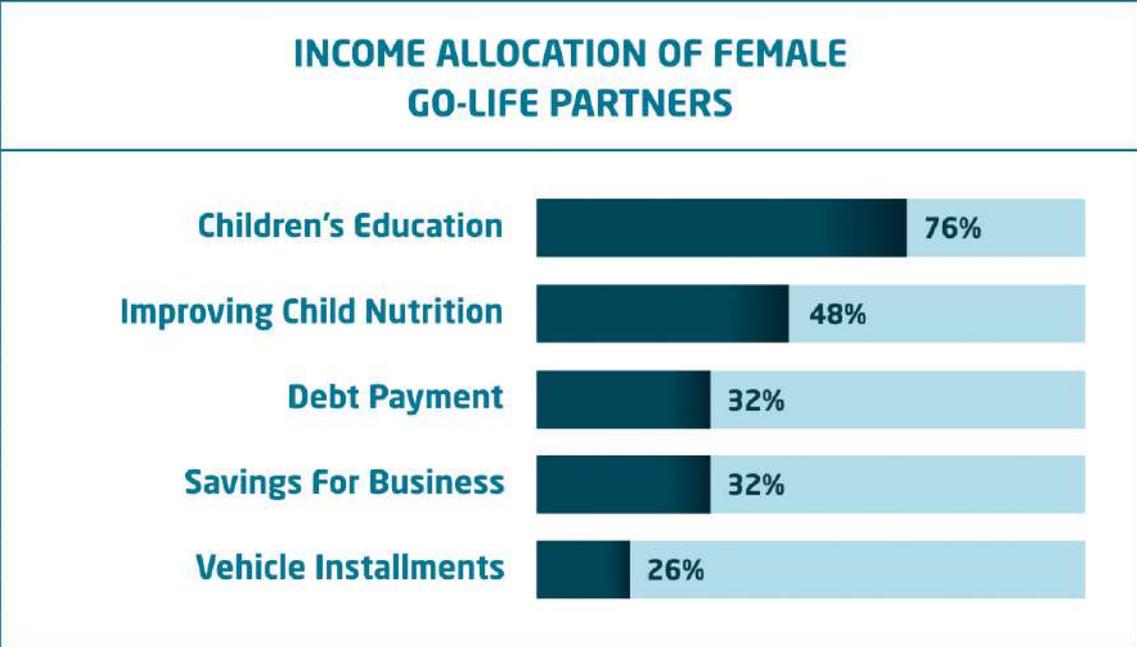
**Pride is also felt when Go-Jek partners receive an award.** Yer, a male Go-Food partner in Balikpapan, was very proud when he received was invited by Go-Jek to Jakarta to receive an award. He was chosen to be one of the representatives of the East Kalimantan partners to receive an award as the national Go-Food partner winner at in 2017.

**Go-Jek partners also feel appreciated and feel like they provide significant contribution.** Beje, a blind man who works as a Go-Massage partner in Tangerang said that he always strives for the best. He is happy when the customers show appreciation for his efforts. This proves that people with disability can do extraordinary things, doing more than being a mere masseuse.

**Appreciation from the customers for Go-Jek partners makes them feel valued and empowered.** For example, Dar, a female Go-Ride partner from Jakarta, said that customers' appreciation makes her feel empowered and grateful for her job as a two-wheeled driver.

**Working as a Go-Jek partner also generates optimism.** The partners in this research have better life expectancy and are more optimistic in planning their lives and the future of their families. War, a female Go-Massage partner in Tangerang, shared her optimism from working at Go-Jek. "This is all God's will. Truly, God is good to me," she explained. Then, she said:

**"...every month I got some money and I save. I want to send my child to a good university."**



*\*respondents were allowed to choose more than one answer*

*Source: "The Impact of GOJEK to Indonesian Economy in 2018", LD FEB UI (2019)*

The positive emotions expressed by the respondent Go-Jek partners indicate a positive outlook in life, which, in the end, helps them in establishing relationships, performing their job, and actively grasping opportunities ahead. **They use such positive emotions to find enjoyment in the tasks assigned to them as Go-Jek partners, helping them survive the challenges they face at work.**

## Intensive Engagement at Work

As Go-Jek partners experience positive emotions, they also grow more intensively involved in their work with Go-Jek. Go-Jek partners claim that experiences that encourage them to devote their skills, strength, and full attention to any challenges they face are common. Those experiences bring about a satisfaction so great that they are willing to do their job without any reward.

Er, a female Go-Ride partner in Yogyakarta, shared how intensive engagement occurs in her work. Aside from being a Go-Ride partner, Er is a wife and works at a boarding house (kos). She tries to cover her duties and responsibilities as a wife and a mother while also working to make a living. However, income is not the only thing that drives her to work. She wants to show her husband, who is also a Go-Ride partner, that she can contribute to the family's livelihood. Er must manage her time well to make sure that she covers all her duties and responsibilities.

According to Er, the main duty of a wife and a mother is taking care of her husband and children. Her job at the boarding house and Go-Jek are considered side jobs, but she makes sure that she carries them out well. At dawn, she would clean the boarding house and her home, followed by preparing her children for school. During her break, when her children are at school, she works as a Go-Ride partner. She works as a Go-Ride partner like her husband, but on different days. When his husband is working, Er takes care of the children. The next day, it's the other way around.

**According to Er, what drives her in her work are the joy and exciting challenges that she encounters daily as a Go-Ride partner.** She is always focused and thorough in doing her work in the limited time she has. She is deeply focused on her job, enjoying every minute she spends with her work. In an interview, Er said that her job as a Go-Jek partner is a challenge that drives her to give it her all, pushing her to be more involved in the work. She is always motivated to rise to the challenges. She feels a sense of accomplishment whenever she can overcome those challenges. Working as a Go-Ride partner enriches her life as she expects new challenges ahead. She stated "...each day, we encounter customers with all kinds of characteristics; some are weird, unique, fun, even annoying." She then continued:

**"Personally, it excites me and makes me happy. Meeting different people is exciting. This is challenging for me; to achieve the target while ensuring my diverse customers feel comfortable with my services."**



During 'Go-Jek Partners Ramadhan Festival' Go-Jek partners in self-organized communities raise money for charity to help those in need

Jem, another Go-Ride partner from Balikpapan, also shares a similar experience. Jem expresses **his excitement with intensive engagement at work**. He said,

**"It's very exciting. Though I faced many obstacles here, I am grateful that I can help my colleagues improve their welfare by connecting them to the office [Go-Jek]. It's a unique challenge that keeps me here."**

Another Go-Ride partner from Balikpapan, Har, also experiences such engagement. He explained why he cares and the reason for his intensive engagement at work:

**"When I joined [Go-Jek], I felt like it was time for me to share with others. We are not only economic beings, but also social beings. That's what I want to do at this point. I don't need to be rich, that's not who I am. I don't know what I'll use the money for anyway. I can share what I earn. I'm 50 years old now, and I think that this is the best time for me to start sharing."**

Becoming a Go-Jek partner offers an intensive engagement that immerses them in the work. As a result, there's a feeling of joy and excitement when they are working and helping others.

## Positive Relationship with Others

**From the explanation of the Go-Jek partners included as research subjects, relational resources that benefit them during work have been clearly established.** They do not only build relationship with fellow Go-Jek partners and other Go-Jek employees (internal network), but also build other networks through customers or any social activities held by specific Go-Jek partner communities. The growing internal network then gives them social support.

**The support from the social capital attached to the Go-Jek partnership makes it easier for Go-Jek partners to meet their social needs.** Eve, a female Go-Massage Partner in Medan revealed that she has built positive relationships with many people since she became a Go-Massage partner. Through Go-Massage, she can build positive interactions and relationships with a lot of people. Previously, she worked at a clothing store that eventually went bankrupt. Now she is working as an administrative officer at a law firm. In her free time, she uses her knowledge in physiotherapy as a Go-Massage partner. Eve must manage her time well, so she can do both jobs properly.

Eve believes that Go-Massage has provided her with the opportunity to develop and establish positive relationships with many people, in addition to gain additional income. Since she joined Go-Massage, she has met many people and made many friends, many of whom she considers family. Eve shared the relationships she has built with some of the customers:

**“There’s a woman who comes here from Pekanbaru a lot. We have become such good friends. We met in Bandung yesterday for a walk. Once, a client bought me a Garuda ticket, so I could come to Jakarta just for a massage. I stayed in Sahid Hotel for three days.”**

Jel, a female Go-Car partner who used to work at a hospital, also felt the social benefits of working as a Go-Jek partner. Jel said, “I feel like this job is perfect because I love to meet new people. In this line of work, we meet different types of people. I think we can give each other advice and share our story this way.”



A Gojek partner handing out food in their neighborhood for Ramadhan fasting break

Being a Go-Jek partner provides the opportunity to be actively involved in an association or community. As experienced by Zaq, a male Go-Ride partner in Surabaya, "I'm a leader of a community, Silver Go-Jek Mania, SGM."

<span style="font-size: 2em; font-weight: bold;">&gt;84%</span>	<p><b>More than 84% of Go-Jek partners have strong solidarity with fellow partners.</b></p>
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*Source: "The Impact of GOJEK to Indonesian Economy in 2018", LD FEB UI (2019)*

Maw, a female Go-Clean partner in Surabaya, also shared her engagement in many social activities with other Go-Jek partners. We have grown closer through the community. One day, we came up with the idea to organize a charity event, so we could share with others. She said,

**"We're basically close friends, in our group. All we do is sharing a meal at different food stall, maybe one day we can give to others. Maybe we can do it every month. Simple boxed rice for the homeless."**

**Social relations among Go-Jek partners, whether it's a short-term relationship with new people or a long-term relationship with colleagues, customers or friends, have given them positive emotions and support.** Go-Jek partners can further spread joy, laughter, and happiness through their existing social networks. As a result, they may get even more happiness and joy in return.

## Meaning

**From the interview with the Go-Jek partners involved in this research, we can see that they create meaning in what they do. This includes the fact that they can help to ease others' burden.** The interview revealed that working as a Go-Jek partner offers more meaning than mere additional income. Such meaning as a Go-Jek partner is partly derived from helping other people, understanding the ups and downs in life, fulfilling social obligations, sharing, and pursuing shared welfare.

**Working as a Go-Jek partner also gives them the opportunity to interact closely with more people and further understand how people live.** In the process, they learn to understand and sympathize with other people's struggles. This was stated by Ell, a female Go-car Partner from Tangerang, who previously worked in community development.

At first, Ell joined Go-Car so that she can spend more time with her family. In her previous job, Ell had to travel out of town quite often, visiting various provinces in Indonesia, even overseas. Even her children complained because she was away most of the time and barely spent time with her family. After a long consideration, Ell finally decided to join Go-Car so that she can spend more time with her family while making money. Surprisingly, her time as a Go-Car partner has given her many valuable experiences and meaning. Since she became a Go-Car Partner, she has realized the importance of her family. **Family is worth fighting for.** She also realized how good it feels to help others as a Go-Car partner in her interaction with fellow Go-Car partners and customers.

**Funnily enough, her desire to help others developed after she became a Go-Car partner.** Even though she used to work in community development and frequently travelled around Indonesia and many countries, Ell admitted that her lifestyle and the meaning she finds in her life changed after she became a Go-Car Partner.

**"...if I never became a driver maybe I would have never changed ... it reminds me of the people who are less fortunate."**

**That sense of closeness with other people and the ability to better understand the people** are also shared by Kas, a male Go-Clean partner in Yogyakarta who previously worked in digital printing. After joining Go-Clean, he made a lot of new friends and learned from them. He saw for himself how they worked hard to provide for their family. According to Kas, this experience has brought him closer to the people and made him more empathetic.

Working as a Go-Jek partner has also provided a deeper meaning for Nor, a female Go-Massage partner from Medan who shared her story:

**"It helps everyone, right? ... the people, the middle class, even the upper class, they gain something from this. As Indonesians, we are proud that [Go-Jek] is an Indonesian champion... the unemployed can start working again."**

**When they generate positive impact for others and pursue something bigger than themselves, Go-Jek partners are more motivated.** Knowing that their work has positive effect on others makes the partners happy, satisfied, and proud. This effect gives their efforts meaning beyond providing for themselves, according to War, a female Go-Massage partner in Jabodetabek area.

**"I love it. Helping people get healthier makes me happy. I can help a lot of people. Be a doctor for many people. My massages get them healthy. I'm so happy."**

Awareness, understanding, and sympathy in Go-Jek partners drive them to act and get involved in social activities that help improve general welfare of many people. For example, Dri, a male Go-Ride partner that operates in the Jabodetabek area formed the Taman Berkah community to collect donations to be distributed to the people in need. This is a great source of pride for Dri. He said:

**"I'm proud to have formed Taman Berkah. Thanks to Go-Jek, I can have my own community in Taman Berkah. We accept well-maintained clothes in good condition for our brothers and sisters - not just for online transportation drivers. There are a lot of people who are in need around me. Thank God, we've done a lot of good from this."**

**The meaning obtained from the work that the Go-Jek partners do makes them aware of the great impact they make while working. This impact is also the reason for them to take their work seriously.** Therefore, they become more satisfied and happier with their work, motivating them to continue their profession as a Go-Jek partner. For them, work gives their life meaning to achieve greater goals.



Go-Jek partners with President of Indonesia Joko Widodo, Go-Jek Global CEO and Founder Nadiem Makarim, and Go-Jek President Andre Soelistyo during an award ceremony Mitra Juara Go-Jek 2019 (Go-Jek Champion Partners) for high-performing partners.

## Learning, Accomplishment, and Achievement

The Go-Jek partners involved in this research revealed that many of their life goals have come true since they became Go-Jek partners. According to them, they are also motivated to learn and explore their potentials. They feel that Go-Jek encourages and facilitates its partners to learn and accomplish something. Iki, a blind female Go-Life partner, said that Go-Jek provides ample opportunity for technical massage trainings. She said, "I'm not that bright, but I am eager to learn. Now I can massage. So, if you can't, you have to learn."

According to the partners involved in the research, Go-Jek encourages its partners to pursue achievements.

Pita, a female Go-Massage partner from Surabaya, also explained the learning process she went through. She strived to continue to improve her skills until she won an award. She explained:

**"I joined in May and by September I was already the best, being dubbed "best of the best" with more orders than the best before me. I was also the best in the first and second month of 2018 and received the life star on Go-Life's anniversary, outperforming almost 900 partners. Sometimes I also provide injury massages such as for ankle sprains. Recently, I managed to get my certification. This year, I have been chosen to join the team of doctors for lightweight athletes in Gresik as a therapist. I have gained experience in addition to more income. I have also got the chance to meet other therapists. Apparently, it's true that we can make money if we learn."**



Go-Life, the on-demand lifestyle service of Go-Jek, has provided access for partners with disability to earn higher income and improve their livelihood

### GO-LIFE IMPROVES THE PARTNERS' COMPETITIVE EDGE IN DIGITAL ECONOMY

**94%**

94% of partners have upgraded their skills

**100%**

100% of partners are more skilled in their work since joining Go-Life.

Source: "The Impact of GOJEK to Indonesian Economy in 2018"; LD FEB UI (2019)

Go-Jek partners can create a positive self-image through the lessons, accomplishments, and achievements. This makes them proud of what they have accomplished. Tho, a male Go-Ride partner from Palembang who spent 13 years working at the Wisata Hotel, shared how proud he is to work with Go-Jek. He said, "...I'm proud. Aside from the income, I have won several awards, like the 2018 best ojek partner [and] was trusted to be a motivator for drivers on Youtube."

Disa, a female Go-Ride partner in Jabodetabek is also proud of her achievements:

*"Alhamdulillah, I am so proud to have been placed in the third rank among all female partners in Indonesia by Go-Jek. Once on Go-Jek's anniversary, I had the chance to ride a helicopter for 15 minutes from Pondok Cabe."*

**Achievements encourage Go-Jek partners to continue to develop their skills.** Not only trying to work better, they are also trying to improve their business skills and knowledge and to learn more about their respective fields. This helps them to make even more accomplishments, from the minor to the major ones. Such accomplishments will in turn improve their confidence and ultimately improves their well-being.

## MAIN BENEFITS FELT BY THE PARTNERS AS A PART OF THE GO-JEK ECOSYSTEM



\*respondents were allowed to choose more than one answer

Source: "The Impact of GOJEK to Indonesian Economy in 2018", LD FEB UI (2019)

## Enabling Factors Contributing to the Well-Being of Go-Jek Partners

The experiences shared by Go-Jek partners reveal the factors that improve well-being and the role of the work environment of Go-Jek in the well-being of the partners.

### 01

#### **SUITABILITY OF THE WORK TO THE PARTNER'S CHARACTERISTICS.**

Although positive activities generally improve well-being, some activities are better suited for certain types of people. In the context of Go-Jek, Go-Jek partners who claimed to have a good experience indicate great suitability to their work. This includes suitability in terms of the required skills as well as time and location.

Furthermore, driven by a strong sense of ownership, Go-Jek partners feel responsible for the work they do. This sense of ownership inspires intensive engagement in their work. They are not only trying to make ends meet but also to ensure the continuity of Go-Jek.

### 02

#### **BEING NEEDED BY PEOPLE AND BEING A SOLUTION FOR PEOPLE'S EVERYDAY PROBLEMS.**

Go-Jek partners have many experiences that make them feel needed by the customers. This is shown when customers thank Go-Jek partners for helping solve the customers' problems through their services. Such experience builds the awareness of the Go-Jek partners' role in solving the customers' problems. Customers often show their gratitude directly to the partners.

## **03 APPRECIATION FROM CUSTOMERS, SOCIETY, AND GO-JEK'S MANAGEMENT, AS WELL AS OPPORTUNITIES FOR LEARNING.**

The awards granted by Go-Jek, be it bonuses, rankings, prizes, or competency development opportunities, give the partners the sense that they are valued. This makes them feel like there is a direct connection between their work and the awards they receive, whether material or non-material.

Working as a Go-Jek partner also comes with unexpected moments of happiness. These may come in tips from the customers, a great interaction with the customers, or a valuable lesson learned from customers.

## **04 INDIVIDUAL AUTONOMY AT WORK.**

Every Go-Jek partner believes that they have the autonomy at work. It means that they have the freedom to determine their own course of action and goals. However, they also understand that success at Go-Jek requires hard work and commitment to the rules.

With such sense of individual autonomy at work in setting targets and working time, the partners feel more empowered to improve the quality of their lives, especially to manage their own time to be with their family and take care of their children.

The same sentiment is shared by Go-Food partners. Having the freedom to manage their own working hours having the freedom to run their businesses from anywhere through the Go-Resto application (the restaurant management app used by merchants), the Go-Food partners have more professional freedom.

## **05 VAST OPPORTUNITY TO INTERACT WITH PEOPLE AND TO BE INVOLVED IN COMMUNITIES.**

Go-Jek partners meet and interact with many people, allowing them to form relationships with a wide range of people. As the partners interact with their peers, many partners take initiatives to form communities for different activities.

The communities facilitate the partners to do good, from providing service to fellow partners (massage and washing services), organizing iftar (breakfasting in Ramadhan month), to distributing donation to the less fortunate. There are plenty other opportunities to help others, which can, though incidental, give the Go-Jek partners the sense of worth, usefulness, and meaning.

## Factors that Could Affect the Well-Being of Go-Jek Partners

The interviews with Go-Jek partners allowed us to identify the factors that they feel can affect their well-being. Though such unpleasant experience is not seen as a significant factor by Go-Jek partners, it may diminish their well-being. Therefore, it is important to identify the factors that can address the unpleasant experience of Go-Jek partners in the effort to maintain their well-being.

There are five categories of factors that can maintain the well-being of the partners: (1) appreciation from customers; (2) proper use of services; (3) convenient and conducive working environment; (4) business sustainability for additional income security; (5) easy access to comprehensive social security information.

### 01 APPRECIATION FROM CUSTOMERS

Go-jek partners must face many obstacles and challenges that stem from unappreciative customers. Some of the most common problems mentioned are lengthy wait time, the customer refusing to cover additional cost, cancelled orders, discrepancy between estimated and actual distance, and rude passengers.

### 02 PROPER USE OF SERVICE

According to the research subjects, they are worried about fictitious orders, not being able to reach the customer when they have purchased an order, or unprocedural orders. Therefore, a proper use of the service is important to keep partners from unpleasant experiences caused by irresponsible customers.

## **03** CONVENIENT AND CONDUCIVE WORKING ENVIRONMENT

Partners still encounter several security issues at work, issues such as public security threats including clashes with conventional ojek (conventional motorbike taxis), vehicle robbery (begal), and sexual harrasment remain a concern for Go-Jek partners. According to research respondents, the emergency button provided by Go-Jek is helpful in this regard. The emergency button on the Go-Jek app as one part of the company's safety features makes them feel safer when they are working.

## **04** BUSINESS SUSTAINABILITY FOR ADDITIONAL INCOME SECURITY

As the provider of the family, steady income is a common concern of Go-Jek partners. Having a steady source of income would be the ideal condition to address this concern and a solution for the partners to make ends meet.

To alleviate financial stress, several partners said to have joined Go-Jek's Swadaya (Self-Help financial services) program. This program was initiated by Go-Jek to provide partners with facilities such as soft loan, cell phone credit discounts, and long-term savings.

## **05** EASY ACCESS TO COMPREHENSIVE SOCIAL SECURITY INFORMATION

A major risk for Go-Ride and Go-Car partners is traffic accident. As such, partners believe that occupational accident insurance is necessary to protect them at work. Some partners pointed out that they do not have social security or occupational accident insurance and death insurance. Although they know that Go-Jek provides accident insurance, some of them are not familiar with the registration, payment, and claim procedures.

Go-Jek actually provides Occupational Accident Insurance and Death Insurance as part of social security in cooperation with BPJS Ketenagakerjaan (Indonesia's Healthcare and Social Security System). Thus, easier access to a more comprehensive information on social security is needed.

## Conclusion

This research answers the question of whether there are other benefits for partners beyond economic benefits when they joined Go-Jek. The answer is yes. Even though some of them believe that such benefits have not been optimal, **in general the Go-Jek partners in this research are aware that the benefits they enjoy extend beyond economic benefits.**

**The partners consider their work to be more meaningful than just means to make ends meet.** Being a Go-Jek partner allows them to help others and spread the act of kindness. In the context of a partnership-based digital industry such as Go-Jek, meaning plays an even more significant role as the partners have more autonomy and freedom to choose and thus are more empowered.

In line with the life satisfaction assessment conducted by LD FEB UI (2019), the testimonies of the partners as research subjects indicate that many of them are happy to work as Go-Jek partners. The elements of well-being include positive emotion, engagement, good relationship with others, meaning, and accomplishment. This research shows that working as a Go-Jek partner has positive impact on the partners' well-being.

The things that factor into the well-being of Go-Jek partners are the work characteristic, structure, and pattern made available by Go-Jek. This includes (1) the partner's suitability to the work; (2) being needed by society and being a solution for others; (3) appreciation and learnings from others; (4) individual autonomy at work; (5) opportunity for intensive social interaction and engagement in communities.

Although these are identified by only a small number of respondents, a few experiences may diminish the well-being of Go-Jek partners. If not identified and prevented early on, these potentials may come true and worsen in the future. This will diminish even crush the well-being of Go-Jek partners. This is certainly a breeding ground for negative emotions such as agitation, disappointment, anger, fear, sadness, anxiety, and negligence, which may lead to declining performance and income. Although Go-Jek partners generally see these unpleasant experiences as minor challenges, they can be aggravating and detrimental to their well-being in repetition.

Such detriment can be minimized by maintaining these five factors: (1) appreciation from customers; (2) proper use of services; (3) convenient and conducive working environment; (4) business sustainability for additional income security; (5) easy access to comprehensive social security information.

## Lessons Learned

This research shows the connection between work and the partner's well-being. A work design that allows people to gain experiences that improve their well-being is vital to the survival and success of the work. When a company offers and facilitates positive experience and interpersonal relationships, engagement, discovery of meaning, and acknowledgement, it will develop loyal partners or human resources that contribute greatly to the company. **In the context of a partnership-based digital industry such as Go-Jek, meaning plays an even more significant role as the partners have more individual autonomy at work and freedom to choose and thus are more empowered.**

**Concerning the stressors or factors that can diminish the well-being of the partners, the company need to find a strategy and take real steps to minimize the stressors and strive to mitigate the impacts.** The company may organize stress management trainings, teach coping mechanism, and help improve psychological endurance to help the Go-Jek partners manage such negative emotions. They can also give trainings on self care.

Intensive engagement at work also lessens negative impact. To promote engagement, the company must accommodate the interests of Go-Jek partners. This has been done at Go-Jek, but further improvements are needed. Go-Jek can also encourage the partners to set goals and develop leadership skills based on their inherent positive qualities. Go-Jek's effort to support the partners' life goals needs to be maintained to help them find meaning and happiness in their work.

**The company needs to continuously support Go-Jek partners, so they can give themselves and their peers appreciation where appropriate.** This is important as it allows the Go-Jek partners to enjoy their work despite the many obstacles and unpleasant experiences. Appreciation orders the human brain to release the 'happy signal', even when the it comes from within. Appreciation does not have to be big, expensive, or financial. Simple appreciative gestures such as a break, a short recreation, or snacks may suffice. Although they seem small, people tend to be more generous, friendly, happy, and more productive and accurate in their work.



The research shows the subjective well-being of Go-Jek partners to be at a high level. However, the company still needs to take preventive measures to prevent things that potentially diminish their well-being. A mechanism to improve security features, better response to customer complaints, and better communication channel for the partners to provide input to the company are just some examples of what can be done.

The lessons from the Go-Jek partners in this research provide are valuable insights that must be followed up. **The way Go-Jek treats its partners can serve as an inspiration for other players in the industry, showing them that they need to treat their partners as an integral part of the business and extend the partnership beyond monetary interest.**

In essence, a company, such as Go-Jek, can maximize the factors that improve the partner's well-being and minimize the factors that diminish them. After all, productivity and well-being should go hand in hand, and not the other way around.



Payung Ijo (Green Umbrella) is one of the many self-organized communities established by Gojek partners to help others

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