

## The Impact Of The Gojek And Tokopedia Mergers On The Welfare Of Gojek Drivers

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### Abstract

Gojek and Tokopedia are now giants in the start-up industry in Indonesia. Tokopedia was the largest E-Commerce in Indonesia for the last few years before the presence of Shopee, which became Tokopedia's main competitor. Meanwhile, Gojek is the largest online transportation company in Indonesia. Combining the two is believed to create a unique ecosystem because it combines e-commerce, on-demand services and financial services in one system. This research aims to find out the welfare impact for Gojek drivers after the Gojek Tokopedia Merger. The method used in this research is qualitative research by interviewing randomly selected informants in Serang Regency, Serang City and Cilegon City. The study was conducted in June 2021, involving ten informants, all of whom were Gojek drivers. This research uses qualitative research methods. The sampling technique used is purposive sampling and snowball sampling. The instrument is the researcher himself as the primary research instrument. The researcher goes directly to the field to meet the informants, conducts interviews now, collects research data, analyzes the data to make conclusions. This study concluded that the Merger between Gojek and Tokopedia, in general, did not affect the welfare of Gojek Drivers, both positive and negative effects.

**Keywords:** Gojek, Tokopedia, Merger, E-Commerce, Start-up, Unicorn.

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## I. Introduction

According to Gojek Co CEO Andre Soelistyo, the merger of Gojek and Tokopedia is a historic moment that marks the next phase of growth for Gojek, Tokopedia and Goto Financial. The merger between the two is also sure to change the competitive landscape of e-commerce companies and changes in society's culture in terms of the use of technology. Gojek and Tokopedia have initially been two different companies with different business platforms. Gojek, founded by Nadiem Makarim, is a technology company in Indonesia that opens application-based online motorcycle taxi services. It was founded in 2015, and it turns out that the community enthusiastically welcomed its presence. Installers and users of the Gojek application continue to grow and develop from day to day until they have expanded to regions. The company also continues to innovate by increasingly complementing the services provided, such as food delivery services, ticket sales, package delivery, etc. And now, with Grab, Gojek dominates the online transportation market share in Southeast Asia. According to App Annie data, the Grab application has been downloaded by 187 million users as of June 2020, while Gojek has 170 million users. The most extensive user base is located in Indonesia. From Grab's side, it's around 66%, while Gojek is 90%. So specifically for Indonesia, Gojek is still far superior in controlling the market share of the online transportation market.

Since its inception, Tokopedia has almost always been a leader in the country's e-commerce business. After being displaced by Shopee in 2020, in the first half of 2021, Tokopedia again won control of the Indonesian e-commerce market share of 32.04%, while Shopee fell to 29.73% in March 2021. (Iqbal & Indonasia, 2021).

Tokopedia officially appeared colouring the Indonesian e-commerce industry in 2009 by William Tanuwijaya by echoing the mission of Digital Economic Equity. The goal to be achieved is to reduce the gap between big cities and small cities. The company encourages the equitable distribution of the digital economy by motivating Indonesians to start selling online in the first ten years. And in the following decade, Tokopedia is committed to creating a super ecosystem and strives to create a comprehensive ecosystem that can be a mainstay in daily life. On that basis, with a mission to encourage progress, Tokopedia and Gojek unite their strengths through GoTo by combining e-commerce, on-demand, as well as financial and payment services.

Gojek and Tokopedia mean combining two large business entities consisting of tens of millions of customers and many business partners. The number of Gojek partners recorded in 2021 reaches 2 million driver-partners, both motorcycle taxis, online taxis, and food delivery. Meanwhile, the number of merchants who joined Tokopedia reached 11 million people, 95% of whom were MSMEs. Gojek's presence in supporting Tokopedia has succeeded in increasing sales of fashion products up to 4 times greater than the average monthly sales. Corporations, the collaboration between the two will provide enormous benefits. This advantage is also expected to be felt by Gojek Partners, who act as Drivers and Merchants. According to Gojek Group's Chief Food Officer, Catherine Hindra Sutjahyo (Rosana, 2021), it is said that this condition will also benefit driver-partners and merchants due to the increasing number of markets.

However, it turned out that there was a negative response that we found in the media, namely the threat from Driver Partners to go on a service strike if GoTo's new

management policy resulted in a decrease in welfare for Drivers (CNN, 2021). This shows that what was conveyed in (Rosana 2021) by the Gojek Group CFO about the benefits that Gojek Driver Partners will enjoy is not entirely accurate and needs to be re-tested for validity.

What happened to the merger of Gojek and Tokopedia is different from the merger of companies in a general sense when viewed from the side of the Human Resources members. The working relationship between the Gojek company Tokopedia and its partners is mutually beneficial, not a relationship between an employer and an employee or a relationship between superiors and subordinates. So it becomes interesting to know how the perceptions of the partners of the two companies in responding to the merger. Like what benefits they will feel or even the losses they will receive due to the merger. However, when two companies merge, it will be followed by the making of new policies obtained from a compromise between the two companies which will undoubtedly change the pattern that the partners of each company have followed. Changes in incentives, tariffs, policy on the delivery of goods and other variables can potentially divide Partners' perceptions into two camps that reject or support the merger even though refusal or support will not change the decision for the merger to occur. The merger between the two companies will continue to run, so it will be interesting to see the impact for Gojek partners after the merger decision is realized.

Based on the description of the background above, the researcher is interested in making a study entitled, "The impact of the Gojek and Tokopedia merger on the welfare of gojek drivers." It is hoped that from the results of this study, we can find out how the impact felt by Gojek drivers as a result of the merger carried out by Gojek and Tokopedia?

This research is intended for Gojek Driver Partners who have joined as Gojek Partners since before the merger process between Gojek and Tokopedia and who serve online motorcycle taxi services using motorbikes (Go-Ride), Goods Delivery (Go Send), and purchase food and beverages. Drinks (Go food) do not involve drivers who serve delivery services using four-wheeled cars (Go-Car). The informants to be researched are Gojek drivers who serve delivery services in the Serang City, Serang Regency and Cilegon City areas with the assumption that the three areas are close to each other and some of the regions intersect with each other. The three regencies and cities originally came from one district, namely Serang Regency. The division was carried out into Serang Regency, Serang City and Cilegon City, so we judge that these three regions have relatively the same characteristics. Their residents also interact with each other without any regional sentiments between the three. Very many residents of Serang district live in Serang district but work and do business in Cilegon city or Serang city, so that population mobility between these three areas is very high.

The formulation of the problem to be conveyed by the researcher is how to answer the questions How is the response of the Gojek Driver in responding to the Gojek Tokopedia Merger?, What are the advantages or disadvantages for Gojek drivers with the Gojek Tokopedia Merger?, What is the income of Gojek drivers before and after the Gojek-Tokopedia merger?, and How is the loyalty of Gojek Drivers after the Gojek Tokopedia Merger?.

## II. Literature Review

The discussion about the merger cannot be separated from the term acquisition, so there are many mentions of Merger & Acquisition as a single term. In a merger, two organizations become a new business, usually with a new name. Companies that carry out mergers are generally companies of equal size or capacity (Lupina-Wegener et al., 2014; Sigamoney & Deke, 2013). A union is a business combination that occurs when two companies, more or less on an equal footing, decide to merge (Kivuti, 2013). Acquisitions occur for reasons of diversification. Diversification is risk reduction through investment decisions. Suppose a large conglomerate company thinks it has too much risk exposure because too much of its business is invested in one industry. In that case, it will buy enterprises to in another. That will provide a measure of diversification for the acquiring company (Mtengwa & Malleo, 2018). So a merger is the merging of 2 companies with the same business footing into a new company with a new name to reduce risk exposure and maximize profits.

According to (Kivuti, 2013) mergers can be divided into five types, namely Horizontal Mergers, which occur where two companies are in the same field of competition and share the same product line and market. A vertical Merger is a combination that involves customers and companies or suppliers. And a company, e.g. a cone supplier, merges with an ice cream maker, and A market expansion merger is a merger in which two companies selling the same product in different markets are merged. A product extension merger is a merger that occurs when two companies sell other but related products in the same market. The same, and the conglomerate Merger involves two companies that do not have the same line of business.

Mtengwa & Malleo (2018) conveyed that many studies and works of literature tried to find the motives and goals of companies to carry out mergers and acquisitions. Still, in the end, none of them could explain the general rules about how companies can conduct mergers and acquisitions. This happens because the intentions that arise when formulating mergers and acquisitions will determine the whole mergers and acquisitions process. According to (Mtengwa & Malleo, 2018), there are six motives behind mergers and acquisitions: to achieve certain economies of scale, To capture an enormous market share synergy, to promote knowledge and transfer of resources, to reduce double marginalization, and for the benefit of restructuring. Assets.

According to (American Express, 2019), In general, the impact felt by employees from the occurrence of a merger between 2 companies is the emergence of perception of uncertainty from employees when an employee sees his colleague being dismissed by the company, the event of competition between employees from 2 companies and the possibility of avoiding cooperation, a decrease in employee morale, and a mismatch. With colleagues, causing frustration for employees.

According to (Chuang, 2010), Employees are willing to accept changes if there are personal benefits that the employee can enjoy, such as a new position, increase in income, or greater power. The next factor used as a reason for employees to accept changes is if the change creates a more excellent perception of security, such as a

job match with the skills possessed, long-term contracts or permanent work agreements. The following reason is better working conditions, higher position prestige, new challenges, increased authority, personal satisfaction, etc.

Rejection from employees is one factor that interferes with the success of a change made by the company. Many factors lead to this rejection. However, facing this rejection is a manager's job and an indicator of a manager's success.

According to (Chuang, 2010) there are at least nine factors or reasons for employees refusing to change company policy, namely the factor of worrying about losing their job due to a reduction in employees, worries about reduced income, worries about losing pride or self-satisfaction, losing network transfers due to job location changes, concerns about having a new boss who snatches them away. Freedom of work, fear of losing a job, loss of authority, a new uncomfortable work environment and fear of losing status and recognition from others.

According to (American Express, 2019), companies that merge will create a perception of uncertainty from employees, which has implications for employee motivation and performance decline. For employees, change is an act that causes discomfort, and the task of a manager must find new ways of thinking and doing, paths that should lead the organization to solve problems in the most efficient way (Cornescu & Adam, 2016).

There are three types of resistance to change. According to (Rose, 1974), the first is logical and rational resistance, namely resistance from disagreement with valuable facts, analytical reasoning, logic and science. The second is psychological resistance, namely resistance based on emotions and attitudes. The last is sociological resistance, namely resistance that occurs because of sociological factors such as norms, group values and social values.

### **III. Methodology**

In this study, the sampling technique used was purposive sampling and snowball sampling. While the research instrument used is the researcher himself as the primary research instrument, the researcher will go directly to the field to meet the informants, conduct interviews in person or by telephone, then collect research data, analyze the data to make conclusions for data collection techniques using techniques such as those conveyed in (Ajayi, 2017) namely interviews and observations. However, in this study, researchers will only use interview and observation techniques and add one documentation variable to support the validity of the research. And lastly, the data analysis technique follows the concept (Mudjia, 2017), which classifies data analysis in 6 steps: data collection, data refinement, data processing, data analysis, data analysis process, and research conclusions.

## IV. Results and Discussion

Researchers researched 10 Gojek Drivers who were met randomly on the streets around Serang Regency, Serang City and Cilegon City by taking moments indicating that the informants to be interviewed were in comfortable conditions and did not feel disturbed by the arrival of the researcher and show a welcome attitude to be spoken to or interviewed. The moment they rest in the courtyard of the mosque / musholla becomes a very comfortable place to talk casually. In addition, informants are also pleasant to talk to while resting under a roadside tree while waiting for customer orders. But sometimes, the interview cannot get maximum results because the discussion is stopped before all information is obtained. After all, the informant has to go to fulfil his duty to provide services to his customers. Suppose the interview is conducted in this situation. In that case, the researcher will try to direct the conversation to some of the main questions and minimize questions or discussions that do not lead to the desired answer in the study. The following location chosen by the researcher was several Go-Resto merchants who usually had a lot of Gojek Drivers sitting around while waiting for customer orders that the restaurant was preparing. In addition, the researcher also interviewed two informants by telephone because the informants would determine the interview time by referring to their free time and mood. From this study's results, we found that not all Gojek drivers were aware of the merger between Gojek and Tokopedia. Others know but do not understand what the difference between before and after the union is.

### 4.1. Informants responded to the Gojek Tokopedia Merger

When the researchers asked how the informants responded to the Gojek Tokopedia Merger, it turned out that most of them responded in a mediocre manner and argued that the merger event did not have any impact on them. Only a tiny portion showed a slightly positive response and hoped for the merger. Gojek Tokopedia brings fresh air to improve the welfare of informants. One of the reasons that caused the informants to not feel any changes from the Gojek Tokopedia merger incident is because it turns out that in the Gojek application system, there is a performance assessment and priority account selection systematically and automatically so that drivers have priority accounts that differ from one to another. Other. Some informants get Go-Ride priority accounts so that every day they serve more customer delivery services and only get very few orders for Food (Go-Food) or Goods (Go-Send). As for those who call Go-Food priority accounts, most of the charges that come in are orders to deliver food ordered by customers from Go-Resto Merchant through the Go-Food feature. Those with Go-Food priority accounts usually get very few demands to provide/pick up customers (Go-Ride) or deliver goods (Go-Send). Likewise, if the informant has a Go-Send priority account, he usually gets orders to provide goods, and a few get orders to deliver customers or deliver food orders. After the merger between Gojek Tokopedia, researchers tried to learn what features are available in the Gojek application. And we conclude that the Service feature resulting from the union between Gojek and Tokopedia and has the potential to increase the number of orders for Drivers is the Go-Send feature.

Meanwhile, several other features such as Go-Pulsa, Go-Nearby, Go-Billing, Go-Give, Go-Sure and Go-Investation are not at all related to the service activities

carried out by the informants. According to (Dokotri et al., 2016), after the merger and acquisition occurred between 2 companies, there would be a different response from the employees who were members of the two companies. Mergers and Acquisitions may be well received by employees or may also result in rejection from employees. The implication is that the stakeholders who determine the policy must have a clear concept and have sufficient knowledge about the idea of change that will be carried out. After the merger, this knowledge can help make decisions or make the right strategy to stem adverse reactions affecting work attitudes.

#### **4.2. Regarding the advantages or disadvantages for Gojek drivers after the Gojek Tokopedia merger**

Regarding the advantages or disadvantages for Gojek drivers after the Gojek Tokopedia merger, it turns out that of the ten informants we met, only four people claimed to have received orders to deliver goods ordered by Tokopedia customers. Meanwhile, six other informants said they had never received an order to return goods ordered by Tokopedia customers. In terms of profits, only informants who have Go-Send priority accounts feel the benefits or advantages of the Gojek Tokopedia merger. The perceived advantage is the addition of orders when compared to before the merger. As a form of collaboration from Gojek Tokopedia that triggers an increase in the number of orders for Gojek Drivers, the Indonesian Shopping Time program is usually held on the 25-30th of each month. At the event, shoppers at Tokopedia were given a discounted Kejar promo starting from IDR 5,000 + Special Cashback + Gosend Postage up to IDR 20,000. there is also a special promo for Gojek customers by giving Gosend free shipping discounts of up to Rp. 25,000 (Admin, 2021). These offers are undoubtedly desirable to Tokopedia customers and Gojek customers. They attract customers to check out and purchase the goods immediately they are interested in because buying these items will get discounts, cashback and even postage discounts. From previous experiences, during the pandemic, Tokopedia sales increased. One of the programs that triggered the increase in sales was the Indonesian Time program at the end of every month after some people received their monthly salaries. Of course, in theory, an increase in Tokopedia sales will increase the number of orders for Gojek Drivers. However, in this study, we found facts that were not linear with the increase in sales on Tokopedia. Most of the informants we interviewed admitted that they had never received Go-Send orders from customer purchases at Tokopedia. Of course, this is an anomaly that deserves further research. We assume that the order received by Gojek Drivers is not linear with the increase in sales at Tokopedia, possibly because the maximum Go-Send reach is only 40 Km. This is a crucial factor because most sellers with competitive prices base their deliveries on Jakarta. When they order goods from Tokopedia to be sent to Cilegon / Serang, they cannot use Go-Send. Still, they must use Expeditions such as JNE, Sicepat, Anter Aja and others. Etc. Another factor that might affect the lack of Go-Send orders from Tokopedia is because the number of merchants whose delivery bases are from local Cilegon / Serang is not too many. It could be that the selling price cannot compete with merchants whose headquarters is in Jakarta, making buyers prefer to buy from stores. merchants in Jakarta than those from Local Serang / Cilegon because apart from being cheaper, you can also take advantage of the Free Shipping promo of up to Rp. 20,000. Mergers between companies will undoubtedly have a beneficial impact on the company, investors and possibly its employees.

But on the other hand, it can make employees depressed, and it is the job of business owners to reduce the losses inherent in mergers and acquisitions. The impact of unions on employees is one of the riskiest factors when discussing the advantages and disadvantages of merging between 2 companies. Poor employee management after a merger may destroy the company, no matter how much new assets are acquired or how much money can be generated due to mergers and acquisitions (AmericanExpress, 2019). However, all informants agreed that the merger between Gojek and Tokopedia so far has not had a significant positive impact on the welfare of Gojek Drivers.

Some of the informants highlighted the various difficulties faced when getting Go-Send orders. For example, there is a driver who receives an order to deliver products with large dimensions such as bicycles, plastic furniture (chairs, tables, cabinets, etc.), they object to accepting the order because the fleet to carry these large-dimensional products must use a car (Go-Car) which has adequate capacity to carry products with large dimensions. But in the end, the informants could not refuse to bring the product and had to deliver it to the consumer even though this action was hazardous to endanger the driver. They can't refuse because if they cancel the order, they will get sanctions from Gojek in the form of a reduction in value, resulting in a decrease in their account performance. Their account rarely receives orders, which will have implications for their income decline.

Regarding the policy changes implemented after the Gojek Tokopedia merger, the informant said that no new policies have benefited or harmed them so far. Regarding the applicable tariffs, they are still using the tariff scheme that was in effect before the merger. Likewise, with incentives so far, there has been no incentive policy for the Cilegon and Serang areas. The researcher asked about the demo news conducted by Gojek Drivers as a reaction to the change in the incentive scheme, whose information was widely spread on the internet. However, some informants said that the changes were only implemented in Jakarta and were not implemented in the regions. Please also note that Gojek imposes different rates for each location. So the tariffs imposed in Jakarta are different from those set in Serang, Bandung and other cities. Even in big cities like Jakarta, Gojek sets different rates for specific hours. Examples of tariffs during peak hours such as at 6:00 - 8:00 AM are made more expensive when compared to rates at 08:00 - 11:00 AM because the hours 06:00 - 08:00 AM are referred to as Prime Time which at that time many workers go to work and cause congestion everywhere, so the tariff is made more expensive. However, for the Cilegon / Serang area, standard rates apply regardless of the day and hour.

#### **4.3. Regarding whether there was a change in income between before and after the merger**

Regarding whether there was a change in income between before and after the merger, the informants objected to answering or conveying information about how much they earn on average each day. However, the informants generally said that they did not feel any change in their income after the merger. The shift in income only changes when the first two things happen, namely being diligent and not cancelling. When drivers are active in receiving orders from customers and serving customers well, one of them is not cancelling orders from customers. The account rating is getting Gojek gives better and more frequent rankings priority. And vice



versa, if you are lazy in accepting orders and even often cancel, it is sure that the reputation of the account will continue to decline so that it does not get priority as an account receiving orders from customers. So when asked whether the merger affected Driver's income, some answered that it did not affect their income. They have the principle that what determines the amount of income that will be received is from themselves. One of Gojek's policies that reduce their daily income is when Gojek changes the system giving bonuses to Driver-partners. According to (Bang Jek, 2021), since July 17, 2020, Gojek has officially changed the point system, and incentives called the Blessing Program Incentive. This system reacts to the reduction in the tariff scheme imposed by the Grab Company, Gojek's main competitor, due to the difficulty of getting orders during the pandemic. The Blessing Program Incentive system allows Drivers to earn a minimum income of IDR 90,000 per day with several conditions that must be met. Namely, Driver-partners must collect 12 points from orders received between 08.00 - 20.00 AM with a minimum order completion performance level of 75%.

The driver's income at 08.00 - 20.00, which is obtained, is less than 90,000. Gojek will add the difference to the minimum amount of the blessing program income, and point income will also be aligned for all regions, namely GoRide and GoSend get 1 point while GoFood will earn 1.5 points. Likewise, additional points with a specific nominal value are removed. Driver income for the minimum GoRide order, which used to get 7,200 per 4 km, is now returned to 8,000. Previously, the Gojek driver incentive program used point conversions that were differentiated according to region. For big-city areas, driver-partners must collect 30 points to get incentives. As for small spaces, drivers must collect 20 points to enjoy the total incentive bonus. The point calculation is also based on region, and some get 1.5 points for GoFood, some get 2 points for completed GoFood orders. The amount of incentives is also distinguished between the 20 scheme and the 30 scheme.

Now for this blessing program, everything is aligned with the achievement of 12 points between 08.00 - 20.00 AM. Minimum earnings alignment only applies to partners who have earned points between the specified hours, and the minimum income from that hour is less than 90,000. Drivers have given various responses regarding the pros and cons of this program. Still, in general, the drivers think that implementing this program has resulted in a very significant decrease in income for drivers compared to the previous incentive system. However, the policy for changing the point system and incentives is not related to the Gojek Tokopedia Merger. According to (Liang et al., 2017), employees consider that mergers are needed at a moderate level, which has implications for perceptions about the benefits of unions, which in employees' perceptions are also at an intermediate level. (Liang et al., 2017) also said that, in general, there was no significant resistance to the changes proposed by management so that the integration process would run smoothly into the new corporate culture. This happens because, in their employees' perception, they do not significantly feel the difference in the effect of the merger related to the increase or decrease in the income they get. So it can be concluded that, in general, mergers and acquisitions are only carried out based on their interests. The positive impacts that occur are also enjoyed mainly by the owners of the company. The minimal effect that can be felt by employees and this is confirmed in the Gojek-Tokopedia merger, which turned out to be a mediocre

response by Gojek partners due to the perception that the merger This will not have an impact on improving their welfare.

#### **4.4. Regarding the Loyalty of the Informants to the Company**

Regarding the loyalty of the informants to the company, the informants told the researchers that whatever the conditions, they would remain loyal to Gojek because, for them, this was the only job they could do. They also do not deny many offers to join as drivers at competing companies such as Grab and Maxim. Still, in general, they view that these companies have their respective advantages and disadvantages. Especially for Gojek, one of the reasons for the incredible loyalty of drivers to the company is because Gojek is known as a local product made by the nation's children, so there is a strong urge to maintain Gojek's dominance over other online transportation companies. According to (Karimi, 2019), a merger between two companies means merging two organizational cultures, which affects employee loyalty because there is social integration and cultural integration in this process. The suitability of organizational culture will determine how the synergy between employees from the two companies will be. For this reason, good communication is needed to consolidate between the two companies. The emergence of negative perceptions from employees must be adequately anticipated so that perceptions of fairness arise from employees towards the company.

## **V. Conclusion and Recommendation**

### **5.1. Conclusion**

From all points that the researcher conveys in the formulation of the problem, the first is about the informant's response who claims to be not much affected by the merger. Then the informant also does not feel the advantages and disadvantages of the consolidation, the income of the informant also does not change much after the union and the last is related The loyalty of the informants is maintained even though there is or there is no merger, the researchers conclude that the Merger / Merger of Gojek and Tokopedia companies, in general, does not have a welfare impact for Gojek Drivers, both positive and negative impacts. This may be because the people of Serang Regency, Serang City and Cilegon City haven't made many purchases at Tokopedia and sent using Go-Send. As for the decrease in income experienced by Drivers happened not because of the Merger between Gojek Tokopedia but more because of 2 factors, namely: Driver's nasty reputation factor as a result of the driver's performance who often refuses/cancels orders from customers. And secondly, because of the change in the point and incentive scheme that Gojek has implemented since July 17, 2020, this change in the point and incentive system has nothing to do with the Gojek Tokopedia merger.

### **5.2. Recommendation**

Based on the conclusions obtained in this study, the researchers propose suggestions for gojek drivers as follows: 1) improve Driver's reputation by not refusing/cancelling orders received because when Driver cancels an order, Gojek will give a point penalty that changes the driver's account to no longer be a priority account so it is not recommended to accept orders from customers, 2) providing exemplary service to

customers so that customers give a good rating regarding driver performance because a good rating will make driver accounts give priority to getting orders from customers.

Advice for Gojek companies: A) Perform advertisements to introduce new features in the Gojek application because only a small number of customers know about these features and what benefits customers can experience when using these features, b) Provide attractive incentives for Gojek Drivers who successfully achieve specific performance indicators. The aim is to bind the loyalty of Drivers and as an effort to restrain Drivers from moving to competing companies such as Grab and Maxim.

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