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Analysis of Communication Patterns of Gocar Drivers in Improving Services to Customers in Makassar City

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Abstrak

Penelitian ini bertujuan untuk menjelaskan pola komunikasi yang dilakukan oleh driver Gocar dalam meningkatkan dan mempertahankan pelayanannya kepada pelanggan di Kota Makassar. Seorang driver dikatakan dapat memenuhi standar prosedur pelayanan apabila menjalankan aturan yang telah ditetapkan, seperti jumlah minimal dan maksimal penumpang dalam sehari agar target mitra terpenuhi untuk mendapatkan reward atau bonus dari pihak penyedia aplikasi online. Tidak hanya itu, penilaian dari pelanggan (user) kepada mitra aplikasi penyedia transportasi online juga sangat mempengaruhi kinerja driver. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan studi kasus. Teknik pengumpulan data yang dilakukan dengan cara observasi, wawancara mendalam, dan studi pustaka. Hasil penelitian menunjukkan bahwa transportasi online memberikan dampak dan pengaruh terhadap kebutuhan transportasi masyarakat. Namun dibalik itu, mitra sebagai pihak yang bekerja sama dengan aplikasi penyedia transportasi online juga dituntut untuk memberikan performa layanan terbaiknya kepada pelanggan (pengguna). Mulai dari kemampuan mengemudi, cara bersikap, perlengkapan berkendara, bahkan cara berkomunikasi untuk menjaga performa pengemudi. Sebagai tanda atau tolak ukur kemampuan pengemudi transportasi online dalam menjalankan tugasnya dengan baik, aplikasi penyedia jasa ini menyediakan ruang penilaian bagi para pelanggan. Penilaian setelah pemesanan pada aplikasi yang dimaksud adalah pemberian tanda bintang oleh pelanggan atas pelayanan yang dirasakan selama perjalanan.

Kata kunci: transportasi online, gocar, layanan. Penilaian, bintang lima

Abstract

This study aims to explain the communication patterns carried out by Gocar drivers in improving and maintaining their services to *customers* in Makassar City. A *driver* is said to be able to fulfill the standard of service procedures if they carry out the rules that have been set, such as the minimum and maximum number of passengers in a day so that the partner's target is met to get a reward or bonus from the online application provider. Not only that, the assessment of the *customer* (user) to the online transportation provider application partner also greatly affects the *driver's* performance. The research method used is qualitative with a case study approach. Means of observation, in-depth interviews, and literature study carried out data collection techniques. The results showed that online transport impacts and influences people's transport needs. But behind that, partners as parties who cooperate with online transportation provider applications are also required to provide their best service performance to *customers* (users). Starting from driving skills, how to behave, driving equipment, and even how to communicate to maintain the driver's performance. As a sign or measure of an online transport *driver's ability* to carry out his duties well, this provider application provides an assessment space for *customers*. The assessment after booking on the application in question is the provision of star marks by the *customer* on the service felt during the trip.

Keywords: online transport, gocar, service. Assessment, five-star

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Preliminary

Transport is a field of activity that cannot be separated from the social life of Indonesian society. The presence of online-based transport services using the internet is very influential for the community in all activities quickly and efficiently (Karim et al., 2023). On the other hand, the impact of online ojek also contributes to employment by becoming a partner of an online ojek company (Tiana, 2023). The use of smart applications can help activities more effectively and efficiently (Yusup et al., 2024).

Independence for the development of Indonesia creates creative and innovative business opportunities (Mukti et al., 2023). Now, online transportation is present and rampant among the people of Makassar city. Referring to the 2020 top brand index, PT Aplikasi Karya Anak Bangsa, Gojek still outperforms in the online transportation services category at 47.3% compared to PT Solusi Transportasi Indonesia (GRAB) at 43.5% (Ni'am et al., 2024).

Gojek and Grab are the two most prominent online transportation in the Indonesian market competition (Oktaviani, 2019). Online transport available on both applications is two-wheeled and four-wheeled vehicles. During their partnership with an online transportation application provider, a rider or *driver* is said to be able to fulfill standard service procedures if they carry out predetermined rules, such as the minimum and maximum number of passengers in a day so that the partner's target is met to get rewards or bonuses from the online application provider (Fathurrahman, 2021). Not only that, but the assessment of the *customer* (user) to the online transportation provider application partner also greatly influences the performance of the rider or *driver*. Technology is very helpful for human work to get convenience in carrying out activities. However, it also must not override important aspects of service to the community or public as its users, so consumer perception is very important in this case (Gunawan, 2017). Google Maps helps with work and education. It is used as a collaborative learning media (Rahmawati et al., 2024).

There are various customer tendencies in determining Gojek as their mainstay of online transportation. The reason is expressed because *customers* consider Gojek *drivers to* be more *friendly and* feel satisfied with the services provided (Clearesta et al., 2018). It is also not uncommon to find that a trademark or brand greatly influences a person's *mindset* because, informatively, word of mouth conveys the message as an unconscious part (Pradhana & Sallyana, 2018). Promotion is also a part that companies should not take lightly. It greatly influences users' decisions in determining what type of online transportation they want (Kandoli, 2019).

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Makassar is one of the major cities in Indonesia that has not escaped the development target of PT Gojek Indonesia to increase its business. PT Gojek Indonesia began operating in Makassar in 2015. User or consumer interest is one of the psychological aspects that significantly affects behavior change, and interest is a source of motivation that can guide and direct a person to what he wants to do (Vanessa & Hidayat, 2024). The interest of users or consumers to use online motorcycle taxi services is the result of the attitude of passengers in choosing to use these motorcycle taxi services (Maharama & Kholis, 2018).

The description above reveals that online transportation impacts and influences people's transportation needs (Yuliari & Arifin, 2019). However, partners, as parties who cooperate with online transportation provider applications, are also required to provide their best service performance to *customers* (users). This includes driving skills, how to behave, driving equipment, and even how to communicate to maintain the performance of riders or *drivers* (Ramadhan, 2019).

As a sign or measure of an online transport rider or *driver's ability* to carry out his duties properly, this provider application provides an assessment space for *customers*. The assessment after booking on the application in question is the provision of star marks by the *customer* on the service felt during the trip. Companies can evaluate service performance by looking at customer ratings to improve service quality (Napitupulu, 2023; Nguyen-Phuoc et al., 2021).

Information systems are essential in managing an organization's operations to follow predetermined work procedures (Putro et al., 2023). Riders or *drivers* often experience difficulties while carrying out their profession, including: (1) there is a mismatch in the number of passengers in the delivery on two wheels, which results in disturbing the driver's driving comfort, and it can also indirectly affect the performance of the rider or *driver* if there is a form of rejection *(cancel)* submitted by the *driver* in the delivery. Not only that, if the customer makes the rejection, it also impacts daily performance. According to the company's rules with partners, several rejections are limited to one working day. (2) Sometimes drivers feel that they have done their delivery tasks well, but some customers give star ratings that are not fully five stars. As a service provider partner, you will also wonder whether their service is less than excellent or if something else is bothering you. The role of the *online* transport provider application company in this case before partnering has also provided the standard procedures desired by prospective *customers*. However, what happens in the field is very complex and unexpected. As a partner, of course, there are things that drivers want so that their performance in a day does not decrease or impact their incentives or bonuses. By observing the *customer*'s

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experience, the role of a *rider* or *driver* is very necessary, whether it is behavior, providing comfort to *customers* or passengers, and skills in building communication so that the driver gets five stars.

Research conducted by Gunawan (Gunawan, 2017) shows that the level of perception of respondents to *drivers* with the basics of assessment has been driving safely, respondents assess the interaction carried out through the application is very easy and understandable, and respondents are happy with the attention given by the *Grab Car* application so that consumers are increasingly happy to use the *Grab Car* application in the city of Surabaya.

In their research, Sampurno and Sharif (Sampurno & Sharif, 2020) describe the level of customer satisfaction with Gojek's service quality is in the satisfied category even though customers experience many complaints. The complaints often found are lottery scams on behalf of Gojek Indonesia. However, these complaints are trying to be overcome by Gojek so that it can build a good image to customers by considering the completeness of attributes, driving skills, prices, and service aspects such as complaints that can be accommodated directly by Gojek Indonesia.

The results of research conducted by Kandoli (Kandoli, 2019) show that partially significant service quality has a positive and significant effect on a *customer'*s decision to use Gocar *online taxi*. When processing the order, the customer's evaluation of the driver's performance produces good value. The more often the Gojek server recommends a driver to receive orders, the more often a driver gets a favorable rating (5 stars) from each incoming order. That is because the Gojek algorithm system now considers the performance of the rider or driver in addition to the driver's position.

Poor driver ratings also significantly impact the decline of daily orders. Based on the experience of riders or drivers recently receiving low ratings and negative feedback from clients, their accounts suddenly lack orders. In contrast, usually their accounts often receive orders every day. To qualify, a good Gojek driver must have a minimum rating of 4.6 accumulated from 25 previous orders. Getting orders may not be easy if the rating is below 4.6. The average rating of Gojek drivers is currently 4.8, which can be used as a benchmark for driver accounts to receive more orders. Meanwhile, if the *rating* has reached 4.1, Gojek will swiftly warn the *driver* concerned to improve his performance. Maintaining *customer ratings* or ratings influences the *orders* that will be obtained next. A *rider* or *driver* is highly recommended to always maintain an attitude, provide good service, explain to the *customer*, and explain when experiencing delays in pick-up, among other things.

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Customer service is also Gojek's focus. The flow prepared by Gojek starts with successfully taking an order, arriving at the pick-up location, meeting customers during the trip, and arriving at the destination. It also explains how its partners contact them via text messages on the application and how to speak when meeting face to face. Interaction in the form of social communication does not see a person's background (Ilhami et al., 2023).

Based on these conditions, the author analyses Gojek partners, especially Gocar *drivers*, to contribute good service and observe strategies to achieve their five-star goals by considering certain aspects in building communication that can support work as a *driver* without setting aside the rules that have been set.

Method

Researchers used a descriptive qualitative method in this scientific activity (Ramdhan, 2021), where they described and explained how communication patterns are established between *drivers* and customers. Sources of data and information for researchers include direct interviews with informants conducted by previous agreements with informants. An interview guide about the research subject was used to conduct the interview.

Interviews were conducted with key informants, namely **Gocar** *drivers*. The interviews focused on how to build a strategy for *customers* to get five stars and maintain maximum performance (five stars) so that it stays, not drops. In addition, it is important to know in depth how they build communication with *customers* during the journey to create a good relationship, active communication, and the ability to influence *customers* to get five stars. In addition, passive communication requires a strategy so that *customers* can give five stars.

Other informants are *customers* who use Gocar transportation services. *Customers* can explain their reasons for providing assessments with considerations and criteria obtained during the trip. Informants from the Gojek company are needed to obtain information about the actions taken against the *drivers* as their partners, the rules set, and the policies taken on the assessment performance of Gocar *drivers*.

Purposive sampling, which randomly selects informants from Gocar app bookings who are considered qualified to provide precise knowledge about the core issues, was used to select informants. Direct observation, observation of communication patterns, and the phenomenon of Gocar driver services receiving the highest customer ratings were all used as data collection tools. Secondary data in the form of book references, articles, theses, and theses as reference materials in analyzing the object of study. In addition, to obtain data information from Gojek

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companies regarding the policies given to Gojek partners to continue to get the best ratings. The next research stage conducts a data reduction process and concludes (Rijali, 2019).

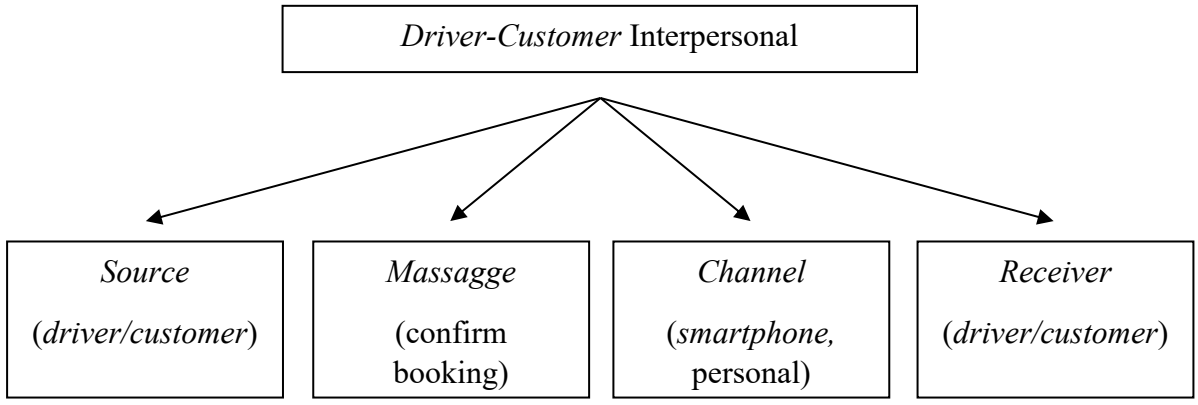
Results and Discussion

The communication process of Gocar online *drivers* goes through several stages. The process of ordering services on the Gojek application goes through stage by stage as follows; Download the Gojek application on the App store, Play Store, IOS, or other application download tools; Type, select, and enter the Gojek application; Register an account and start initial registration as a sign of identity for Gojek service users; Type, select, and enter the pick-up address in the "set pick-up location" column; Type, select, and enter the destination address in the "your destination" column; Select payment method (cash, *cashless*); After filling in and completing the information data, the application will automatically find the nearest *driver* at your pick-up location; The *driver* will contact the *customer* via telephone or text message available on the application; The *driver* will pick up at the pick-up point and deliver according to the *customer's* drop-off point according to the destination, and finally; *The customer* pays the fee or tariff listed on the application after the *driver* completes the delivery.

Customer and driver interactions demonstrate Gojek's service procedures. Talks or conversations about pick-up and drop-off locations, facilities offered or provided by Gojek or individual drivers and talks or conversations about drivers and clients are examples of communication. We can identify customer and driver communication patterns against this background. This communication style is used by Gocar drivers in Makassar City when talking to passengers.

The communication process begins when the driver contacts the customer, who acts as the receiver, through the Gojek application or when the customer, who acts as the source, contacts the driver, who acts as the receiver. The driver or customer then delivers the message.

Figure 1. Driver-Customer communication model



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The communication consists of talks or conversations about customer goals, providing mask and hand sanitizer facilities during the pandemic, providing Gopay (cashless payment) charging, and discussions or conversations about the relationship between drivers and other customers. a form of self-approach. Gojek drivers must be more friendly and pleasant in speaking to customers according to service standards; therefore, drivers do not need to ask unimportant or inappropriate questions because not all clients give good feedback to drivers. That will have an impact on the interpersonal communication that takes place. In other words, if the driver provides good service, the client will do the same and keep using Gojek as his favorite online ojek. Drivers will feel the impact because they will benefit.

Interpersonal Communication Patterns between Gocar Drivers and Customers

Communication patterns are straightforward representations of the communication process that show the interconnectedness of various communication elements (Puspitosari & Lokananta, 2021). A communication pattern is the pattern of relationships between two or more people that allows the sending and receiving of messages in the right order so that the intended message can be understood. One-way, two-way, reciprocal, and multidirectional communication patterns are three different categories of communication patterns (Rahmawati & Gazali, 2018).

The relationship between *drivers* and *customers* can be found to be *reciprocal.* The relationship has elements of *reward,* sacrifice *(cost),* and *profit*. Therefore, a good relationship will be established if the driver takes positive action. These behaviors include sincere service, friendly and polite communication, and good manners. However, it is different if the driver has a bad attitude towards the customer. In this case, the relationship between the driver and the customer is guaranteed to be disrupted, impacting how consumers rate the driver's service. Based on the research, the author can describe several communication patterns of Gocar *drivers* with customers as follows:

Linear or one-way communication pattern

Linear or one-way communication patterns are messages in the communication process only one way from communicator to communicant. Communicants generally do not provide a response or feedback from the communicator's message. In this case, the Gocar *driver* is the communicator, service confirmation is the message, and the customer is the message's recipient. After the Gocar *driver* gets an order via the application from the customer, the *driver* immediately picks up the customer at the location point specified by the customer in the Gojek application and then delivers to the location the customer wants to go to.

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When delivering to the customer's destination, the *driver* starts a conversation to make the customer feel comfortable. Still, sometimes, the *customer* does not respond well because the *mood* is not good, so the communication process only goes one way.

Circular or two-way communication pattern

This circular communication process is increasingly effective and efficient because it is supported by increasingly sophisticated communication technology. In this case, the Gocar *driver*, after getting an order from the *customer*, the application will automatically reply to the message to inform the *driver that* he has headed to the *customer'*s pick-up location. Then, the *driver* will try to contact the *customer* via the available application to confirm the pick-up location. The communication pattern at this stage is two-way.

Furthermore, it is recommended that drivers greet customers first after picking them up and confirm the name of the user who has ordered on the Gojek application. However, based on the research results, most *customers* greet them first after opening the car door.

Communication patterns at this stage varied. *Drivers* also find passengers who are not very active in communicating, so the communication seems one-way only. Some are two-way depending on the *customer's* condition that allows them to communicate. It is not uncommon for *drivers* to get circular communication patterns and conversations that are relationship-building based on the *customer's* pleasure with the *driver*.

In addition, Gojek *encourages drivers* to pay attention to vehicle cleanliness and tidiness when performing their delivery services. Based on the research results, the customer revealed that he felt less cooperative in communicating because he was not multitasking and had to focus while driving (such as paying more attention to directions on the application, having never been to the destination, etc.). *Drivers* also persuasively persuade users not to forget to give a five-star rating after completing the delivery to maintain the rating performance.

Five stars for Gojek is the provision of assessments to *drivers* in the form of star features. The five-star function is still useful for the company as a benchmark, whether the service performed by its partners creates a sense of comfort or not. That relates to the delivery SOP provided by Gojek where the partners are representatives of the company. But it is not uncommon for customers not to give stars at all. If a low star rating is found, Gojek provides an option for reasons related to the *driver*. Conversely, *drivers* can also provide ratings to their customers, which is not mandatory. Even if a passenger forgets to give a star rating, there will be a notification to rate review the order made by the *driver*.

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The steps that must be taken to improve communication effectiveness are called communication strategies. The purpose of communication strategies is to improve communication, increase the effectiveness of communication messages, help achieve communication goals (accuracy, impact, and feedback), and limit potential obstacles to reduce the possibility of failure. Researchers see the communication strategy Gocar drivers use for communication effectiveness: prioritizing openness, empathy, support, positivity, and equality in carrying out their orders.

Communicators must be open to their communicators. Open in the sense of revealing information that is usually hidden and is appropriate and reasonable. Have the willingness to respond happily to information received from the interlocutor and the availability, to tell the truth about the coming stimulus. Gojek Branch Makassar also acknowledges that communication, both applicatively and non-applicatively, is an effort that can be taken by a *driver* in carrying out the ordering process. However, in the principle of standard operational procedures set, Gojek also provides advice to anticipate things that are undesirable and detrimental to the *drivers*:

Every human action is a form of communication, and every action motivates or encourages someone to communicate. There are differences in how communicators interact with peers, parents, neighbors, bosses, subordinates, and new acquaintances, as well as in word choice, body language, and vocal intonation. One can understand human behavior, at least their own, through communication. Communication also helps us understand our current situation. This phenomenon makes communication necessary. Whether inside or outside an organization, be it an educational institution, interpersonal communication is often used, or group communication, communication is a commonplace activity.

Customer happiness is influenced by service quality. Good service has a greater influence. Services can be evaluated based on experience and logic, even though they are intangible goods. Due to the relationship between customers and businesses, service quality can impact customer satisfaction. According to customer satisfaction theory, satisfaction can be achieved if the perceived performance or results meet customer expectations. Therefore, whether the company's service is good or not will greatly influence how satisfied its customers are. Customer satisfaction is important because it is closely related to giving five stars on the app and performing well on orders afterward.

When a booking is made on the GoCar driver app, communication on the ground has already begun. To confirm the pick-up location and provide the passenger with the name and

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car, the driver contacts them by phone or through the app's chat feature. The driver calls the passenger once again to inform them that he has arrived at the pick-up spot after arriving there. Because it is more convenient and the information is clearer, online taxi drivers usually call more often during confirmation so that the client does not have to wait too long. The driver does not need to go to the pick-up location. If the passenger is hard to reach, the driver will send a chat message through the app instead.

In addition, drivers need to realize when to talk to passengers and when to be quiet. It could be that the passenger wants to sleep or has problems and seeks solace in silence. Drivers usually witness an initial response from the passenger within the first minute. The conversation can usually continue if the passenger actively responds to the driver's questions or even asks them questions. The passenger's feeling is the same, especially if the passenger has children. Drivers should be able to provide more services to passengers so that small children do not complain and disturb the driver during the journey, starting with engaging the children in conversation.

The equality of communication in the application system will be read automatically, where the investigation team will read the low rating and then evaluate it by the task force team to confirm with the *driver* concerned. Passengers and drivers separately on the application will give their respective ratings with five stars being the highest rating. Equality includes the ability to see oneself as equal to others, awareness of different points of view, respect for the presence of others, refraining from imposing one's will, two-way communication, feelings of mutual need, and a familiar and comfortable communication environment.

No matter the gender, age, or age range of passengers, always be friendly and courteous. All people are equal. Differences in treatment only occur if the passenger also responds positively to the driver's initial stimulus, which may be to help the passenger load or unload their luggage after arriving at their destination. In addition, passengers acknowledge that they have not received any preferential treatment. Generally, neither drivers nor passengers have experienced verbal or nonverbal harassment or discrimination. They recognize that internet taxi operations in Makassar City are safe.

Drivers also don't seem to bother about orders. In general, they still fulfill every order if the passengers can be verified, the driver can understand the map points, the number of passengers meets the car's capacity, and the driver is not suspicious of the order recipient. They admit how much they value orders, especially in situations like the pandemic when they are generally silent. Cost is not an issue for drivers. They take them anyway, regardless of the cost.

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Conclusion

Communication between online drivers (Gocar) and customers is crucial to determine service performance. Good communication can provide the potential for a perfect or five-star rating. Communication between drivers and customers can be established properly by paying attention to the customer's condition, whether it can be communicated with or not.

Communication patterns occur if the driver can provide talks that the customer can understand, can be responded to by the customer, and can provide feedback on every conversation. Vice versa, the customer can initiate communication with the driver, and the driver can compensate or provide the information the customer needs. Good communication can positively respond to the Gojek company's priority in choosing transportation in Makassar City.

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