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THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON THE PERFORMANCE OF ONLINE RIDE-HAILING DRIVER PARTNERS IN TASIKMALAYA CITY

Iman Maulana

Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

maulanaiman574@gmail.com

Abstract. This study aims to examine the influence of intrinsic and extrinsic motivation on the performance of online motorcycle taxi drivers in Tasikmalaya City. A quantitative approach was employed through questionnaires distributed to online drivers working on platforms such as Gojek, Grab, Maxim, and ShopeeFood. The data were analyzed using multiple linear regression techniques with the aid of statistical software. The findings show that both intrinsic and extrinsic motivation significantly improve the performance of online motorcycle taxi drivers. The findings suggest that internal factors, such as pride and job satisfaction, play a more dominant role compared to external incentives like bonuses or reward. This study highlights the importance of strengthening intrinsic motivation to enhance the performance of gig economy workers, particularly those in the online transportation sector.

Keywords: intrinsic motivation; extrinsic motivation; driver performance; online motorcycle taxi drivers.

1. Introduction

The advancement of digital technology has spurred major changes across various sectors, notably in transportation, with the emergence of online platforms like Gojek and Grab. This application-based business model not only simplifies service access for consumers but also creates new employment opportunities as driver partners. The performance of these online motorcycle taxi partners is a critical factor determining platform success and customer satisfaction, measured by aspects such as timeliness, accountability, and the ability to maintain consumer satisfaction. Factors like incentive systems, work motivation, flexible operating hours, and technological support influence driver performance and income (Kurniawan and Achjari: 2024).

Tasikmalaya City, as a developing city in West Java, has witnessed a significant rise in online motorcycle taxi partners. The high demand for online transportation services necessitates optimal performance from drivers. A unique phenomenon observed here is the "Batik Driver Tasikmalaya" community, where drivers wear local batik attire, symbolizing cultural pride and community support.

However, challenges persist, including fluctuations in income, high competition, and pressures from frequently changing platform incentive systems. These conditions directly impact driver motivation and, consequently, their performance.

Intrinsic motivation originates from within the individual and is driven by personal satisfaction, achievement, responsibility, and pride in the job. Drivers with high intrinsic motivation strive to provide the best service and maintain a positive reputation even without external pressure or financial incentives. In contrast, extrinsic motivation arises from external factors such as incentive systems, bonuses, rewards, and supportive working conditions. Changes in bonus schemes or platform policies may significantly affect drivers' morale and performance. Understanding how intrinsic and extrinsic motivation interact is therefore essential to explain how these factors influence the work outcomes of online driver partners in Tasikmalaya.

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The objectives of this study are to examine how intrinsic and extrinsic motivation affect the performance of online driver partners in Tasikmalaya City and to determine which of these two motivational factors has a more dominant influence within the context of online transportation services.

2. Literature Review

2.1 Theoretical Foundation

Technological and digital economic developments have changed transportation patterns in major cities in Indonesia, including Tasikmalaya. One of the impacts is the increase in the number of online motorcycle taxi drivers who have become partners of ride-hailing platforms to meet the mobility needs of the community. Driver performance is not only influenced by external factors such as fares, bonuses, and incentives, but also by internal motivations, such as a sense of responsibility, personal satisfaction, and pride in their work. Intrinsic and extrinsic motivation are important factors in determining productivity, service quality, and customer satisfaction. Therefore, understanding the influence of these two types of motivation on driver performance is very relevant, both from an academic and practical perspective. This study uses Self-Determination Theory (SDT) as its theoretical basis, as this theory comprehensively explains how internal and external motivation drives individual behavior, including work performance. By understanding the relationship between motivation and driver performance, it is hoped that the results of this study can provide useful recommendations for ride-hailing companies, drivers, and the development of effective incentive systems in the city of Tasikmalaya.

Self-Determination Theory (SDT), developed by Richard M. Ryan and Edward L. Deci (2000), explains that human motivation is divided into two main types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from a person's internal drive, such as personal satisfaction, a sense of responsibility, and goal achievement, while extrinsic motivation is influenced by external factors, such as incentives, bonuses, or rewards from others. According to Deci & Ryan (1985), individuals who are intrinsically motivated tend to show more consistent and higher-quality performance because they are driven by inner satisfaction and a sense of achievement, not just external rewards. In the context of online motorcycle taxi drivers in Tasikmalaya, SDT is relevant for explaining how a combination of intrinsic and extrinsic motivation affects work performance. Drivers who are satisfied with their work, have a sense of responsibility, and are motivated by recognition or incentives tend to provide more optimal and productive services. Thus, this theory supports the research assumption that internal and external motivation can simultaneously improve the performance of ride-hailing drivers, both in terms of service quality and the quantity of trips completed.

2.2 Intrinsic Motivation (X_1)

Intrinsic motivation refers to an internal drive that encourages individuals to perform their work because of personal satisfaction, pride, or a sense of meaning derived from the job itself. Individuals with high intrinsic motivation engage in work not because of external rewards or pressure but because of external reward or pressure but because they find the work enjoyable, purposeful, and aligned with their personal values.

According to Deci and Ryan, intrinsic motivation arises when three basic psychological needs are fulfilled: autonomy (the freedom to act), competence (a sense of mastery), and relatedness (a sense of belonging or connection with others) (Ryan and Deci: 2000). In the context of online motorcycle taxi drivers, intrinsic motivation can be seen through feelings of

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pride in providing good service, satisfaction from positive customer ratings, and responsibility for maintaining work quality.

2.3 Extrinsic Motivation (X_2)

Extrinsic motivation refers to the drive to perform a task that originates from external factors, such as financial rewards, incentives, or recognition. Individuals act not because of the inherent enjoyment of the task but due to the benefits or compensation associated with it.

According to Gagne and Deci (2019), extrinsic motivation plays an important role in simulating short-term work enthusiasm. Particularly when the reward system is fair and transparent. For online motorcycle taxi drivers, extrinsic motivation may come from per-trip bonuses, achievement-based rewards such as badges and rankings.

2.4 Performance (Y)

Performance refers to the result achieved by an individual in carrying out tasks according to the organization's goals and standards. It can be measured both quantitatively and qualitatively, such as through productivity, punctuality, and customer satisfaction.

According to Zulkifli and Suryani (2023), the performance of online motorcycle taxi drivers is determined not only by the number of trips completed but also by the quality of service provided to customers. The higher the level of intrinsic and extrinsic motivation, the greater the likelihood of achieving optimal performance outcomes.

2.5 Hypotheses

The research framework posits that both intrinsic motivation (X_1) and extrinsic motivation (X_2) play a crucial role in enhancing online driver partner performance (Y).

H₁: Intrinsic motivation positively affects the performance of online driver partners in Tasikmalaya City.

H₂: Extrinsic motivation positively affects the performance of online driver partners in Tasikmalaya City.

H₃: There is a difference in dominance between intrinsic motivation and extrinsic motivation in affecting the performance of online driver partners in Tasikmalaya City.

3. Research Methods

3.1 Research Design and Sample

This study employs a quantitative associative approach to analyze the relationship and effect between the independent variables (intrinsic motivation and extrinsic motivation) and the dependent variable (driver performance). The population consists of online driver partners in Tasikmalaya City. Due to the unknown population size and relatively homogeneous characteristics, random sampling was applied. A total of 30 respondents were collected, which meets the minimum requirement for exploratory regression analysis (Hair et al., 2019).

The data analysis was performed using multiple linear regression with SPSS. Prior to hypothesis testing, classical assumption tests were conducted, including validity and reliability testing, normality test, multicollinearity test, and heteroscedasticity test. The regression analysis was then used to determine the magnitude and significance of the influence of X_1 and X_2 on Y.

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3.2 Data Collection and Measurement

Data was collected using a Likert-scale questionnaire (five points: 1=Strongly Agree to 5=Strongly Disagree). The variables and their indicators are detailed in Table 2 below:

Table 1. Variable Operationalization and Measurement Scale

Variable	Indicators	Measurement Scale	Source
Intrinsic Motivation (X ₁)	Job satisfaction, Sense of responsibility, Pride in the job, Personal drive for achievement	Likert (1-5)	Ryan & Deci (2020), Butschek et al. (2022)
Extrinsic Motivation (X ₂)	Bonus/ incentives, Earnings, Company rewards, Supportive working conditions	Likert (1-5)	Behl et al. (2022), Fielbaum & Tirachini (2021)
Performance (Y)	Work quantity, Work quality, Timeliness, Customer service	Likert (1-5)	Mangkunegara (2017), Morris et al. (2022)

3.3 Data Analysis Technique

Data analysis was performed using Multiple Linear Regression through SPSS software to determine the influence of intrinsic and extrinsic motivation on driver performance. The regression model used in this study was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon. \quad (1)$$

Prior to hypothesis testing, instrument quality was ensured through validity and reliability analysis. Validity was measured using the Pearson Product Moment correlation, where items were considered valid when the calculated r-value exceeded the r-table value. Reliability testing was conducted using Cronbach's Alpha, with a coefficient value of 0.70 or higher indicating acceptable reliability. Hypothesis testing was then carried out through partial t-tests and simultaneous F-tests, while the coefficient of determination (R²) was used to measure how much the independent variables explained the variation in driver performance.

4. Results and Discussion

4.1 Respondent Profile

The study involved 30 active online driver partners in Tasikmalaya from platforms like Gojek, Grab, Maxim, and ShopeeFood. The majority of respondents are in the productive age range (20 - 45 years old). Most have worked as ojek online drivers for more than 6 months, and the majority have a high school/equivalent education. The profile indicates that the profession attracts diverse backgrounds due to its flexibility and earning potential.

4.2 Validity and Reliability Test Results

- Validity: All questionnaire items were considered valid because their calculated r-values exceeded the critical r-value of 0.361 at a significance level of 0.05.
- Reliability:

Table 3. Reliability Test Results

Variabel	Croncbach's alpha (α)	Criteria	Description
Intrinsic motivation (X ₁)	0.922	> 0.70	Very reliable
Extrinsic motivation (X ₂)	0.682	> 0.60	Quite reliable
Driver performance (Y)	0.814	> 0.70	Reliable

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All instruments were declared reliable, confirming their good internal consistency and suitability for further analysis.

4.3 Multiple Linear Regression Analysis

The regression model results are summarized in Table 4.

Table 4. Multiple Linear Regression Results

Variable	Coefficient	t count	Sig	Conclusion
Constant	0.148	0.578	0.565	Not significant
Intrinsic motivation (X ₁)	0.756	4.50	0.000	Significant
Extrinsic motivation (X ₂)	0.293	2.21	0.039	Significant

The results of the multiple regression analysis show that intrinsic motivation (X₁) has a positive and significant effect on driver performance, where a one-unit increase in X₁ leads to an increase of 0.756 units in performance. Similarly, extrinsic motivation (X₂) also exerts a positive and significant influence, with a one-unit increase in X₂ resulting in a 0.293-unit improvement in performance. The coefficient of determination (R²) obtained in this study is 0.776, which means that 77.6% of the variation in driver performance can be explained by the combined influence of intrinsic and extrinsic motivation, while the remaining 22.4% is attributable to other factors outside the research model.

4.4 Hypothesis Testing Results

The results of the partial t-test indicate that both hypotheses are accepted. Intrinsic Motivation (X₁) shows a positive and significant influence on driver performance (Sig. 0.000 < 0.05), confirming that internal factors such as pride, responsibility, and personal satisfaction are critical in enhancing productivity and service quality. This finding aligns with Herzberg's motivation theory, which emphasizes that motivator factors play a key role in improving individual performance. Meanwhile, Extrinsic Motivation (X₂) also demonstrates a positive and significant effect (Sig. 0.039 < 0.05), showing that external influences such as bonuses, flexible working hours, and incentive schemes act as important triggers for higher performance. This supports Skinner's reinforcement theory, which explains that behavior can be strengthened through positive external rewards.

Furthermore, the simultaneous F-test produced a significance value of 0.000 < 0.05, meaning that intrinsic and extrinsic motivation together have a significant combined effect on driver performance. The results indicate that the synergy between internal drivers and external support forms a stronger motivational force that encourages more productive and optimal service among online motorcycle taxi drivers.

4.5 Discussion: The Dominance of Intrinsic Drive

The overall findings reinforce the argument that both intrinsic and extrinsic motivation play important roles in improving work performance among gig economy workers, particularly online transportation drivers. However, the analysis shows that intrinsic motivation has a more dominant influence on driver performance compared to extrinsic motivation. The higher regression coefficient for intrinsic motivation (0.756) suggests that internal drivers, such as pride in the profession, personal responsibility, and a sense of achievement, serve as the most consistent sources of strong performance outcomes. Drivers who possess high intrinsic motivation tend to remain disciplined and persistent even when facing challenges such as fluctuating income, increased competition, or changes in incentive systems. This finding supports Herzberg's Two-Factor Theory, which explains that motivator factors, including

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achievement, responsibility, and recognition, directly enhance job performance.¹ Similar perspectives were also emphasized by Deci and Ryan, who argue that when individuals' psychological needs for autonomy, competence, and relatedness are fulfilled, their internal motivation becomes stronger and more sustainable, leading to higher quality performance.

Although extrinsic motivation also significantly contributes to driver performance, its influence is smaller than intrinsic motivation, indicating that it functions more as a short-term performance catalyst. Incentives, bonuses, or flexible schedules may increase short-term effort, but such effects may decline when the reward structure weakens or changes. Skinner's reinforcement theory indicates that behavior can be improved through external reinforcement, but the effect depends on the consistency and fairness of the reward system.² In the context of digital labor and the gig economy, studies have shown that reliance on financial incentives alone can create unstable motivation due to shifting algorithms and fluctuating platform reward policies. Therefore, extrinsic motivation, while beneficial, must be balanced with intrinsic motivation to ensure long-term engagement and job performance.

In the local context of Tasikmalaya's informal economy, the findings highlight that successful performance among online drivers is influenced not only by material benefits but also by psychological and emotional factors that support productivity and consistency. The presence of local values, such as pride in being part of the "batik driver" community, strengthens drivers' emotional attachment to their work and enhances their professional identity. This reflects that socio-cultural elements also shape motivation and work behavior at the regional level. Therefore, platform providers and policymakers should consider strengthening both personal development and economic incentive systems to create a more holistic support structure for online transportation workers in Tasikmalaya and similar regions.

5. Conclusion and Suggestions

5.1 Conclusion

The results of this study show that both intrinsic and extrinsic motivation have a positive and significant impact on the performance of online driver partners in Tasikmalaya City. However, intrinsic motivation demonstrates a stronger influence, indicating that internal factors such as responsibility, job satisfaction, and pride in the profession play a crucial role in improving work performance. This suggests that drivers who are motivated from within tend to deliver better and more consistent service. Furthermore, the simultaneous effect of both motivational factors confirms that a balance between internal and external motivation is essential to achieving optimal and sustainable performance among online transportation workers.

5.2 Suggestions

For online platform companies, it is recommended to enhance non-financial support systems, such as improving training programs, providing transparent feedback mechanisms, and recognizing service quality to strengthen intrinsic motivation among drivers. Companies should also continue refining incentive and bonus schemes to ensure competitiveness and fairness, as extrinsic motivation remains an important factor in influencing performance. The development of a healthy digital work environment, including two-way communication and recognition of partner contributions, can help foster a stronger sense of value and inclusion.

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For driver partners themselves, increasing awareness of the importance of intrinsic motivation—particularly responsibility and pride in their work—can help improve consistency and service quality. Drivers are also encouraged to make strategic use of flexible working hours to maintain high productivity while safeguarding their health and well-being. Future researchers are encouraged to include additional variables such as work stress, job satisfaction, or social support to provide a broader understanding of factors that influence performance. Expanding the sample size and research coverage to more cities or regions will also enhance the generalizability of findings and contribute to a deeper understanding of gig economy dynamics in Indonesia.

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