

IMPROVING PERFORMANCE THROUGH APPLICATIONS ON GRABFOOD DRIVERS PT. GRAB INDONESIA IN SURABAYA CITY

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Abstract

Currently, it is known that the use of the internet and electronic goods in Indonesia has increased drastically with the emergence of online buying and selling sites and services. The increase in online buying and selling systems and online food delivery services has led to the emergence of new applications such as Go-Jek, Grab, In-Driver and others, where these applications provide many kinds of services such as 2-wheeled and 4-wheeled delivery services, food delivery services, delivery services. goods, shopping services, house cleaning services and many more. This research aims to determine the performance of Grabfood PT drivers. Grabfood Indonesia since there were changes to the Grabfood application in the city of Surabaya. The approach used in this research is descriptive. The population in this study were all Grabfood PT drivers. Grab Indonesia in Surabaya City. The sample used in this research used quota sampling of 60 drivers in the city of Surabaya. The data collection techniques used in this research were interviews and questionnaires. The results of this research show the performance of Grabfood PT drivers. Grab Indonesia is positive regarding changes to the Grabfood application.

Keywords: Performance, Applications, Drivers, Grabfood

1. INTRODUCTION

The age of digital technology has revolutionised every aspect of life, transforming processes such as ordering, financial transactions, and buying and selling into fully digital experiences. This new era was brought about by the advent of digital platforms and computer technology, particularly the internet. The emergence of new media in this digital era has brought about properties that are manipulable and interconnected. There has been a shift from traditional mass media to new media and the internet due to a cultural revolution in information dissemination. The efficiency of digital media in this era enables people to access information rapidly. The advancement of digital technology has led to a significant transformation globally, with the creation of various cutting-edge digital technologies. Different sectors have been provided with opportunities to access information through multiple channels and take advantage of digital technology freely and responsibly.

The presence of digital technology has enabled Indonesia, as a developing nation, to spearhead numerous advancements. Indonesia is equipped to embrace the digital era in terms of infrastructure and regulations governing internet activities. The country's internet connectivity has significantly improved in the 4G era with the implementation of the

Information and Electronic Transactions (ITE) law. The Indonesian population, in general, exhibits a keen interest in embracing digital lifestyles, largely influenced by the increasing internet presence and the rising usage of smartphones year after year.

Indonesia has witnessed numerous advancements in the digital age, leading to a transformation in how information is presented by the mass media. Most media outlets in Indonesia now rely on online platforms, embracing the digital realm. This shift has made activities of Indonesian citizens limitless, blurring the boundaries of traditional communication. The legislation, exemplified by the 2008 Electronic Information and Transaction Law (UU ITE), is constantly being updated to govern these evolving digital activities. It is crucial to safeguard the personal data of Indonesian individuals in the online realm, ensuring that tech giants like Google and Facebook handle user information responsibly. This condition has a lot of influence on people's behaviour, especially on consumers. Consumer behaviour is a form of activity that we often do, especially related to the search for information on goods, services, purchases, use of products and disposal of goods and services that have been used. This digital era has resulted in changes in purchasing power consumption patterns. Change is the change or shift of a certain thing into another thing without eliminating the whole thing (Pitoewas & Yanzi, 2018). According to Abdulsyani, change is a process that occurs in the form of progress, maybe even a setback. Change is included in the process of changing or changing the form, nature, appearance or condition caused by various factors (Pitoewas & Yanzi, 2018). According to certain interpretations provided previously, it can be inferred that change pertains to a alteration of one's routines due to various influences. Sciffman and Winsenblit describe consumer behaviour as the examination of how consumers behave while seeking, buying, using, assessing, and discarding products and services they believe will satisfy their requirements. (Schiffman & Wisenblit, 2015). This explains that changes in consumer behaviour are changes in individuals or groups in searching for, buying, using, evaluating, and disposing of products due to internal and external factors (Akbar, 2018). It is now known that the use of the internet and electronics in Indonesia has increased dramatically with the emergence of online buying and selling sites and services.

The rise of e-commerce platforms and online food delivery services has brought about the development of new apps like Go-jek, Grab, In-Driver and others. These apps offer a variety of services including deliveries via 2-wheelers and 4-wheelers, food deliveries, shopping assistance, house cleaning services and more. Although there are more and more online service applications, each has different advantages and promotions, such as payment systems, responses, variety of choices, and promotions. In-Driver is an online application that serves 2-wheeled and 4-wheeled delivery services where the advantage is that the delivery price can be negotiated.

Gojek is an application that serves several types of services in the form of delivery services (Go-Ride), food buying services (Go-Food), goods delivery services (Go-Send), credit purchase services (Go-Pulsa), goods purchase services at the mall (Go-Mall), moving services (Go-Box), medicine purchase services (Go-Med) and others. Grab is one of the on demand service platforms headquartered in Singapore which started with transportation services, Grab is a tech company from Malaysia with headquarters in Singapore that offers ride-sharing services for both two-wheeled and four-wheeled vehicles (Indonesia, 2010). Grab is a technology company that develops and launches apps for transportation services,

using vehicles owned by partner drivers who are part of PT Grab Indonesia. Originally known as GrabTaxi, this company hails from Singapore and operates in six Southeast Asian countries - Malaysia, Singapore, Thailand, Vietnam, Indonesia, and the Philippines. PT Grab Indonesia's goal is to transform the taxi industry in the region, prioritising safety and convenience for all users. It all began in June 2012 as a taxi booking app, but has since grown to include services for car and motorcycle taxi bookings. The focus is on providing a fast, secure, and reliable transportation option for both drivers and passengers. Indonesia stands out as PT Grab Indonesia's biggest market, with the highest number of completed trips on the platform.

PT Grab Indonesia primarily focuses on operating in Jakarta, a city with a population exceeding 30 million, where it offers motorcycle taxi services. The company also has plans to extend its range of services to more than eight other major cities outside Jakarta, which together have a population of 38 million. Indonesia is ranked fourth globally in terms of population size, with over 250 million inhabitants. Grab Indonesia leads the market in ride-hailing services across many Southeast Asian countries, boasting over 17 million app downloads and a network of 320,000 drivers in 30 cities in Singapore, Indonesia, the Philippines, Malaysia, Thailand, and Vietnam.

The success of the company is heavily reliant on the performance of its employees, particularly the drivers who cater to the needs of customers. The company's image is deeply embedded in the drivers because all drivers are required to wear jackets and helmets obtained from the company when they register. Thus, all drivers must be committed to providing the best service to their customers. If there is one driver who disappoints consumers, the one who is negatively affected is not the driver alone but directly on the company name. This is because in placing an order, consumers cannot choose the driver, but can only choose the service to be purchased, while the driver is determined by the application system that has been downloaded. Therefore, the company enforces a code of conduct that contains rules, safety, security and service standards that are expected to be applied by all drivers.

By using online applications that now exist all activities and needs can be available practically, especially in ordering food, one of which is Grabfood from PT Grab Indonesia. Grabfood PT Grab Indonesia is the fastest food ordering service in Indonesia. The Grabfood application is very easy to use by writing the desired menu or restaurant will immediately appear on the smartphone screen. The number of online sites and practicality, did not escape the people who wanted to misuse the Grabfood PT. Grab Indonesia application with the aim of achieving personal gain. Like someone ordering food through the Grabfood PT. Grab Indonesia application by using a new account or ordering for another address (fake order) with the aim of tarnishing the reputation of Grabfood PT. Grab Indonesia and harming Grabfood drivers PT. Grab Indonesia because Grabfood PT. Grab Indonesia drivers must pay for the ordered food with their money first. Not only that, there is a restaurant that provides food details and food sold on Grabfood PT. Grab Indonesia is different but the price is the same where consumers will blame Grabfood PT. Grab Indonesia drivers for orders that are not suitable or wrong, so drivers sometimes get penalties or penalties set by PT. Grab Indonesia. With the frequent occurrence of this case PT. Grab Indonesia finally provided several updates or updates in the PT. Grab Indonesia Grabfood application.

In addition, there are more problems in using the application due to technological advances in the PT Grab Indonesia Grabfood application. The advancement (update) of the

application on Grabfood PT. Grab Indonesia actually has a good purpose, namely making it easier for consumers and drivers to use the application and reducing application abuse such as fake orders. Updates provided by Grabfood PT. Grab Indonesia in the form of food orders are immediately received by the intended restaurant or eatery and when the order is complete, the restaurant will contact the driver to deliver food to the orderer, but some consumers think Grabfood PT. Grab Indonesia is starting to be difficult to use because of this update, such as orders that sometimes do not match, cannot make changes or cancel orders when the selected food has been input and ordered in the application, long food delivery times and others.

On the other hand, this update is very helpful for Grabfood PT Grab Indonesia drivers, because many consumers make fake orders or cancel when the order has been processed. This makes a loss to PT Grab Indonesia Grabfood drivers because they buy these food orders with their own capital or money. In addition to financial losses, drivers also experience popularity losses which we usually see as giving stars for the services provided by drivers to consumers. This assessment is very important for drivers because it affects the quality of driver service to consumers and the company PT Grab Indonesia, and with this application update it is hoped that driver performance can improve. Performance in general can be seen as the outcome of employees' efforts, often serving as a benchmark for assessing their effectiveness within a company. Moeheriono (2012) states that performance is a reflection of how successful an activity or policy program is in achieving the goals, objectives, vision, and mission set out in an organisation's strategic plan.

Based on the the background above, the problem formulations in this study are (1) Do application changes in Grabfood PT. Grab Indonesia help improve the performance of drivers? (2) What factors affect the quality of performance in Grabfood drivers PT. Grab Indonesia? Research from Winarto (2019) shows that the level of service provided has a direct impact on the customer's choice to use Grabfood. Additionally, the accuracy of the service also plays a crucial role in influencing the customer's decision to utilise Grabfood. Meanwhile, based on research from Yusra & Agus (2020) shows that the impact of ordering food online can vary and lead to increased customer satisfaction, while the quality of service also plays a role in building customer loyalty.

2. LITERATURE REVIEW

2.1. Performance

General employee performance is the result of employees' efforts and is typically used as a benchmark for evaluating employees within a company. Success in performance plays a crucial role in reaching organisational targets, making it essential to focus on enhancing employee performance. According to Rivai (2016) performance can be defined as the actual actions demonstrated by individuals in their professional roles within an organisation, reflecting the outcomes of their efforts. Meanwhile, according to the opinion Yaslis (2005) the definition of performance is about how well employees carry out their duties, including both the quality and quantity of their work. It is not just limited to those in higher positions within the company, but applies to all members of the organisation. Meanwhile, according to Moeheriono (2012) performance refers to the measure of how successful an activity or policy program has been in achieving the goals, objectives, vision, and mission set out in an

organization's strategic plan. As stated by Guritno (2005) performance refers to evaluating the accomplishments of employees in relation to established criteria. It also encompasses the outcomes achieved by an individual in terms of quantity and quality within an organization, based on their assigned duties.

The high and low performance of an employee is certainly determined by factors both directly and indirectly. Mangkunegara & Hasibuan (2000) stated that "The key determinants of success in performance are skill and drive". Meanwhile, according to Davis (2009) It is formulated that the factors that can affect performance are: (1) In terms of psychological ability, employees' capabilities are determined by their potential (IQ) and actual abilities. Employees with the right potential and appropriate education for their role, who are also proficient in their daily tasks, are more likely to meet work performance expectations. As such, it is important to align employees with jobs that match their skills. (2) The motivation aspect is influenced by employees' attitudes towards work situations. It serves as the driving force behind employees' efforts to reach the goals set by the organization.

In addition, according to Mangkunegara & Hasibuan (2000) performance factors are divided into two categories, which are internal factors and external factors. Internal factors refer to the personal characteristics of an individual, while external factors pertain to elements in the environment that impact an individual's performance. These external factors could include the behaviour, attitudes, and actions of colleagues, subordinates, or leaders, as well as the working conditions and organisational culture. Therefore, it can be deduced that influences on performance can stem from both within and outside of individual employees. According to Mathis and Jackson (2001), the key factors influencing individual employee performance are: (1) Ability, (2) Motivation, (3) Support from others, (4) Fulfilment in their role, and (5) Their connection with the organisation.

Additionally, Gibson (1987) identifies three main factors that affect performance: (1) Personal factors, such as abilities, skills, background, experience, and social status, (2) Psychological factors like perceptions, attitudes, personality traits, motivation, and decision-making at work, and (3) Organisational factors: according to Robbins (2002), measuring the performance of individual employees is based on six specific criteria: (a) the standard of work produced, (b) the volume of work completed, (c) adherence to deadlines, (d) how efficiently organizational resources are utilized, including manpower, finances, technology, and materials, (e) the ability to work independently, and (f) dedication to the job. According to Siagian (2002), a number of elements may influence an employee's productivity, including their pay, the work environment, the company's culture, the leadership style, their drive to succeed, their work ethic, their job satisfaction, workplace communication, and numerous other factors.

In measuring performance, five indicators are used which were developed by Becker and Becker & Klimoski (1989) namely: (1) The level of excellence exhibited by an employee in performing their duties is reflected in the quality of their work, including precision, thoroughness, and neatness. (2) The volume of output generated from completing a task or project is a measure of quantity. (3) An individual's outlook towards their employer, coworkers, and job is known as attitude. (4) Collaboration involves employees working well with others, having a positive attitude towards team efforts, and being willing to help colleagues to complete tasks. (5) Effective communication among employees, including

sharing information to achieve shared objectives, is crucial for success in a team or with supervisors.

2.2. Courier Business

According to Karcz & Slusarczy (2016) that courier services have a significant role, especially for the company's operational processes. This courier business understanding is basically a delivery service for both companies and individuals. Based on its characteristics, the services provided. According to Agu et al., (2015), courier companies often advertise quicker delivery times compared to other transportation options for documents and goods. Their primary focus is on delivering items promptly and securely, distinguishing them from other delivery methods on the basis of speed and type of goods transported.

2.3. Logistic Service Quality (LSQ)

The quality of the product delivery service is also determined by consumer judgements. Thai (2013) stated that customers form their opinion on the quality of logistics services through various interactions they have with the logistics provider during the interface process. LSQ is a measurement of the evaluation results between time and between customer transactions with courier services. The measurement of LSQ is explained by Xu et al., (2013) It is based on a combination of physical distribution of goods and services to customers.

2.4. Technology and Food Delivery Services System

Technology plays a significant role in the delivery of food through smartphones. According to Westerman et al., (2014) stated that advancements in technology are revolutionising the dining experience and reshaping customer preferences for meal enjoyment. The expanding technological landscape in the food sector is bringing both new opportunities and challenges, particularly due to the increasing number of competitors. Mat nayan & Hassan (2020) states that food service providers need to adapt their offerings to meet the evolving needs of consumers as different generations come into play.

Berner & Van Tonder (2003) also stated that the changing customer trends indicate that businesses must constantly evolve and innovate to meet and exceed customer expectations. It is crucial for organisations to continually improve and adapt to meet the evolving needs and desires of their customers. Vinaik et al., (2019) also said that Food applications are becoming increasingly popular due to their ability to cater to a wide range of restaurants and their understanding of the relationship between customers and restaurants. Numerous factors play a role in generating high sales, including convenient accessibility, simple payment options, a diverse menu selection, restaurant location, efficient food delivery services, and prompt customer service. Chorneukar (2014) stated that food applications currently serve as the primary interface for placing orders from a wide range of dining establishments, leading customers to rethink their dining habits. The use of smartphone apps for food delivery allows consumers to view restaurant menus and place orders with ease.

3. RESEARCH METHOD

This research method uses a descriptive method with a qualitative approach, which aims to describe and explain a matter which is then classified so that a conclusion can be drawn. According to Bungin (2013), descriptive research involves summarising different conditions, situations, or variables found in the community to bring out characteristic descriptions. This type of research can be qualitative or quantitative, with qualitative data being expressed in words or sentences. The researcher assumes that this research aims to provide a snapshot of current conditions or situations to help in problem-solving. Data collection methods include interviews and questionnaire distribution, with a total of 60 respondents from PT Grabfood Indonesia Grabfood drivers in Surabaya involved in the study. Both interviews and questionnaires were used to collect data, with interviews involving direct questioning and recording responses, while questionnaires involved written responses from participants. The analysis method used was qualitative, based on interviews and observations that focused on questions such as what, why, or how. According to Miles & Huberman (1994) qualitative data analysis involves interactive activities that are ongoing until the data reaches saturation. This process ensures thorough exploration of the data.

4. RESULT AND DISCUSSION

In this study, 60 male respondents answered the 60 questionnaires, including the following as many as 3 people aged under 20 years, 20 people aged 21 - 30 years, 21 people aged 31 - 40 years, and 16 people aged 41 - 50 years. Of the 60 respondents, 3 people under 20 years old have the latest high school education (SMA / SMK), 10 people have the latest high school education (SMA / SMK) and 10 people have a bachelor's degree at the age of 21-30 years, 7 people have the latest high school education (SMA / SMK) and 14 people have the latest bachelor's degree at the age of 31-40 years, 6 people have the latest high school education (SMA / SMK) and 10 people have a bachelor's degree at the age of 41-50 years. This questionnaire is divided into 2 categories, namely performance categories and application changes. In the first statement of the performance category, I can work well because of strong motivation from the questionnaires distributed related to the performance of 60 respondents, 33 respondents answered strongly agree and 27 respondents answered agree. The second statement, the experience I got was very helpful in my future work in making deliveries as many as 23 respondents answered strongly agree and 37 respondents answered agree. The third statement I can complete the delivery quota that I set and Grabfood sets per day out of 60 respondents, 13 people answered strongly agree, 39 people answered agree, 7 people answered disagree, and 1 person answered disagree. The fourth statement I follow the procedures set by Grabfood PT Grab Indonesia from 60 respondents, 43 people answered strongly agree and 17 people answered agree. The fifth statement I can complete the delivery properly and correctly as many as 36 people answered strongly agree, 23 people answered agree, and 1 person answered disagree. The sixth statement that every order I get has a small error rate out of 60 respondents, 20 people answered strongly agree, 36 people answered agree, 2 people answered disagree, 2 people answered disagree, and 1 person answered strongly disagree. The seventh statement I deliver food / beverage orders appropriately from 60 respondents as many as the seventh statement I deliver food / beverage

orders appropriately from 60 respondents as many as 38 people answered strongly agree, 21 people answered agree, and 1 person answered disagree.

In the category of application changes, the first statement, I feel comfortable using the current Grabfood feature from 60 respondents, 18 people answered strongly agree, 40 people answered agree, and 2 people answered disagree. The second statement is that I can easily find buyers with the Grabfood application from 60 respondents, 20 people answered strongly agree, 32 people answered agree, 7 people answered disagree, and 1 person answered disagree. The third statement about I easily go to the restaurant requested by the buyer using the Grabfood application from 60 respondents, 28 people answered strongly agree, 30 people answered agree, and 2 people answered disagree. The fourth statement about I can easily order food / drinks for buyers using the Grabfood application from 60 respondents, 35 people answered strongly agree, 24 people answered agree, and 1 person answered less agree. The fifth statement in the form of I can easily pay and receive money from the buyer's food / drink with the Grabfood application from 60 respondents, 17 people answered strongly agree, 42 people answered agree, and 1 person answered disagree. The sixth statement about I can easily contact buyers with the Grabfood application from 60 respondents, 15 people answered strongly agree, 42 people answered agree, and 3 people answered disagree. The seventh statement about I can easily reach the buyer's destination with the help of the Grabfood application from 60 respondents, 33 people answered strongly agree, 26 people answered agree, and 1 person answered less agree. The eighth statement about I can evaluate my own performance with the star rate system in the Grabfood application from 60 respondents, 21 people answered strongly agree, 38 people answered agree, and 1 person answered less agree.

While the interview process was carried out using free and guided interview techniques with 10 Grabfood PT Grab Indonesia drivers in Surabaya City. This interview was conducted at the researcher's house randomly after ordering food / drinks through the Grabfood PT Grab Indonesia application. In this interview, the researcher asked about the obstacles often faced by the drivers and the motivation of the drivers. Some of the interview results from the drivers are as follows: Driver named Tri Wicaksono. He lives in Bungurasih Timur and has joined Grab PT Grab Indonesia since 2017. Mr Budi said regarding his coverage area in looking for orders:

"I only look for orders in my home area. The consideration is that the cost of petrol is not too expensive, delta area, bungurasih area around the house. Starting in the morning at 7 am until 9 pm if it's faster until 7 pm again, maybe the income is more in line with what's called the target can be fulfilled until the afternoon".

In getting orders, Mr Tri has a target of 100 to 130 orders in 1 day. Mr Budi has experience getting fake orders. The next driver is named Fandi. Mr Fandi is from Sukodono. He has been with Grab for 3 months since joining PT Grab Indonesia. Mr Fandi takes orders in the area near his house, the farthest he takes orders at Sidoarjo Regional Hospital. Mr Fandi has a target in picking up orders, he said: "at least 11 orders for food is enough to get a bonus of Rp 100,000.00. Yes, there is a maximum of 30 orders that can get Rp 300,000.00 but my highest is 15-16". Mr Fandi works as a driver from morning until 10-12 pm. He has never received a fake order, but he has been cancelled for no reason. Mr Fandi has no motivation in working as a driver because he is used to it. As for the motivation of the drivers, it can be concluded that it is to fulfil their needs and improve the economy in the midst of

difficulty finding work in other industries, and with the presence of PT Grab Indonesia, it provides opportunities for the general public to be able to get an application-based job.

PT Grab Indonesia has an application called grab which has various functions including food ordering services (Grabfood), shopping services (Grabmart), car delivery services (Grabcar), bicycle delivery services (Grabbike), package delivery services (Grabexpress) and many more. Grabfood is a food ordering and delivery service through PT Grab Indonesia's Grab application. Grabfood itself was first launched in 2016 with the aim of making it easier for Indonesians to order food without having to queue and leave the house. Grabfood has an updated system where customers can order directly to the restaurant they want and the restaurant will find a driver. This can be said to be more effective and time efficient because there is no need to wait for the driver to come to the place and order the food / drink ordered. Not only does it benefit the customer, but the driver also benefits from this system because the driver does not need to queue or wait at the restaurant for 30-40 minutes depending on the customer's order and the driver can be more effective in finding orders that are ready for delivery. However, not all restaurants can use a system like this, because this system only applies to restaurants that work with Grabfood PT Grab Indonesia which is commonly called a powered merchant. Restaurants that have their own powered merchants have the advantage of Grabfood PT. Grab Indonesia, namely getting priority where customers can go directly to the restaurant page, and get advertising banners provided by Grabfood PT. Grab Indonesia. Apart from Grab PT. Grab Indonesia there are other online service applications called GO-JEK PT. GO-JEK Indonesia and Shopee PT. Shopee International Indonesia. Actually, the three applications have the same function, namely to facilitate Indonesian people in their daily activities by using their services. Just like Grab GO-JEK has many interesting features including gobike (passenger delivery service using a motorbike), gocar (passenger delivery service using a car), gofood (food / drink delivery service), gomart (shopping service), goplay (service if you want to watch movies online), gogames (online game topup service), gotix (ticket purchase service for various events), gosend (goods delivery service), gogive (service for donating).

Gofood has a system where customers order food or drinks then the order will go directly to the restaurant and then the restaurant will find the nearest driver. It's just that not all restaurants can do such a system but the average restaurant that has been recognised by gofood uses the system. There is also the shopee application, usually used by Indonesians to buy and sell goods online but the shopee application has many other features including shopeefood (food / beverage delivery services), cash on demand services (product purchase services using cash as payment), shopee games (games that can be played through the shopee application to get coins or discount vouchers). The shopeefood application itself is almost similar to the grabfood and gofood applications, except that all restaurants in shopeefood use a system where when customers order food / drinks, the order will be received directly by the restaurant and then the restaurant will find the nearest driver to be delivered to the customer. No matter how sophisticated products and applications are, each has its own strengths and weaknesses. Based on the data obtained by researchers, it can be concluded that grabfood, gofood, and shopeefood have their respective advantages where in terms of shipping costs grabfood is much cheaper than gofood and shopeefood. In the speed of delivery services grabfood and gofood have the same average and are superior to shopeefood. In terms of appearance, gofood is superior to grabfood and shopeefood because

gofood has included vouchers that are used when making checkouts or payments while grabfood is required to manually select the voucher you want to use in the checkout menu before making a payment. The payment method used in the three applications gofood has many choices compared to grabfood and shopeefood. Food choices in the grabfood, gofood and shopeefood applications can be known that gofood has more choices than grabfood and shopeefood because it has more street food partners than grabfood and shopeefood. In terms of using vouchers shopeefood is ahead of gofood and grabfood. This is evidenced by shopeefood having vouchers with the highest cashback and being able to use vouchers simultaneously such as discounted food prices and discounted shipping costs. Gofood is also almost the same as shopeefood can use 2 vouchers in 1x transaction but the difference is that the minimum purchase of gofood is much higher than shopeefood. Grabfood has a lower minimum purchase than shopeefood and gofood but grabfood cannot use 2 vouchers in 1 transaction.

From the results of the research analysis above, it can be seen that the influence of application changes has a positive effect on the performance of Grabfood PT Grab Indonesia drivers. This can be proven from several drivers who have been interviewed answering reviews given through the application to customers greatly affects their performance, from order taking, the quality of drivers in making deliveries and the benefits obtained by drivers at work. With the reviews given by many costumers, the more maximum stars obtained, the driver can easily get orders, but if the review received by the driver is very low, not only will the customer be worried and cancel the order, the driver can also be threatened with suspension because the star review results obtained are lower than the standard set by Grab PT. Grab Indonesia. The application changes made by Grab PT. Grab Indonesia are also very helpful for Grabfood PT. Grab Indonesia drivers. From searching for customers to making payments, it can be done practically with the cashless system. Not only does it make it easier for drivers to find customers, this application change also helps to keep drivers from being exposed to fake orders (fictitious orders) which were previously rampant. This has proven to be very detrimental to drivers in terms of time even though Grab provides a full refund to drivers who are affected by 100% fake order cases, but drivers are required to carry out procedures set by PT Grab Indonesia to get the refund. The occurrence of fake orders can occur because the payment made is in cash. Due to this, Grab PT Grab Indonesia provides promos not through cash payments anymore but for customers who make cashless payments via ovo or credit cards with a minimum purchase and maximum discount. In addition to reducing the impact of fake orders (fictitious orders) drivers are also given the freedom in the right to accept or release customer orders and customers will be transferred to other drivers who want to accept the order. Therefore, the driver does not feel disadvantaged because the customer cancels the order when the driver is already in the delivery position. This often happened before the change (update) of the Grab application because customers can cancel orders in any situation as long as they have a reason. Changes to PT Grab Indonesia's grabfood application affect driver performance. This is evidenced by the case of fake orders before the update. According to drivers, fake orders occur because of ignorant customers who order food / drinks with cash payment and fake addresses. From several drivers who have been interviewed, many often get fake orders (fictitious orders) where they do not meet with customers. Not only 1 driver but many drivers are also affected by fake orders (fictitious orders) at the same time and address. This action is very detrimental

to drivers because by making cash payments, PT Grab Indonesia grabfood drivers must pay for the food / drinks with their respective pocket money and cannot get a refund. This has resulted in many grabfood drivers preferring to take grab-bike orders. Due to the rampant cases of fake orders (fictional orders) which made it difficult to get grabfood drivers, PT Grab Indonesia decided to provide vouchers in the form of cashless with the aim of reducing the occurrence of fake orders. The actions of PT Grab Indonesia have paid off because there are fewer cases of fake orders (fictional orders) and drivers also feel satisfied with the actions taken by PT Grab Indonesia so that many customers prefer to pay using the cashless method (OVO). In addition to increasing promos and vouchers using cashless payments (OVO), PT Grab Indonesia's grabfood also provides 100% refunds if there are still drivers who are affected by fake order cases (fictional orders) with the conditions set by PT Grab Indonesia. Not only giving refunds, PT Grab Indonesia's grabfood also made changes that are beneficial to PT Grab Indonesia's grabfood drivers where customers cannot cancel orders arbitrarily without the consent of the driver. This is done by PT Grab Indonesia with the aim that drivers do not feel disadvantaged in terms of time and finance because ignorant customers cancel orders after the order has been made. In addition to this latest update, PT Grab Indonesia grabfood drivers can take a maximum of 3 orders at the same time. In addition to saving time, the system helps drivers to achieve personal targets and be able to get a daily bonus set by PT Grab Indonesia.

It is not only drivers who receive the impact of the PT. Grab Indonesia grab application update but also customers. In the PT Grab Indonesia grabfood application before the update, customers get many benefits such as vouchers that can be used multiple times, can track drivers with the aim of knowing where the driver's current position is, there are vouchers for cash payments, can cancel orders if there is a disturbance from the driver or restaurant such as the menu ordered is not available or the driver's position is very far from the restaurant and can re-search without any sanctions.

According to customers, this is the benefit they are looking for, besides being easy to use the PT Grab Indonesia grabfood application is also very convenient to use for customers who are not tech-savvy. However, with this convenience there are still people who do not like the PT Grab Indonesia grab application because it harms their businesses such as restaurant food delivery services, motorbike taxis, public transport drivers and others. So that many people take advantage of these benefits for their interests. With the updates made by PT Grab Indonesia, many things have changed from the customer's side, including the customer cannot track the driver's position, the customer cannot cancel the order without the consent of the driver, the system has changed where the customer's order is immediately accepted by the restaurant so that if you do not provide information regarding spices and sauces, you will get food / drinks according to standards. In addition, when the driver places a cancer order, the customer will be automatically searched for a driver by the restaurant and cannot cancel during any search for the driver. Costumers do not only get losses, there are also benefits obtained in the form of vouchers that are used increasingly have a high enough discount, vouchers that can be activated with food / drinks that are on promo, and cheaper shipping prices.

5. CONCLUSION

Based on the results of the research and discussion that has been stated in the previous chapter, the conclusions can be drawn from the research on improving performance through applications on Grabfood drivers PT. Grab Indonesia in Surabaya City, a case study of drivers in Surabaya City who have provided Grabfood delivery services are as follows:

(1) The effect of application changes has a positive effect on the performance of PT Grab Indonesia Grabfood drivers. (2) Reward and punishment, motivation, and obligation are other factors that have a positive effect on the performance of PT Grab Indonesia Grabfood drivers. (3) Reward and punishment play an important role in the motivation of Grabfood drivers of PT Grab Indonesia.

Based on the above conclusions, in this case the authors can suggest the following: (1) Changes (updates) made by PT Grab Indonesia must be able to balance the benefits received by customers and drivers. (2) Grabfood must be more innovative in providing promos and vouchers to customers so as not to lose competition with other platforms. (3) Provide future benefits for PT Grab Indonesia Grabfood drivers such as points that can be used by drivers to buy drinks or food for free with certain targets to increase the motivation of PT Grab Indonesia Grabfood drivers to work.

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