

CHAPTER I

INTRODUCTION

1.1. General Description of the Research Object

1.1.1. Company Background

Uber is an American international transportation network company headquartered in San Francisco, California, United States of America. It develops, markets and operates the Uber mobile app, which allows consumers to submit a trip request which is then routed to sharing economy drivers. As of May 28, 2015, the service was available in 58 countries and 300 cities worldwide. Since Uber's launch, several other companies have emulated its business model, a trend that has come to be referred to as "Uberification". Uber was founded as "UberCab" by Travis Kalanick and Garrett Camp in 2009 and the app was released the following June. It raised \$49 million in venture funds by the start of 2011. Beginning in 2012, Uber expanded internationally. In 2014, it experimented with carpooling features and made other updates. It continuously raised additional funding, reaching \$2.8 billion in total funding by the start of 2015. Many governments and taxi companies have protested against Uber, alleging that its use of unlicensed, crowd-sourced drivers was unsafe and illegal. Otherwise, Uber gives consumers a choice between regulated taxi cab companies and other forms of transportation and provides drivers with "flexible and independent jobs". Many users enjoy the fact that you can watch the car approach on the smartphone so they know when the cars will arrive, users get notification when the car is arriving as well, and that they do not need to have take a credit card or cash with them, as the money is automatically deducted from their credit card account, with a receipt automatically sent to their email. As Uber does not require cars to be hailed, this means that it can more easily pick up customers in less built up neighbourhoods. Then, It is estimated that Uber will generate 10 billion dollars in revenue by the end of 2015.



Figure 1.1.

UBER logo

Source: www.uber.com

1.1.2. Organization Structure

a. Travis Kalanick

He is a successful entrepreneur who founded Uber along with Garrett Camp in 2009. He dropped out of college at UCLA. Today he is the CEO of Uber and also owns 13 investments in 10 companies.

b. Ryan Graves

He holds a B.S. in Economics from Miami University. He is now Head of Global Operations in Uber Technologies, Inc. He is strategic problem solver that turned Uber's operations team from a single employee to an international workforce.

c. Garrett Camp

He holds a Masters in Software Engineering at the University of Calgary, researching interfaces for collaborative systems, evolutionary algorithms and information retrieval. Garrett is co-founder of Uber.com in 2009 with Travis Kalanick.

d. Salle Yoo

She is now holding position of General Counsel of Uber Technologies, Inc. She is a graduate from Scripps College and Boston University School of Law. Salle secures Uber's rapid expansion globally and sustain growth.

e. Than Pham

He holds a B.S. in Computer Science and Engineering and an M.S. in EE/CS from MIT. Now he is holding the position of Chief Technology Officer of

Uber Technologies, Inc. He creatively solves any challenges that face Uber's growth.

f. Brent Callinicos

He is a graduate of University of North Carolina, Chapel Hill and Ex-VP, Treasurer and Chief Accountant at Google. Now he is Chief Financial Officer of Uber Technologies, Inc.

g. Jeff Holden

He is Graduated of University of Illinois, Urbana, Champaign. He is Ex-CEO and co-founder of Pelago, Ex-VP at D. E. Shaw & Co., L.P. in New York. Now he is Chief Product Officer of Uber Technologies, Inc.

1.1.3. Business Strategy

Uber uses data to guide its market maneuvers. Through their innovative pricing strategy, real time feedback of the service demand is used to determine the cab prices as well as formulate the fare price for its service line. Most businesses focus on increasing demand. Interestingly enough, Uber focuses primarily on supply side to drive its marketing strategy. Because if there are a lot of cars operated or available in a given city, users will not be afraid of not getting a car and it will stimulate the demand growth as well. Their other philosophy is that the penetration of smartphone and credit card usage will support the growth of demand. Uber's business strategies mimic successful technology firm rather than transportation firm. Uber did not want to be viewed as a typical cab or car service company. Car service companies do not invest in innovation and have assumed the industry will not change. Uber used a "noisy entry strategy" and technological discontinuity to find a niche in this billion dollar market. Uber understood the growing market of consumers that use smartphones, and the facts that early adopters are willing to pay a premium price for convenience, professionalism and cleanliness. As Uber releases its product in new cities, it has also taken a "noisy" marketing strategy to get the brand recognized. Travis Kalanick is the face of the company and is heavily involved in the launch parties. The company successfully uses mass media including Twitter and Facebook to showcase its product and technology websites and blogs have

shown an interest in the transportation industry. He is a confident businessman who knows the value of early adoption and provides free credit or free rides to individuals attending a launch party. This become one of the marketing procedures followed by all marketing managers worldwide to introduce Uber in a given city. Then, Uber management uses sophisticated technology to measure service metrics related to all levels of customer service, such as speed and product quality.



Figure 1.2.

Uber App User Interface

Source: <https://www.crunchbase.com/organization/uber>

1.1.4. Management aspect

1.1.4.1. Production Aspect

Uber Technologies Inc. is an application company that help driver and rider to find each other only at a touch of a button in smartphone. Uber have some service-line for their users, they are:

a. UberX

UberX is the “ride sharing” service that matches riders with independent drivers who use their own personal vehicle. UberX drivers are not professional livery drivers and a commercial license is not required, although some UberX drivers might have one. But by setting up a significant price differential, they can now expand the fleet (and car availability), with full disclosure that you might get a non-luxury car, but at least it will be much cheaper. UberX drivers must be 21 or older with a clean driving record. UberX cars must be model year 2012 or newer and pass an independent vehicle inspection. When you request

an UberX, you will probably be picked up with a Honda Jazz, Toyota Yaris, Honda Mobilio, Toyota Avanza, Daihatsu Xenia, Suzuki Ertiga, Nissan Livina, Toyota Innova and other similar type of vehicle that can accommodate passengers up to 6 people onboard. UberX drivers drive “regular” cars that typically are not luxury sedans or SUVs. This sends an everyday car to your location with a couple of minute. This is Uber’s budget option.

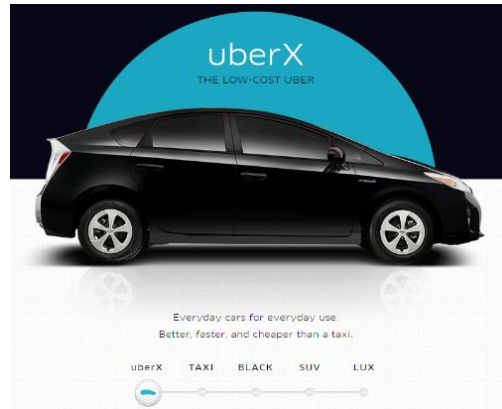


Figure 1.3.

UberX Slogan

Source: www.uber.com

b. Uber Black

Uber Black car is the professional livery service that has given Uber a high-end reputation in the business world. The vehicle standards and driver standards are much higher for Black Car: Your Black Car driver will have a commercial license, commercial insurance, and their vehicle will be a high-end luxury sedan or SUV. There are two options in the Black Car service: Choose a Black Car luxury sedan that seats four, or an SUV that seats six or more. Naturally, the fare for Black Car is higher than UberX. It caters to wealthier users, businessmen, celebrities, and Uber users who are willing to spend a little extra for a special occasion. This service is available in Indonesia, especially in Jakarta. The type of Uber Black Car are usually a high-end luxury sedan or premium SUVs. The example of cars are Toyota Camry, Honda Accord, Mercedes Benz E Class, Toyota Alphard and other similar type of cars that have 2.0L engine capacity and more. But for Bali area for now there are only Uber Black service-line

where the cars are typically MPV or Minibus with 6 seats or more that available since Uber launching its service in Bali for 4 months.

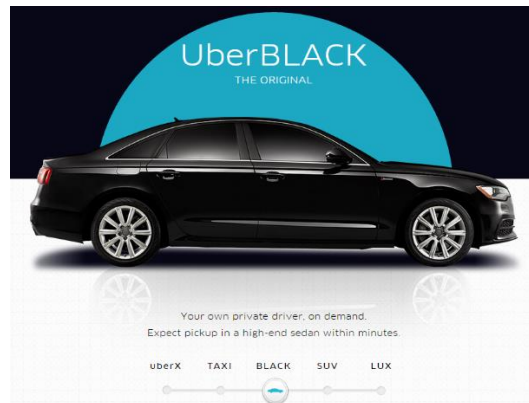


Figure 1.4.

UberBLACK Slogan

Source: www.uber.com

1.1.4.2. Marketing Aspect

a. Promotions

In July 2012, in honor of National Ice Cream Month, Uber launched an "Uber Ice Cream" program in the U.S. so that users in seven cities could summon an ice cream truck for on-demand delivery, while purchases were billed to users' accounts. Then, due to high demand and interest of users with that program, Uber decide to make "Uber Ice Cream" as a global marketing campaign worldwide and conduct it annually. In July 2014, Uber partnered with Blade to offer "UberCHOPPER" helicopter rides from New York City to the Hamptons for US\$3,000, including availability during the July 4th holiday weekend. This campaign also conducted in Jakarta, while Uber partnered with PremiAir and offer free trips to soar the Jakarta's sky with UberCHOPPER from Grand Indonesia Shopping Mall to Halim Perdana Kusuma Airport on November 20, 2015. Short-term promotions in the second half of 2013 included: the September hire of ice-cream trucks to deliver ice cream; rides in the DeLorean DMC-12 car from the Back to the Future film franchise that were also launched in September; October National Cat Day promotion for which Uber

drivers delivered kittens; and a Christmas-tree delivery service. In March 2015, Uber offered luxury car-rental service in collaboration with Dream Drive in Singapore until 20 May 2015.

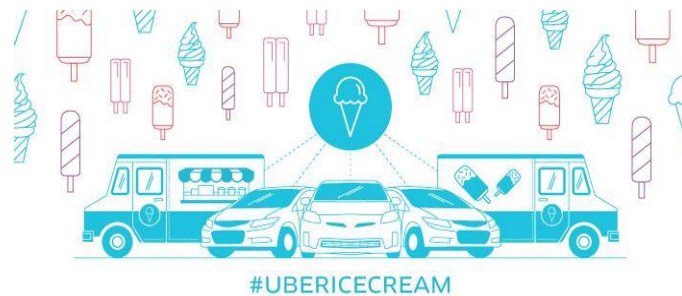


Figure 1.5.

Uber Ice Cream Marketing Campaign

Source: <http://blog.hightail.com/t/uber-ice-cream/>

b. Pricing and payments

Uber's pricing is similar to that of metered taxis, although all hiring and payment is handled exclusively through Uber and not with the driver personally. In some cities, if the Uber car is travel at a speed greater than 11 mph (18 km/h), the price is calculated on a distance basis, otherwise, the price is calculated on a time basis. At the end of a ride, the complete fare (which does not include a gratuity) is automatically billed to the user's credit card. Uber has said its prices are the premium that the customers pay for a cab service that is not only reliable, but also punctual and comfortable. On 12 May 2015, Uber started testing Cash payments in India then followed with other cities like Hanoi and also Bandung.

c. Surge pricing

Uber uses an automated algorithm to increase prices to "surge" price levels, responding rapidly to changes of supply and demand in the market, and to attract more drivers during times of increased rider or user demand, but also to reduce demand. Users receive notification when making an Uber reservation that prices have increased. The company applied for a U.S. patent on surge pricing in 2013. The practice has often caused passengers to become upset and invited criticism when it has happened as a result of holidays, inclement weather, or natural disasters

During New Year's Eve 2011, prices were as high as seven times normal rates, causing outrage. During the 2014 Sydney hostage crisis, Uber implemented surge pricing, resulting in fares of up to four times normal charges; while it defended the surge pricing at first, it later apologized and refunded the surcharges.

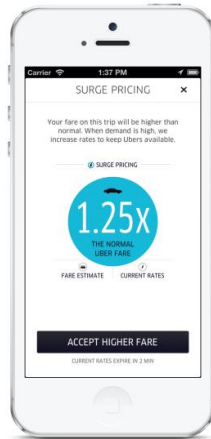


Figure 1.6

Uber Surge Pricing

Source: <https://www.crunchbase.com/organization/uber>

1.1.4.3 Financial aspect

The company received venture funding in late 2010 from First Round Capital and a group of super angel investors in Silicon Valley that included Chris Sacca. In early 2011, Uber raised more than US\$11.5 million in Series A funding led by Benchmark Capital. In late 2011, Uber raised an additional \$32 million in funding from several investors, including Goldman Sachs, Menlo Ventures, and Bezos Expeditions, bringing its total funding to \$49.5 million. Google Ventures invested \$258 million in 2013. Google Chief Legal Officer David Drummond is on Uber's board of directors. By August 2014, the company had raised US\$1.5 billion in venture capital. Uber hired David Plouffe as a lobbyist in the same month, who joined the company's numerous other lobbyists. On December 12, 2014, TechCrunch (2015) reported that the Chinese search engine Baidu, the mainland's largest, is expected to make a significant investment in Uber. The deal, the details

of which were not shared with the media, was confirmed on December 17, 2014, following a Beijing meeting involving Uber's CEO Travis Kalanick and Baidu chief executive and Chairman Robin Lee, who made a commitment to connect the search engine's map and mobile-search features with Uber's app. At the time of the arrangement, Uber existed in eight Chinese mainland cities. Kalanick told the media afterward of an absence of "pressing regulatory issues" for Uber in China. In May 2015, Uber revealed plans to raise between \$1.5 billion and \$2 billion in new funding, raising the value of the company to \$50 billion or higher.

1.1.4.4. Human Resources Aspect

Uber use approach that minimizing employees in every cities operated, depending on how the development and growth of the cities itself. In Bandung, there are only three people that employ at Uber. One general manager, one operations manager and one marketing manager. Knowing that the growth and development in Bandung is raise rapidly, Uber open the vacancy for the people who have a high interest working with Uber, hard worker, and willing to learn more to be an Intern or it usually called Uber Brand Ambassador. But, Uber also have a department that dealing with human resources management named Recruiter department. This is a department that recruit and assess the potential employer and based in the headquarter office located in San Francisco, USA. This department will interview the potential employer and manage the existing pipeline of candidate and also identify what future opportunities they may be a fit for. This department will work closely with APAC team to improve upon existing programs and develop innovative strategy around finding top talent. After the candidates was selected, the recruiter will conducting an event for the whole new employee worldwide of Uber named *Uberiversity*. *Uberiversity* is monthly training program that have a purpose to gather all the new employees worldwide to knowledge more and be familiar with the system and value of Uber. For the new employee of Uber located on all territories worldwide, they must be attend this event in San Francisco and all the accommodation expenses will covered by Uber.

Uber is partnering with car rental companies in every cities operated. Uber use terms 'partner' to describe their relationship status with drivers. It can be

concluded that all of the Uber's drivers are independent contractors, it means the drivers are not Uber's employee. Basically, drivers are employed by their car rental companies or they be their own boss. Uber do partnering with its partners in terms of providing service applications for Uber side and cars supply for partner side.

1.1.5. Vision and Mission

The vision of Uber is help solve some of the most pressing problems for cities worldwide. Congestion is projected to get much worse over the next decade, and it is barely tolerable now in many cities. The only real solution is to reduce the number of cars on the road. While the mission of Uber is make transportation as reliable as running water, everywhere, for everyone. Uber also offer a lot more: reliability, customer support, style, comfort and reduce frustration. It is on-demand private driver. Users can request a ride anytime right on their smartphone by using the android or iPhone application that can be downloaded freely on Play Store or Apple Store or directly go to website m.uber.com to request a ride or cars.

1.2. Research Background

According to ShaemiBarzoki, *et al.* (2012), human force is considered the most valuable asset of an organization and different factors affect its performance and efficiency. In today's world of non-stop change, in which organizations are competing with all their capabilities, a big portion of organization's energy is put into the attention given to staff. Relying on their human force inside the organization, today's organizations can improve their activities as much as possible. Motivation is one of the most important factors affecting human behavior. Motivation not only affects other cognitive factors like perception and learning but also affects the total performance of an individual in organisational setting. Hence managers attach grater importance in organization. Therefore, motivation induces people to do their work in order to achieve the individual and organizational goals. Motivated employees may be more productive, providing they have the requisite skills to do the job and the perception to realize whether they have or not. It is just

as important to take steps to improve ability by means of good selection and training as it is to pay attention to motivation.

Kempner (1971) and Everaert (1997) in Velnampy (2007) stated that the importance of the training and development programmes in order to motivate employees to cultivate higher performance from them. It is the product of the valence and expectancy that is the desire of fulfilling an unfulfilled need and the strength of the belief that it would be fulfilled. Robbins and Judge (2011:238-240) define motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Ivancevich, Konopaske and Matteson (2005:137-138) explain that to understand the distinction it is helpful to think of motivation as being made up of at least three distinct components: intensity, direction and persistence. *Direction* relates to what individual chooses to do when presented with a number of possible alternatives. The *intensity* component of motivation refers to the strength of the response once the choice (direction) is made. And *persistence* is an important component of motivation. Persistence refers to the staying power of behaviour or how long a person will continue to devote effort. Some people will focus their behaviour in the appropriate direction and do so with a high degree of intensity but only for a short period of time.

The case study that author choose is Uber Technologies Inc. located in Bandung. Uber was available in 60 countries and 300 cities worldwide and according to Loras (2015), 20 percent of it are come from APAC (Asia Pacific) countries. It is a huge achievement from the 5-years old start-up company can develop and grow the business as fast as it. Uber is quite a new players in Indonesia. They are first expanding their market in Indonesia by introduce and launch Uber in Jakarta, a year ago. According to Masna (2015), Smartphone-based private car hire service Uber is officially launching in Jakarta on August 18, 2014. The company has actually been in operating in the city since early June, giving residents a taste of what the company is offering. Over the past two months it is been working on building up its inventory of cars and drivers through partnerships with car rental companies and gauging the market demand, pattern, not to mention reception in Indonesia's capital. For the time being, the service is available in very limited

capacity as pick ups are concentrated around the Sudirman CBD area. Followed by Bali and now Bandung. Then in May 2015, Uber expand its service-line in Bandung, Indonesia. As told by Gopalan (2015), San Francisco-based Uber Technologies, the company behind car-hailing app Uber, is rolling out a trial run of its low-cost service in Bandung on Thursday, May 28 2015. This is Uber's first venture into the West Java capital, which is often clogged during the weekends with cars of visitors from Jakarta, who seek a quick getaway in the mild-temperature city. Uber offers both UberX and Uber Black — its premium service — in Jakarta and only the latter in Bali. Uber Bandung itself announce the expansion of UberX service to Bandung. UberX is claimed to be 35 percent more affordable than Uber Black and 40 percent cheaper than traditional taxis in Bandung.

Uber use fully systematic approach in managing its daily operations business. There must be a value and proposition that Uber want to deliver to its employee, users and partners or drivers. Besides, Uber also have an organization culture that become guideline for every management aspects in every cities where Uber located. Uber has their main slogan or company motto which is “everyone’s private driver”. This means that Uber want to deliver the organization culture, value, as well as sensation that company want to deliver through the excellent service served by every Uber partners or drivers. Excellent service means that Uber hope every Uber partners or drivers give every people that use Uber a 5-star behavior; like politeness, well-dressed, driving safe and the condition of car is always clean and neat. Uber expect that every people that use Uber will get a best experience and feels like having their own private driver. The statistics show that the demand of people want to be an Uber partner is continue increasing. It can be shown in figure 1.7, the statistics of people apply as Uber Partner in Jakarta is increasing quite significant (October 2014-April 2015).

PERKEMBANGAN POPULARITAS UBER DI JAKARTA

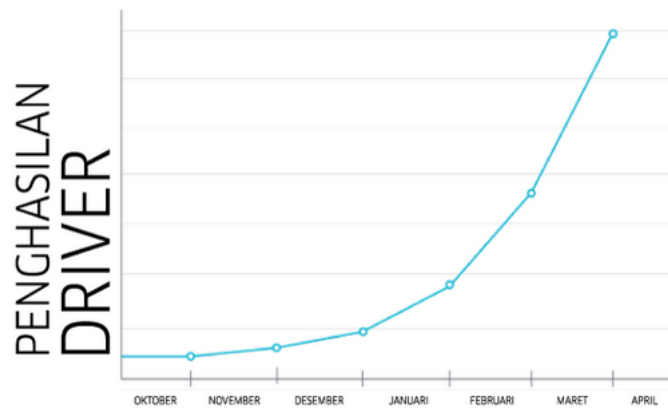


Figure 1.7

Uber Popularity in Jakarta

Source: <http://newsroom.uber.com/indonesia/id/2015/05/bergabung-sebagai-partner-driver-uber-bali/>

It can be concluded that the earnings of existing Uber partner and driver in Jakarta continue to increase month by month, as well as the brand image of Uber among not only for particular drivers in Jakarta, but also housewives and other people that looking for main job or side job. This is also successfully proven in other cities worldwide including Bandung. Figure 1.8 explains that the growth of Uber Bandung in the year 2015 is increasing month by month. It can be seen from the completed trips of Uber Bandung that the existence of Uber in Bandung is growing not only for drivers, but also for people who use Uber as riders or passengers.

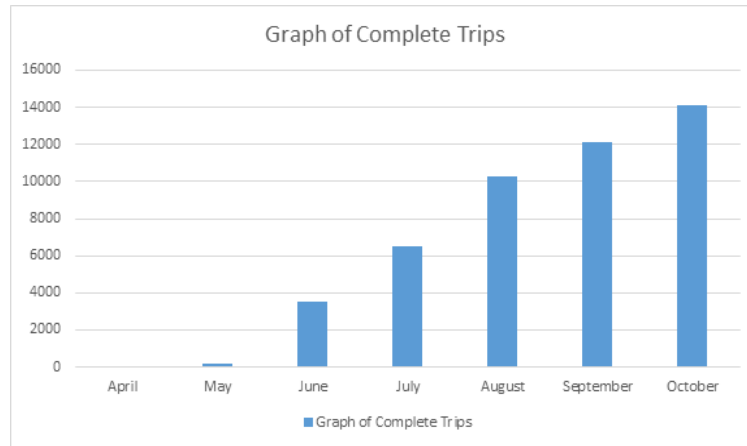


Figure 1.8

The Completed Trips in Uber Bandung

Source: Uber Bandung Internal Data

This must be clarify, that author want to discover what factors that influence motivation of Uber partners and drivers when they using Uber application to find a rider or passengers. Uber is basically a technology company that run the business in transportation sector. The core business of Uber is providing the transport service that implemented in sourcing car rental and tour as well as independent people that want to drive with Uber application platform. Then, Uber add the words “partners” that means Uber do not employ drivers and do not invest in cars. The Uber driver is actually the driver from its car rental companies. Uber do partnering with its partners in terms of providing service applications for Uber side and cars supply for partner side.

This paper will basically find out why people want to join with Uber. What factors of motivation that lead them to choose Uber as their partners in gain more earnings and be one of their occupation. Typically, the rental companies that join with Uber Bandung use their half of assets to used in Uber Bandung supply (Uber Bandung, 2015). It can be shown in figure 1.9 the growth of active drivers and first time vehicles applied in Uber Bandung is increasing significantly.

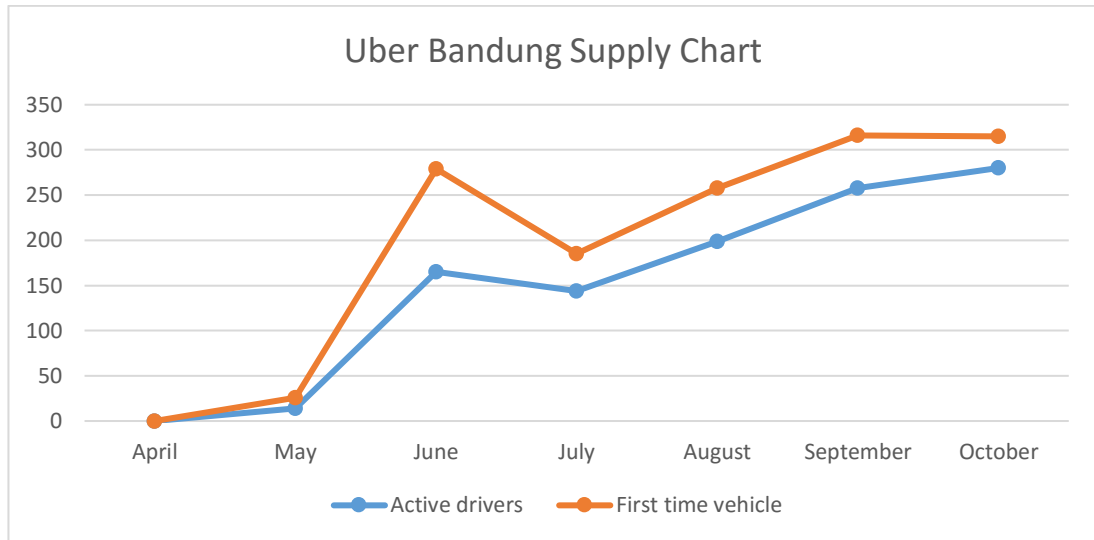


Figure 1.9

Uber Bandung Supply Growth

Source: Uber Bandung Internal Data

The data is obtained by author in Uber Bandung management team and the information contained is strictly confidential, including the name of partners and drivers, type of cars and other documents. The figure 1.9 explain the growth of Uber especially in supply side. It can be shown that the numbers appeared is not the sum of the total drivers and cars applied in Uber Bandung, but the average number of active drivers and first time vehicles applied each month. Every drivers and cars that want to join as Uber partners and drivers will face the background check and documents required to join as Uber Partners and drivers. For the partners, Uber set the documents required that people must be follow:

- a. Proof of Incorporation that form as SIUP or CV for car and rental company. If do not have SIUP or CV, the potential Uber partners can obtain SKU (Surat Keterangan Usaha) made by Administrative Village office (Kelurahan) proved that the applicant is run the business in car rental sector.
- b. Police records (SKCK) obtained in police department. This is one of Uber's background check for every drivers applied and used as proof that applicants is not a criminal.

- c. Driver license (SIM A/B/Umum).
- d. STNK (Vehicle registration).
- e. Proof of Insurance. The potential Uber partners must attach their proof of insurance so when the cars is start to online with Uber application; drivers, cars and also passengers are fully covered by insurance.

But, for the drivers-only that basically come from car rental companies, they just need to completing documents of driver license (SIM A/B/Umum) and police records (SKCK).

After the potential partners and drivers completing their required documents, Uber Bandung team will scheduled them to attend training session or Uber use term “onboarding”. In this session, the applicants will get the insight of what Uber is, how to be a good Uber drivers, and anything technically and practically later in field. Then, partners and drivers that already onboarded are just wait the Uber Bandung team to activate their Uber partners and drivers’ accounts. After account is active, they can start using Uber application as a drivers and sharing the cars with Uber riders or passengers.

According to Cook (2015), Uber introduce two-way rating system in 2010. The goal of the two-way ratings system is to incentivize excellence on both sides of the supply and demand equation. Uber uses driver ratings system to create an average rating for each driver. It means both of drivers and riders can rate the service quality and personality each other. And if a driver’s rating slips below a certain amount, they’re booted off Uber, attending re-training to share what goes wrong and explain more in detail how to get good rating from riders, or left to either try other ridesharing services or change their job. Rating is highly crucial for the drivers’ career in Uber. Each cities set the different minimum ratings for its drivers. In Bandung, Uber team set the minimum rating for drivers is 4.2 (Uber Bandung, 2015). If a driver’s rating slips below it, Uber Bandung team will call the particular drivers to office to do re-training. Figure 1.10 explain the rating structure for drivers in Uber San Francisco.

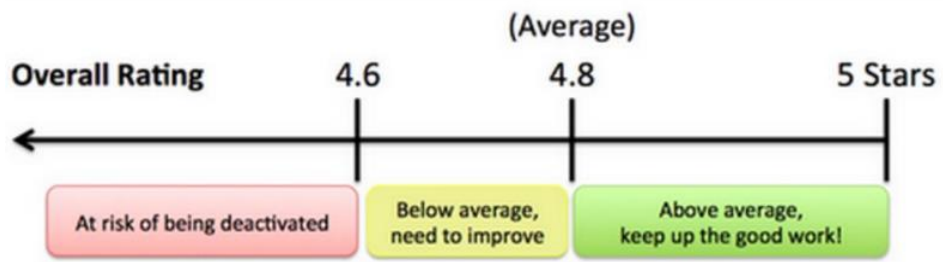


Figure 1.10

Uber San Francisco Rating Structure

Source: <http://www.businessinsider.co.id/leaked-charts-show-how-ubers-driver-rating-system-works-2015-2/#.Vi020BzhDDc>

The average of drivers' rating in Uber San Francisco is 4.8. So, the minimum rating that drivers need to survive is in 4.6 star. Author set Uber San Francisco as standard for drivers' rating in Uber Bandung since Uber is basically come from San Francisco so that the training and development of drivers will be straight come from the headquarter. Figure 1.11 show that the average of drivers' rating in Bandung is stagnant and below the average rating of Uber San Francisco.

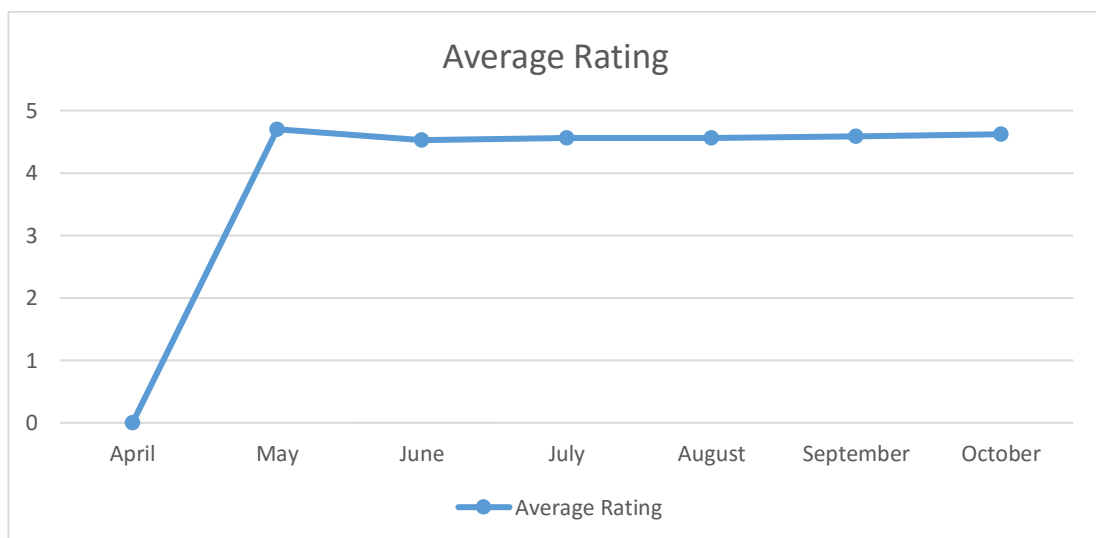


Figure 1.11

Average Drivers Rating in Uber Bandung

Source: *Uber Bandung Internal Data*

It can be shown in figure 1.11, the average rating of drivers in Uber Bandung is 4.6 star. Uber Bandung (2015) stated that they set the minimum rating of their drivers is in 4.2 star. The Uber guide to the driver ranking system also includes information on what causes riders to leave low ratings. Here is a chart created by Uber Bandung (2015) that shows the most frequent complaints that Uber riders have each week that explained by figure 1.12 as followed:

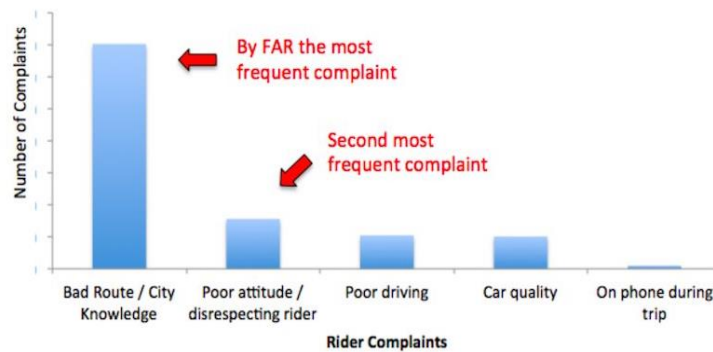


Figure 1.12

Most frequent rider complaints each week

Source: <http://www.businessinsider.co.id/leaked-charts-show-how-ubers-driver-rating-system-works-2015-2/#.Vi020BzhDDc>

Looking out by the evidences provided in this background, author want to discover and this paper will basically find out what factors that influence motivation of drivers so in result can increase the average ratings of drivers in Uber Bandung and service quality offered.

1.3. Problem Formulation

The popularity of Uber in Bandung is increasing day by day. Many of people in Bandung are now want to invest their cars in Uber and want to join as Uber Partners. Uber Bandung (2015) stated that now there are at least 45 partners are

already joined as Uber Partners in Bandung. Most of them are car rental companies that want to maximize its assets to make another income outside their traditional business core and the others are the individual parties that not coming from car rental industry. As Investor Campus (2015) explain that car rental is the hiring of a motor vehicle from one party to another party. Rentals are generally made on a daily, weekly or monthly basis. The car rental business is usually associated with a car that is hired for a period of 12 months or less. “Rental” of cars for a longer period is commonly referred to as leasing. Customers of the general use vehicle rental companies include:

- a. *Business travellers* – that renting under negotiated contractual agreements between their employers and the rental company.
- b. *Business and leisure travellers* -- who make their reservations and may receive discounts through travel, professional or other organizations.
- c. *Smaller corporate accounts* -- that are provided with a rate and benefit package that does not require a contractual commitment.
- d. *Business and leisure travellers with no organizational or corporate affiliation program* -- Business travellers tend to utilize mid-week rentals of shorter duration, while leisure travellers have greater utilization over weekends and tend to rent cars for longer periods.

In conclusion, based on the background explanation, the author is interested in doing research with the title of “**Analysis Factor of Motivation that Influence Drivers who Using Uber Application in Uber Bandung**”.

1.4. Research Questions

The purpose of this study is to identify critical factors underlying the work motivation of drivers who using Uber application especially in Bandung. Specific research questions are:

1. What are the motivation factors of drivers chose to work as Uber drivers and use Uber application in Uber Bandung?

2. What are the most dominant factors that affect the willingness of the drivers in use Uber application to exert more effort in the job and better quality of service?

1.5. Research Objectives

Prime objective of the study is to identify the motivational factors of applied drivers who using Uber application in Uber Bandung and sub-objectives are:

- a. To find out what factors of motivation that dominantly influence the drivers chose to work as Uber drivers and use Uber application in Bandung.
- b. To find out the factors of motivation that contribute most to drivers who using Uber application in Bandung.

1.6. Significance of Study

The result of this study are expected to provide the following benefits:

1.6.1. Theoretical Aspect

1. For the Academic Side

It can give useful information as well as acknowledge more about what factors that influence motivation of drivers who using Uber application. It also clarify the definition of managing human resources in company.

2. For Further Researchers

It can be a reference for the similar research topic.

1.6.2. Practical Aspect

1. For the Researcher

This study is one of author's way (as a researcher) to show that author have been able to apply knowledge of theories obtained during the college time. Hopefully this research can be taken into the working area as well as a media to explore additional knowledge in the field that related to organizational behaviour, especially in what factors that influence drivers who using Uber application.

2. For the Company

This study can be used as a reference for the company that has to deal with the problem that this research want to explore, not only for the company that run the business in similar field, but also for other field that may helpful in managing decision. The result of this research also hopefully can be used to analyze what factors that contribute into motivation of drivers to perform well and increase the service quality and performance of drivers' itself and to suggest the company to know what drivers wants, what factors that motivate them, and formulate new strategy that may increase drivers' productivity.

1.7. The Scope of Study

This section describes the scope of the study includes discussion of research object and research variables. The purpose of this scope of study is to provide limitations which the research should be conducted. So that author will get a guidance and restrict the research on what is set at first and represent the information as a result and which scope it can be applied. (Indrawati, 2015:60). In this paper, author limit the research only in analyzing and finding what factors of motivation that influence drivers only when using Uber application in Bandung, Indonesia.

1.7.1. Location and Object of the Study

The location of study will be conducted in Uber Technologies Inc., located in Bandung. The office itself recently located at Sheraton Hotel, Jl. Ir. H. Djuanda No. 390, Bandung, West Java 40135. The office is just one small meeting room, but can accommodate up to 8 people of Uber Bandung team. Built with large parking area and ultra-high speed wireless connection, so it can ease Uber team to do the daily tasks and also accommodate many of potential drivers to come for info session or driver training session.

1.7.2. Time and Period of Study

The time and period of study is hopefully conducted within a month. So, a study can be undertaken in which date are gathered just once, perhaps over a period

of days or weeks or months, in order to answer a research question. Such studies are called one-shot or cross-sectional studies (Sekaran, 2010:119).

1.8. Systematic Thesis

The writing structure is arranged to provide a general overview about research performed with the following structure are:

CHAPTER I INTRODUCTION

This chapter contains a review of the object study, the background, formulation matter, purpose of study, benefit of research, and research outline.

CHAPTER II LITERATURE STUDY AND SCOPE OF RESEARCH

This chapter contains a general description of the theories related to research and problem solving support.

CHAPTER III RESEARCH METHODOLOGY

This chapter contains a type of research used, operational variable, and the scale of measurement, collection data methods, sampling techniques, and data analysis techniques.

CHAPTER IV RESEARCH RESULTS AND ANALYSIS OVERVIEW

This chapter will explain about how the collection of questionnaires that have been deployed, processing using predetermined method, and analysis of the data process that has been obtained.

CHAPTER V CONCLUSION AND SUGGESTION

The final chapter describes the conclusions derived of all the data processing and analysis that will be used as a guideline practical for the company and recommendation for further research in this field.