

**A STUDY OF RIDERS AND DRIVERS' MOTIVATION IN GIG ECONOMY FOR  
BUNGKUSIT IN KLANG VALLEY**

**By**

**MUHAMAD AMIR AKMAL BIN SAMSUDIN**

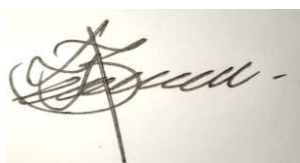
**Project Paper Submitted in Partial Fulfillment of the Requirements  
For the Degree of Master in Strategic Human Resource Management  
Universiti Tun Abdul Razak**

**February 2021**

## DECLARATION

The author hereby declares that this project paper is the original study undertaken by him unless stated otherwise. The acknowledgement has been given to references quoted in the list of references. The views and analysis in this study are that of author's, based on the references made, and this does not constitute an invitation to use this study as a technical tool for management purpose.

Signature :

A handwritten signature in black ink, appearing to read 'Amir', with a large, stylized flourish or loop at the end.

Name : Muhamad Amir Akmal Bin Samsudin

Date : 2<sup>nd</sup> March 2021

## **ACKNOWLEDGEMENT**

First and foremost, I would like to express my utmost gratitude and highest appreciation to my respectful supervisor Professor. Dr. Ibrahim Zahari for his personalized guidance and encouragement throughout this research journey. I am very grateful for his passion, tolerance, understanding and continuous guidance to provide valuable feedback to my research thesis with great input for improvement. Besides that, I would like to give my special thanks to Prof. Dr Abdul Rahman as the Research Coordinator, for his great efforts and dedication to ensure smooth progression throughout this final research project. Further, I am thankful to all UNIRAZAK Human Resources lecturers who taught, transcend their expertise, knowledge and skills for my knowledge growth which allow me to experience new insights and gain the opportunities to learn from them. I also highly appreciate the full support given from all my fellow Master of Strategic Human Resources course mates who accompany me with supportive encouragement without hesitation to understand the up and down along the process of completion of this paper, especially in the distribution of the questionnaire for this research. Finally, I also would like to express my gratitude to all my beloved family members, colleagues, and friends who had given the undivided support physically and mentally throughout this fantastic research journey. Alhamdulillah I have finally completed this journey.

## **ABSTRACT**

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirements for the Master in Strategic Human Resource Management.

### **A STUDY OF RIDERS AND DRIVERS' MOTIVATION IN GIG ECONOMY FOR BUNGKUSIT IN KLANG VALLEY.**

**By**

**Muhamad Amir Akmal**

February 2021

During the pandemic covid-19, the industry of logistic, transportation, and delivery services should have become the most required services to all citizen of Malaysia, due to enforcement of the government through movement controlled order, most of Malaysians need their food, items, and online shopping parcel to be delivered straight to home using these services. However Bungkusit as one of the private company who own a delivery services business is facing challenges in maintaing the profit on monthly basis even if during the pandemic season. This situation occurs due to some factors then need to be validated and confirmed using this research whereby we have identified few hyposthesis from the riders and drivers that, 3 different factors which may have and may not have equal weightage of importance. This research is to close the gap of why riders and drivers leaving Bungkusit app and choosing the other similar app as their substitute and had caused Bungkusit to experience profit lost. Thus, this research is using the methodology of quantitative, with online questionnaire survey distributed to the targeted respondents via telegram link to the riders and drivers of Bungkusit in Klang Valley only. The resutls tabulated shown the fact that riders and drivers are really looking up for salary, bonuses and remuneration package that Bungkusit could give compared to other similiar companies, followed by job satisfaction through working system and communication factor. With these significant factors identified, it does help Bungkusit to prioritize in re-strucurting the human capital focus, and the amendment will be more accurate therefore it will assist Bungkusit to shift for a better result.

## TABLE OF CONTENT

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
<b>CHAPTER 1 INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.2 Problem Statement.....	2
1.3 Research Objectives.....	3
1.4 Research Questions .....	3
1.5 Significance of the study.....	3
1.6 The Organization of the Study .....	4
<b>CHAPTER 2 LITERATURE REVIEW .....</b>	<b>5</b>
2.1 Introduction .....	5
2.2 Theoretical Foundation .....	8
2.3 Empirical Research .....	8
2.4 Proposed Conceptual Framework.....	9
2.5 Hypothesis Development.....	9
2.6 Summary of Chapter 2.....	9
<b>CHAPTER 3 RESEARCH METHODOLOGY .....</b>	<b>10</b>
3.1 Introduction.....	10
3.2 Research design.....	10
3.3 Study Population and Sampling Procedures.....	11
3.4 Data Collection Method .....	11
3.5 Operationalisation and Measurement .....	12
3.5.1 Independent Variables.....	12
3.5.2 Dependent Variable.....	13
3.6 Data Analysis Techniques .....	13
3.7 Descriptive Analysis Techniques .....	13
3.7.1 Inferential Analysis Techniques .....	14
3.8 Summary of Chapter 3.....	14
<b>CHAPTER 4 RESULTS AND DISCUSSION .....</b>	<b>15</b>
4.1 Chapter Overview.....	15
4.2 Measurement Instrument.....	15

4.2.1	Pilot Test .....	15
4.3	Factor Analysis (Tabulated Data) .....	16
4.4	Discussion on Factor Analysis. ....	58
4.4.1	Section Demographic .....	58
4.4.2	Section B : Salary with Bungkusit (Remuneration as a .....	59
4.4.2	Section D : Section D , Job Satisfaction (Working structure is one of the motivational factor) .....	63
<b>CHAPTER 5 CONCLUSIONS</b> .....		65
5.1	Recap of Major Findings.....	65
5.2	Implications of the Study.....	67
5.3	Limitations of the Study .....	67
5.4	Recommendations for Future Research .....	67
REFERENCES.....		68
APPENDICES : .....		70
APPROVAL PAGE .....		79

## LIST OF TABLES

Table 2-1 Theoretical Foundation .....	8
Table 4-1 Demographic Data .....	58
Table 4-2 Salary Factor (First IV) .....	59
Table 4-3 First Independent Variable Result .....	60
Table 4-4 Communication Factor (2nd IV) .....	61
Table 4-5 Second Independent Variable Result.....	62
Table 4-6 Job Satisfactor Factor (3rd IV) .....	63
Table 4-7 Third independent variable result .....	64
Table 5-1 Factor comparison & Result.....	65
Table 5-2 Coefficients .....	66
Table 5-3 Result Hypothesis .....	66

## LIST OF FIGURES

Figure 3-1 Sampling .....	11
Figure 3-2 Independent Variable 1.....	12
Figure 3-3 Independent Variable 2.....	12
Figure 3-4 Independent Variable 3.....	12
Figure 4-1 Data collection section A(1) .....	16
Figure 4-2 Data collection A(2) .....	17
Figure 4-3 Data collection A(3) .....	18
Figure 4-4 Data collection A(4) .....	19
Figure 4-5 Data collection A(5) .....	20
Figure 4-6 Data collection A(6) .....	21
Figure 4-7 Data collection A(7) .....	22
Figure 4-8 Data collect B(1) .....	23
Figure 4-9 Data collection B(2) .....	24
Figure 4-10 Data collection B(3) .....	25
Figure 4-11 Data collection B(4) .....	26
Figure 4-12 Data collection B(5) .....	27
Figure 4-13 Data collection B(6) .....	28
Figure 4-14 Data collection B(7) .....	29
Figure 4-15 Data collection B(8) .....	29
Figure 4-16 Data collection B(9) .....	30
Figure 4-17 Data collection B (10) .....	30
Figure 4-18 Data collection B(11) .....	31
Figure 4-19 Data collection B(12) .....	32
Figure 4-20 Data collection B(13) .....	33
Figure 4-21 Data collection B(14) .....	34
Figure 4-22 Data collection B(15) .....	35
Figure 4-23 Data collection C(1) .....	36
Figure 4-24 Data collection C(2) .....	37
Figure 4-25 Data collection C(3) .....	38
Figure 4-26 Data collection C(4) .....	39
Figure 4-27 Data collection C(4) .....	40
Figure 4-28 Data collection C(6) .....	41
Figure 4-29 Data collection C(7) .....	42
Figure 4-30 Data collection C(8) .....	43



Figure 4-31 Data collection C(9) .....	44
Figure 4-32 Data collection C(10) .....	45
Figure 4-33 Data collection D(1) .....	46
Figure 4-34 Data collection D(2) .....	47
Figure 4-35 Data collection D(3) .....	48
Figure 4-36 Data collection D(4) .....	49
Figure 4-37 Data collection D(5) .....	50
Figure 4-38 Data collection D(6) .....	51
Figure 4-39 Data collection D(7) .....	52
Figure 4-40 Data collection D(8) .....	53
Figure 4-41 Data collection D(9) .....	54
Figure 4-42 Data collection D(10) .....	55
Figure 4-43 Data collection D(11) .....	56
Figure 4-44 Data collection D(12) .....	57

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Trying to understand about the gig economy, how it runs and what makes it a new phenomenal choice for millennial age to embark their journey of making living. As the one of the Gig Economy company in Malaysia, Bungkusit is interested to explore more on the idea of what makes the riders and drivers in Malaysia feel motivated to choose their options of Gig Economy company like Grab, FoodPanda, Lalamove, Mr.Speedy, and many more. This study focusing on motivational factor of what makes the riders and drivers feel loyal to stay with one choice instead of having more than one apps on the phone to work with, as we know gig economy runs through application on mobile phone to find a job to do and earn from the customers who use the same application who placing the food delivery order, or even some other request like moving houses, and many more request (orders) from the application itself.

Understanding that these riders and drivers are fully freelancers, they have the freedom to choose on daily basis, of which company they like work for, which they can change their employer every single day, this makes the platform of Gig economy even more competitive to retain a high performing riders and drivers from jumping from one company to another. Thus, this study will investigate with a quantitative approach on what could be the majority agreement on which factor could be the accurate independent variables, on how Bungkusit can improve in getting more riders active on each day. Whereby after they registered as a riders and drivers of Bungkusit, they need to remain active and loyal with Bungkusit every single day instead of jumping over to other Gig Economy companies which can offer them a better overall benefits or some other reason that we would love to explore more.

Looking at the competitiveness of Gig Economy, especially in terms of maintaining resources of manpower supply especially about the riders and drivers, we are very eager to know the right and accurate factors to be sure about how to bring this competitive advantage on our side, due to the fact that the more riders and drivers performing their job with us, it's equal to higher profit for Bungkusit in running this gig economy business in Malaysia, whereby as a new start up company, we couldn't afford be making in-accurate or wrong decision which will cost us a huge

running cost for the wrong purpose and leads to unprofitable result which then affecting the sustainability of Bungkusit business in the status quo of market share in Malaysia. Knowing the economy is in the struggling mode due to pandemic of COVID-19, thus, making the right decision is the most crucial part of every business, which begins with the accurate understanding from a research based knowledge. Exploring the motivational factor of riders and drivers will guide Bungkusit in the right direction of what best could be done to ensure we tackle the right spot of riders and drivers to stay loyal with Bungkusit, and creating a ripple effect of a strong foundation to serve our users efficiently with higher riders and drivers availability rate at all times.

## **1.2 Problem Statement**

Today Gig Economy is the fastest growing company everywhere, almost all the market players are start up in this field, thus being competitive in terms of having enough manpower supply of the freelancers such as riders and drivers are very crucial in order to cater the demand of customers in creating orders to be delivered, with that our main struggle here is to get enough manpower supply is very challenging due to motivational factor, this can be identified as the dire needs of having this study, to scientifically explore on the idea of why there is a huge number of riders and drivers registered themselves with Bungkusit, however number of active riders and drivers on the road is very much lesser, and due to this, the capability of Bungkusit service in performing delivery task is very low, therefore our order cancelation rates are very high every single day, this lead to customer dissatisfaction, whereby in the long run, more and more users (customers) will delete our application. This ripple effects begin with riders and drivers left Bungkusit after registration. We need to perform this study in order to investigate scientifically on what are the motivational factors of riders and drivers, whether they feel demotivated and what Bungkusit could have done better in order to improve these motivational factors (independent variables) in ensuring riders and drivers stay loyal with Bungkusit every single day, which this will help Bungkusit to stay relevant in Gig economy platform and profit sustainability of Bungkusit can be guaranteed. By achieving these objectives, Bungkusit can change the status quo, in making a successful gig economy business with higher competitive advantage, and stay relevant with the service as one of the leading market player.

### **1.3 Research Objectives**

The overall objectives of this study is to scientifically investigate on what could be the best motivational factors (independent variables) towards Riders and Drivers at Bungkusit Malaysia, by identifying the motivational factors that are validated and specifically in Gig economy environment, solely at Bungkusit company, Bungkusit can make a better decision on what factors to focus on instead of performing try and error all the time, which then will consume a whole lots of budgeting gone wasted unnecessarily. Second objective is to describe, analyze, examine and determine the best motivational factors, if they are impeccable to be implemented and worth the execution plan for Bungkusit to have the upper hand advantage in retaining riders and drivers to remain intact with Bungkusit platform.

### **1.4 Research Questions**

Do financial compensation, communication, rewards, and job satisfaction at gig economy platform influence to increase the motivation of the riders and drivers at Bungkusit, in Klang Valley in particular.

### **1.5 Significance of the study**

The findings of this study will redound to the benefit of the organization considering that data is very important in decisional science and technology, thus it plays an important role to assist in making the right decision based on the data analysis from the findings. The management of Bungkusit will be guided and making the most accurate approach in tackling motivation issues among the riders and drivers in Klang Valley. This study will then help them uncover the critical areas in creating the right benefits as well as setting the right expectation to be met for the riders and drivers therefore, a new insights can be explore and the objective can be achieved.

## **1.6 The Organization of the Study**

Firstly we will identify the dire needs of this research in order to create a strong foundation of understanding, secondly to develop a theoretical framework with supporting literature to evaluate which is the correct variables to generate the right questions in that questionnaire, this is to avoid waste opportunity by creating wrong questions, when the intention is to explore different areas. Once the questionnaire is completed, the target population is random drivers and riders of Bungkusit in Klang Valley. once the questionnaire has been answered, it will be tabulated and concluded with result.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Employees' retention is imperative for organizational success today. Trulson (2007) has recommended 5 methods of retaining personnel by means of maintaining an ample quantity of staff; imposing wonderful group management practices; making recruitment or screening manner relevant to the prevailing objectives of the organization; ensuring sufficient compensation packages; and ensuring that employees are generally skilled and developed. Which in this study, it will be applied for gig economy freelancer employees at Bungkusit Klang Valley, which to understand the impact towards the organization. Thomas (2007) also developed comprehensive retention strategies for organizations. These consist of linking charge of employees to performance, introducing and enforcing succession management application inside the organization, enforcing profession planning programs, inclusion of worker retention strategies into corporate objective, introduction of structured training and development programs within the organization, instituting motivating compensation programs amongst others.

Eseme Gberevbie (2010) also shows that extrinsic rewards like on the spot payment of salaries and allowances and intrinsic rewards like job security, making sure ordinary promotion, presenting fitness care offerings to families of employees because the better of conserving employees. Motivations conceptually explain motives to why folks address sure acts. Lincoln and Kelleberg (1990) argued that rewards provided by means of a enterprise can affect employees' attitudes towards their job and organisation they add. Rewards is intrinsic and extrinsic. Intrinsic rewards come from the work itself like sense of accomplishment, appreciation, challenge, variety and autonomy. Extrinsic rewards are tangible rewards like pay, benefits, promotion, safety and work environment.

Proper verbal exchange (Llaci, 2010) and exact relations between the managerial level, and the employees especially the direct subordinates or between the employees is a key issue for the exponential growth or a declining value in performance. According to some researchers, BOs that have a appropriate conversation and wonderful work relationships with their personnel produce a high level of effects (Dastmalchian, Blyton, & Adamson, 1991). Hence, how is the climate within the organization? Is there perfect communication and cooperation among the

team of workers members? Is the management capable to deal with situations? Often, there can also be strong competition between the personnel members. Consequently, their communication and cooperation are downgraded as poor communication that would reason conflicts within the BO and as a result, they would limit both cooperation and results. Therefore, one-of-a-kind priority is attached to flexibility and harmony within the organization, amongst the work personnel members and the degree of cooperation between the BO and its own personnel (Hellriegel & Slocum, 1974), with the aim of achieving results. Yet, is BO in a position to manipulate true communication at all times with its staff? According to Zaltman and Duncan (1977), misunderstandings often happen due to the fact personnel wants and capacities to adapt to modifications are not absolutely understood. No clear verbal exchange is reached with employees about the nature and importance of changes. The employees, their working environment, values, norms, and customs are often omitted and disrespected.

Kim (2004) described job delight as intently connected with the obligation shape and motivation. Job pride is an emotional effect of performing more than a few functions in accomplishing the duty. per him, job pride is immediately linked with the motivation, involvement, organizational cooperation, and also the job performance of employees (Salman et al., 2010). Also, gratitude and rewards are vital elements to lengthen job satisfaction of personnel and motivation, which are immediately linked with the organization's achievements (Jun, Cai, & Shin, 2006). However, distinctive researchers help specific theories on how the workers ought to be comfortable with their job place and sense it. Porter and Lawler (1968) supported the structuring of working surroundings that high-quality overall performance would result in both internal and exterior rewards, which successively would produce whole job satisfaction. Deci (1975) recommended that to shape the obligation more interesting and challenging, which successively, would increase inside motivation, horizontal growth is required, which skill the upward thrust in activities, the place personnel have extra tasks, thereby making them feel they're important. they will see how exclusive parts of jobs Kim (2004) described job pleasure as intently related with the task shape and motivation. Job pleasure is an emotional effect of performing a range of features in undertaking the duty. per him, job pride is without delay linked with the motivation, involvement, organizational cooperation, and additionally the job performance of employees (Salman et al., 2010). Also, gratitude and rewards are essential elements to lengthen job pleasure of employees and motivation, which are immediately linked with the organization's achievements (Jun,

Cai, & Shin, 2006). However, unique researchers assist one of a kind theories on how the group of workers need to be relaxed with their job place and feel it. Porter and Lawler (1968) supported the structuring of working surroundings that fantastic performance would result in each inside and exterior rewards, which successively would produce complete job satisfaction. Deci (1975) recommended that to form the obligation greater fascinating and challenging, which successively, would make bigger inner motivation, horizontal expansion is required, which suggests the upward push in activities, where personnel have greater tasks, thereby making them feel they're vital. they will see how one-of-a-kind components of jobs.



## 2.2 Theoretical Foundation

Table 0-1 Theoretical Foundation

No.	Theoretical areas	Key Concepts	Selected resources
1.	<i>Salary</i>	<i>Remuneration as a Component of Motivation</i>	(Houran & Kefgen, n.d.). (Llaci, 2010) (Sara, Barry, & Kathleen, 2004). (Kalimullah, Farooq, & Ullah, 2010) (Tella, Ayeni, & Popoola, 2007)
2.	<i>Communication</i>	Work relationship as the factor of motivation	(Llaci, 2010) (Dastmalchian, Blyton, & Adamson, 1991). (Hellriegel & Slocum, 1974)
3.	Job Satisfaction	Working structure is one of the motivational factor	(Kim, 2004) (Salman et al., 2010). (Jun, Cai, & Shin, 2006).

## 2.3 Empirical Research

Quantitative Research method, Information will be gathered from the sample of respondents, on their opinions, behaviors and other variables, These are predetermined factor and structured format, which will be quantified with a method of questionnaire survey.

## **2.4 Proposed Conceptual Framework**

## **2.5 Hypothesis Development**

The main essential objectives of this study are to determine the relations between motivation and factors that influence, Based on the above statement and literature review the following hypotheses can be formulated:

**H1:** There is a positive relationship between salary and riders or drivers motivation.

**(The better the salary the higher riders and driver's motivation)**

**H2:** There is a positive relationship between communication and riders or drivers motivation.

**(The more efficient communication the higher motivation of the riders and drivers)**

**H3:** There is a positive interaction between job satisfaction and riders or drivers motivation which impacts their decision to stay.

**(The higher Job Satisfaction, The better motivation of the riders and drivers)**

## **2.6 Summary of Chapter 2**

The literature provides detailed information on how the other part of the world has resulted in finding out employees are motivated and successfully retained through supportive salary package and it has increased motivation. Substantial research about employee retention has been conducted in Western world countries with most likely stable economic development (Ramlall, 2004). This study, is to find out the right and significant factor for decision making. Bungkusit is a startup organization and struggling to retain riders and drivers in performing their job on daily basis with high motivation, that they are supposedly achieve good quality service delivery to the customers. Thus we are looking to further analyze the findings from this research in order to locate the right approach in making sure motivational factors are identified correctly before the organization spend their finance in curation the improvement strategy.

## **CHAPTER 3 RESEARCH METHODOLOGY**

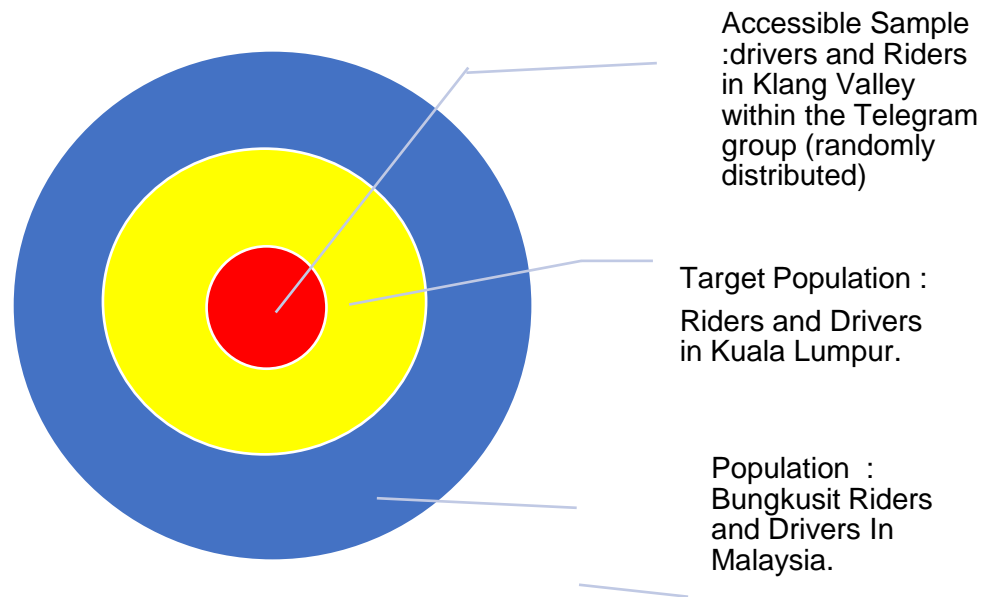
### **3.1 Introduction**

This study is using the research approach of quantitative methodology, which involves numerical quantifiable measure, derives from the data collected by the questionnaire. The researchers made use of use of a quantitative lookup design, which may additionally be defined, as per explained by De Vos, Strydom, Fouche and Delport (2007), it is known as an investigation into a social or human problem, supported testing a theory composed of variables. this can be measured with numbers and analyzed with statistical procedures so as to verify whether or not the prognostic generalizations of the speculation preserve true. The motive at the back of this is frequently that we've got got chosen to develop hypotheses and a theoretical model which might also be validated via quantitative lookup method. the stress on quantifying commentary follows the thoughts that our problem is comparatively typical within the theory.

### **3.2 Research design**

This topic of study we going run an of exploratory and descriptive methodologies. Creswell et al. (2003) indicates that an exploratory design is employed when the process of learning about a particular topic is fresh and new. The desire is to get the insights of what exactly the riders and drivers looking at in a gig economy for a specific company like Bungkusit which cater all types of delivery items, not limited to food. The target population of this research is in Klang Valley areas only. Because of time constraints and insufficient logistics, therefore the respondents will be randomly picked in Klang Valley.

### 3.3 Study Population and Sampling Procedures



This study was conducted with a simple random sampling.

*Figure 0-1 Sampling*

### 3.4 Data Collection Method

Online surveys are the fundamental affordable and may also attain the most wide variety of individuals as compared to the opposite mediums. The performance of these surveys is way greater widespread than the contrary data series methods. In this situation, the study will reach to the riders and drivers far better, due to freelancer in gig economy has no specific working schedule, and they have the potential of having more than one job, which end up as a part timer, thus .Online surveys are effective and as a result require computational good judgment and branching technologies for better reachable and accessible method. they're straightforward in their implementation and take a minimal time of the respondents. The funding for printing is not required The outcomes are amassed in real-time for us to look into and choose corrective measures.

### 3.5 Operationalisation and Measurement

#### 3.5.1 Independent Variables

##### A) Salary

Remuneration package, (Salary, incentive and bonuses)



*Figure 0-2 Independent Variable 1*

##### B) Communication

The work relationship between organization and riders and drivers of Bungkusit.



*Figure 0-3 Independent Variable 2*

##### C) Job Satisfaction :

The work structure designed by Bungkusit for the usage of riders and drivers.



*Figure 0-4 Independent Variable 3*

### **3.5.2 Dependent Variable**

#### **Motivation :**

Motivation value of the riders to stay loyal to Bungkusit, by showing effort to perform more delivery task in a day, and deliver the package with higher quality with less disputes by the customers. Riders and drivers are freelancers in gig economy, therefore they will feel motivated to those company who can be the most beneficial and the most rewarding to them. This has to be confirmed in order to ensure the remuneration package designed, the benefits and work structured have to be what they desire the most in order to make an accurate management decision.

### **3.6 Data Analysis Techniques**

From a survey via questionnaires, data will be then collected via online platform, these data will be Crossed-tabulated and this the quantitative statistics evaluation methods. it is a favored technique due to the fact it makes use of a simple tabular form to draw inferences between distinctive data-sets within the lookup study. It incorporates facts it's together specific or have some reference to one another. The expected result of the respondents similarly as consequences from sub-groups of survey respondents. Cross tabulations enable this research to finalized and conclude at relationships between the variables we are exploring which can also can be the conformity of the theoretical diagram suggested as well as to prove the hypothesis presented.

### **3.7 Descriptive Analysis Techniques**

From the data tabulated, the conclusion can be made from the fact shown by the relationship between variables whether or not it is positively related or otherwise, the data tabulated will be stated and described as per shown by the numerical pie chart finalized. The independent variables and dependent variable can be seen whether or not positively correlated as per the hypothesis. Thus motivational factor of the riders and drivers can be proven.

### **3.7.1 Inferential Analysis Techniques**

From the descriptive analysis, as per the result of the findings, this study will then justify the reasoning shown by the weightage from the pie chart from the data, the reasoning on the facts presented by data have to be supported by a substantiated stance, of why the result shown that as such, based on the crossed tabulation, the central tendency has to be tested, and the dispersion has to be confirmed accurate, thus the result is reliable in order to be justified, this study will definitely have limitations and it has to function as a guide for Bungkusit in making the right decision for the betterment of the organization as a whole, therefore a standard deviation needs to be part of the process in order to have check and balance of the accuracy prior to making justification of the result shown.

### **3.8 Summary of Chapter 3**

This will be considered as a new study in Klang Valley, for Bungkusit. Thus there definitely be a limitation of this study for the next researcher to work on. With the variables and the hypothesis we are exploring definitely require more work for further research in future. The variables and tabulation process is just a basic simple manner as of now due to time constraint and yet the reasoning for each questions are based on the respondents answers on the online survey, for the time being in order to ensure the quality of the findings are for the decision making purpose, for Bungkusit to sustain in the competitive market with highly disruptive economic landscape with the pandemic of COVID-19 as the challenges of these years coming. Therefore this research is accelerated for usage of Bungkusit in making changes to enhance the motivation of the riders and drivers.

## **CHAPTER 4 RESULTS AND DISCUSSION**

### **4.1 Chapter Overview**

In this chapter, further reasoning analysis has been done to tabulate the data collected, evaluate and analyse the respondents' data from the online questionnaire that was distributed earlier. Initially, the pilot test has been conducted to test the reliability and validity of the questionnaire that were adopted from previous research that study the similar research topic. Subsequently, the final data collection has been analysed in terms of demographic profile as well as hypotheses testing to measure the significance of the relationship between all variables according to the assessment of the structural model.

### **4.2 Measurement Instrument**

#### **4.2.1 Pilot Test**

In this pilot test, 300 set of questionnaires were distributed online via Google form link in which about 133 respondents had participated within the timeline set which is from 16th October until 21st October 2020. However, about 25 respondents' data have been removed due to nature of bias they had such as neutral responding pattern. Thus, only the remaining data from 108 respondents has been used to run the reliability test and factor analysis to determine whether the initially designed questionnaire is suitable for actual data collection.



#### 4.3 Factor Analysis (Tabulated Data)

##### Demographic Question:

##### Question :

1. What is your age range / Umur anda ?

120 responses

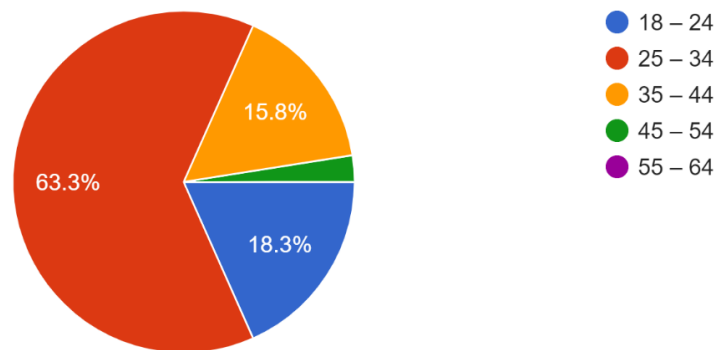


Figure 0-1 Data collection section A(1)

The participated respondents, as recorded in the pie chart shown, mostly participated by the age range of 25 – 34, (63.3%) . middle age society is the majority respondents of this research followed by the youth (18 – 24 ) with 18.3% score. with very little of elder age from 45 – 54 and 15.4% the age of 35 – 44. From this data, we can conclude the majority riders and drivers are middle age society from the age of 25 to 34. This profile will be described further with more characteristics. We strongly believe that most of the middle age respondents choosing Gig economy as their part time or full time job.

## Question 2 :

2. What is your current employment status / Status pekerjaan anda ?

120 responses

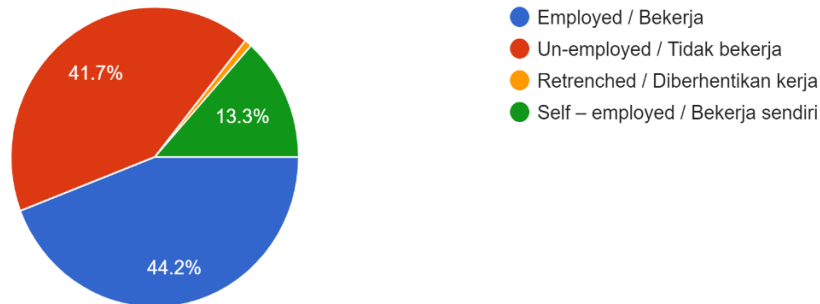


Figure 0-2 Data collection A(2)

The result shown that, the most representative from the population of respondents targeted are the employed status employee who became the freelancer of Bungkusit with 44.2%, however the the second highest respondents came from un-employed status with 41.7%, this can be concluded that, the full time employees from other organization they do feel they need part time job to help them survive by making side income to support their main source of income. However the second important part to focus on is, the un-employed status is making Bungkusit as their main source of income even if Bungkusit conceptualized employment plan is for freelancing, not a permanent employee type of job, this un-employed believe it is not wrong to make it as their main source of income by being a freelancer.

The 3<sup>rd</sup> category detected is the self-employed status with 13.3%, for this group of respondents they could be the one who run a personal business, be they online business or physical premises. However they do believe that even if running their own business can make money, they still need another source of income to make themselves sustainable in the industry or to survive the uncertainty in their field, therefore joining Bungkusit as a freelancer could be a good help for their economy wellbeing.

### Question 3 :

3. What is your marital status / Status perkahwinan anda ?

120 responses

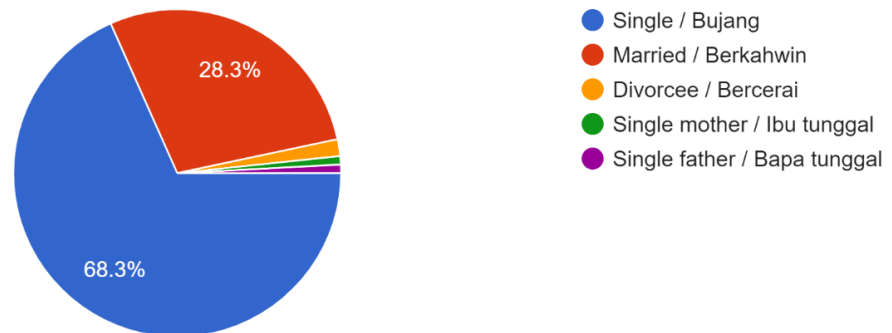


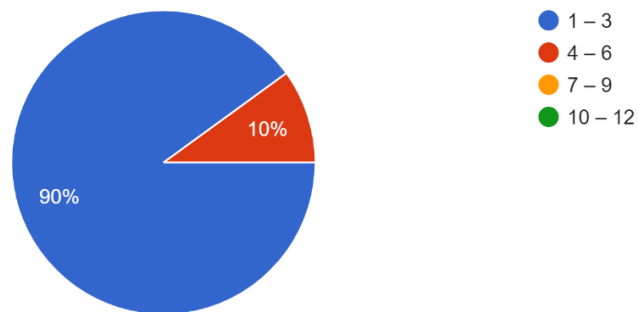
Figure 0-3 Data collection A(3)

From the data above, we understand that Gig economy is mostly preferred by single adult, as the percentage of 68.7 % belongs to single status and 28.3% belongs to married. We can conclude that the respondents who participate in this online survey are the representative of all riders and drivers in Klang Valley. Apart from this, we can conclude majority of the freelancers are single status and this job attracts more single status freelancers compared to married and others, whereby single freelancer has more time and freedom to work for gig economy with less responsibility towards families, wife and children, as we understand in gig economy we managed our own time and the more we work the more we earn, thus being single is the best moment for freelancer to focus more on taking more orders to work on at Bungkusit. However, for married status, Bungkusit could help this respondents in making side income in order to support their families whereby their main source of income could be lesser than their requirement, which they need more money to sustain the wellbeing of their families. Being freelancer could also be for the unemployed, thus being married does not guarantee you are employed, there is a potential of married status with unemployment could be related, therefore this married individual could also making money full time as a freelancer at Bungkusit.

#### Question 4 :

4. How many is your dependents? (children or/and parents) / Berapakah jumlah tanggungan anda (anak atau/dan ibu bapa)

120 responses



This question would need to identify, the needs of working with Bungkusit as a freelancer, whether the respondents have strong needs for side income due to the demand from their dependents, or if the respondents have less demand by being young and single, without any dependents. Therefore this demographic question will check, whether or not any respondent does feel that working as a freelancer consistently is the most important attitude due to the strict financial requirement or just work to fill in sometime and having fun. From the pie chart it shows that,

*Figure 0-4 Data collection A(4)*

### Question 5 :

5. What is your highest education level / Sijil tertinggi pelajaran anda?

120 responses

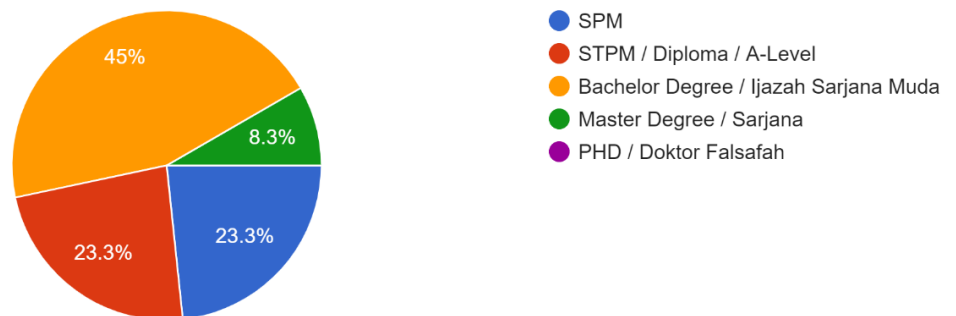


Figure 0-5 Data collection A(5)

This pie chart shows the background information of education level, of all the participating respondents, we have found out the highest education level among all riders and drivers is Bachelor Degree with 45%, followed STPM level sharing the same spot with SPM level. There are few respondent holding a Master Degree with 8.3%. it can be concluded that, the riders and riders are educated community and they have the ideas to contribute.

### Question 6 :

6) What is your current household income / Jumlah pendapatan semasa anda sekeluarga?

120 responses

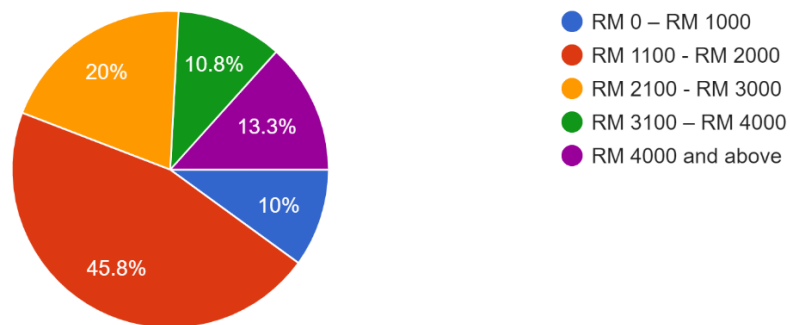


Figure 0-6 Data collection A(6)

This chart shows that, the highest group of income would be between the range of RM1100 – RM2000 with 45.8%. Followed by RM2100 – RM3000 with 20%, and RM3100 – RM3400 with 10%, and 13.3% belongs to RM4000. This can be concluded that, the higher their income is, the lesser their interest to join Bungkusit, as being a freelancer in gig economy is unnecessary when their monthly income is good enough to survive, despite economic struggle and lesser the interest for them to join gig economy for saving purposes, this could be for the effort and struggle they had to go through to get extra income, while their current income is already enough for them, rest and relax is more precious when part time job is unnecessary to begin with. Thus from this chart we can understand, the monthly income from RM1100 – RM2000 is having the strongest interest, and very much attracted to join gig economy in order to generate more income, this could be their main source of income is from gig economy, or they work as part time basis to sustain their survival needs through economic disruptions by becoming a freelancer be it full time or part time.

### Question 7 :

7. What is your main transportation for delivery service at Bungkusit / Apakah kendaraan utama yang digunakan untuk servis penghantaran di Bungkusit?

120 responses

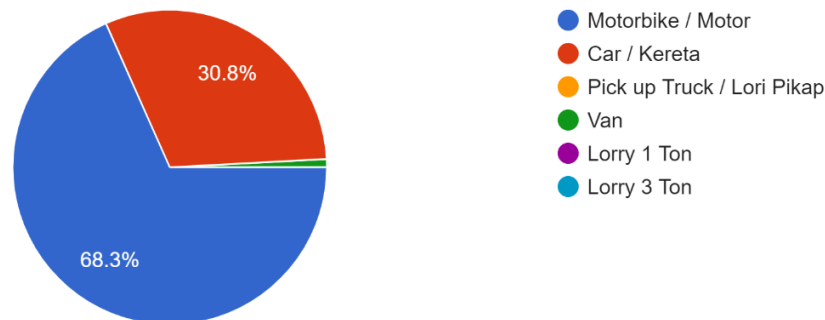


Figure 0-7 Data collection A(7)

As shown in the above, Motorbike user or riders are the most participated in this survey which the represent the whole situation at Bungkusit, whereby Bungkusit starts the business with riders and later on developed with Car user, or drivers. Therefore we can see, motorbike user involvement is at 68.3 %, and Car user involvement is at 30.8 %. We do believe that, most of youth which are fresh graduates who own a Bachelor Degree at the age of 24 – 35, with the current income of RM1100 – RM2000 could be the majority characteristics with the potentially being single are the majority of the freelancers at Bungkusit. With the status quo whereby fresh graduate is facing challenges to get a job, they have make use of the free time to be the full time freelancer in order to make some money while waiting for a succesful hiring to get a permanent job. This pie chart suggested that, we are still own the majority freelancers with motorbike as their main transport to perform their delivery task compared to cars, van and so forth, it could be on the easy access of motorbike to go through traffic jam compared to others who is going to stuck in the traffic and causing late delivery.

## Section B (Salary, Remuneration as a Component of Motivation)

### Question 1 :

1. The current fare charges are good enough for you / Caj pengantaran sekarang sudah cukup baik untuk anda.

120 responses

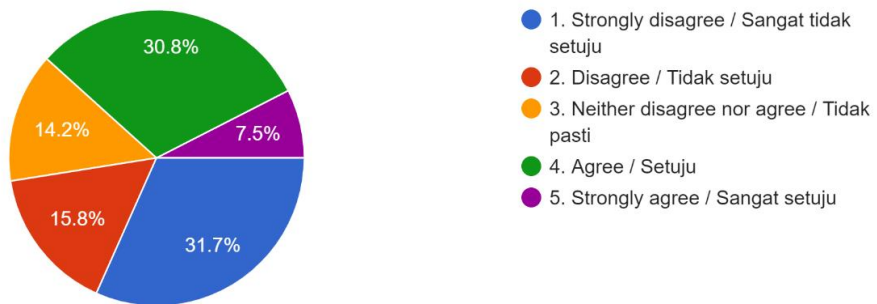


Figure 0-8 Data collect B(1)

As we understand that, Bungkusit is a start up company, thus it takes alot of financial supply to set up the company with technology of the apps, and to run the small offices to operate the whole system, and operational wise. With this current state, Bungkusit has very limited resources to keep the organization running smoothly, therefore Bungkusit is charging 7% out of the delivery charges from the riders and drivers, to gain the profits. in order to make the riders and drivers earn more, Bungkusit has the intention to increase the delivery charges so that, riders and drivers can earn a little more, the reason being is, Bungkusit unable to give bonuses, incentives, or allowances to riders and drivers from the budget of Bungkusit itself, this what makes the riders and drivers turn away and work for other company, which they believe the delivery charges to customers are quite expensive and this makes customers leave Bungkusit application which then causes lesser orders on daily basis, while the riders and drivers not earning as much as other company could give them. At the end of the day, riders and drivers feel frustrated, and customers feel being overcharged, and the operations is slowly going to experience some financial deficit.



## Question 2 :

2. Bungkusit fare charges are the most rewarding compared to other similar companies / Caj penghantaran di Bungkusit adalah yang paling menguntungkan anda berbanding syarikat lain.

120 responses

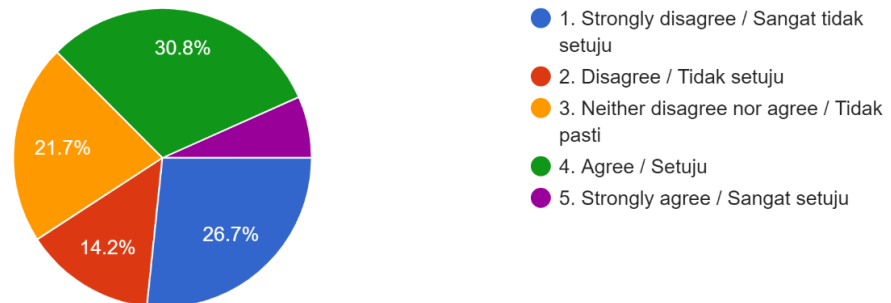


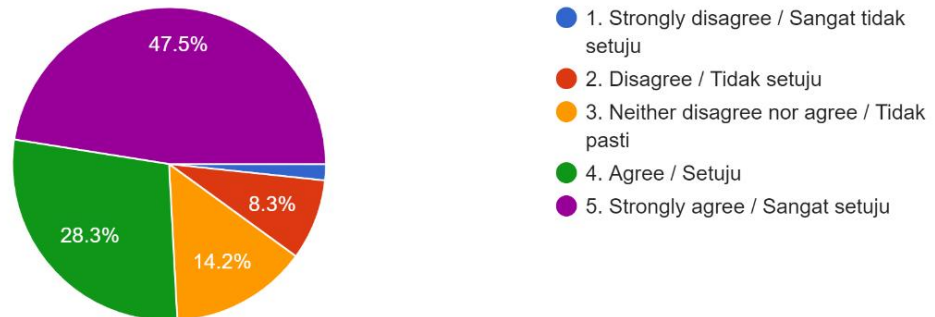
Figure 0-9 Data collection B(2)

Based on this chart with the combination of two portions for strongly disagree at 26.7% and disagree at 14.2% will make up the highest portion of disagreement for the fact that Bungkusit is being the most rewarding company, this has total up to 40.9% which make this portion the highest percentage, followed by agreed at 30.8% and a rejected answers because some portion at 21.7% had answered not sure, Neither disagree nor agree. From the pilot test, we have removed the answers of not sure, Neither disagree nor agree, due to the portion won't belong to any weightage category, thus this justified why it has been removed and disregard. To the majority answered disagree and strongly disagree this shows that, the charges which is delivery charges to be charged to customer in exact term, these charges will become the salary in cash to riders and drivers, and they feel that, it is still not rewarding, as they compared to other company with similar type of platform just to be sure which is the best offer they can earn better pay in this economic struggle due to covid-19, majority felt the same way that Bungkusit has to be more rewarding by planning better specific pay to the riders and drivers, regardless based on the delivery charges or additional portion from Bungkusit itself, at the end of the day, riders and drivers refused to know how the money is calculated behind the scene, they still need the income to be rewarding.

### Question 3 :

3. Bungkusit should provide higher income pay scale to you / Bungkusit perlu meningkatkan jumlah pendapatan anda.

120 responses



From this chart, we can digest the information that a total of 75.8% with agreement towards the statement provided, where they urge Bungkusit to design a higher income pay scale for them which is a could be their real motivation to keep their loyalty towards Bungkusit, this is followed by 14.2% on the rejected answered, due to not sure which had been removed and few disagree which is 8.3%. This chart suggested that, this random respondents are still interested to work with Bungkusit with regards of better pay, meaning there are chances to win the riders and drivers

Figure 0-10 Data collection B(3)

back to Bungkusit, from doing freelancing with other company.

#### Question 4 :

4. Bungkusit should provide more bonuses range / Bungkusit perlu memberikan lebih banyak jenis bonus kepada anda.

120 responses

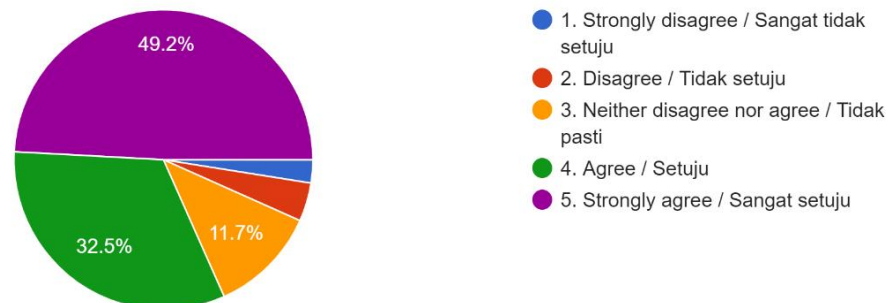


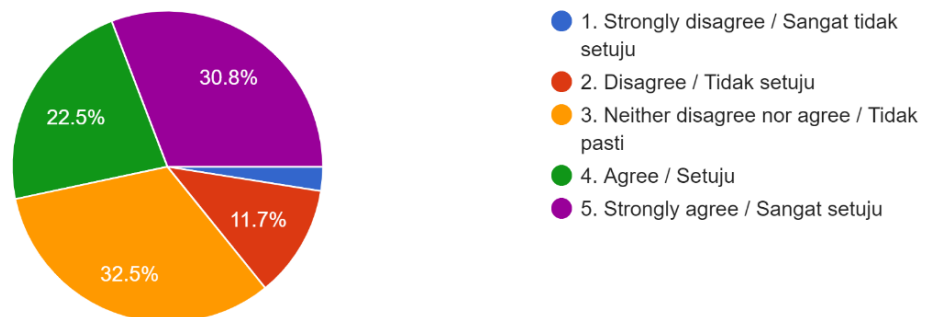
Figure 0-11 Data collection B(4)

This chart has shown a clear cut on the percentage of agreed towards Bungkusit should provide more bonuses range, with a total of 81.7% have agreed, followed by a reject and removed answers for those who chose “not sure” as their respond which is 11.7%. From this chart we can conclude that, the structrue of pay scale, it can be bonuses range, like incentive, allowances and such. These items are what they desire in order to stay loyal to Bungkusit as a full time or part time freelancers consistently.

### Question 5 :

5. Current Bungkusit fare charges will make you work for others / Caj penghantaran yang ditetapkan oleh Bungkusit sekarang akan membuatkan anda lari ke syarikat lain.

120 responses



This chart shows the agreement of freelancers towards the statement at total of 53.3% followed by a rejected and removed responds at 32.5% with the last one recorded for disagree at 11.7%, this shows tht majority agreed to choose to work for other company due to the current delivery charges are not satisfying, which then it becomes the salary of the riders and drivers.

Figure 0-12 Data collection B(5)

### Question 6 :

6. Bungkosit should pay higher than the other similar companies / Bungkosit seharusnya memberikan pendapatan melebihi dari syarikat lain.

120 responses

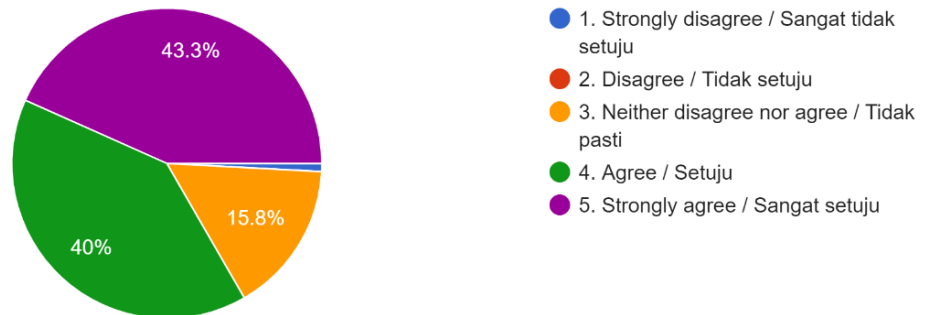


Figure 0-13 Data collection B(6)

From this chart, it is a clear cut that, freelancers agreed to support the statement, with 83.3% that, Bungkosit riders and drivers agreed that Bungkosit should follow the trend or other company who pay riders and driver with higher salary package. This followed by rejected and removed responds at 15.8% rate, this could be freelancers who didn't make any comparison with other company.

### Question 7 :

7. You will be more loyal to Bungkusit with higher payout scale / Anda akan lebih setia kepada Bungkusit sekiranya jumlah bayaran gaji dinaikkan.

120 responses

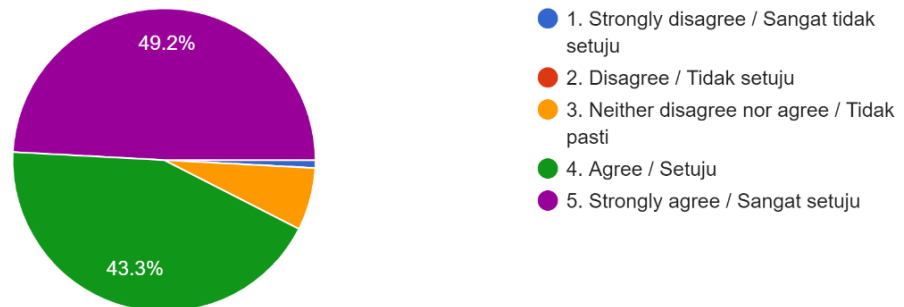


Figure 0-14 Data collection B(7)

From this chart it is a majority and clear cut, that almos all riders and drivers agreed that they will be more loyal to Bungkusit once the payout scale has increased. there is no other respond received other than total of agreed at 92.5%, riders and drivers in demand of higher payout.

### Question 8 :

8. You will not work for others if Bungkusit start paying better range / Anda tidak akan bekerja untuk syarikat lain jika Bungkusit memberikan bayaran yang lebih.

120 responses

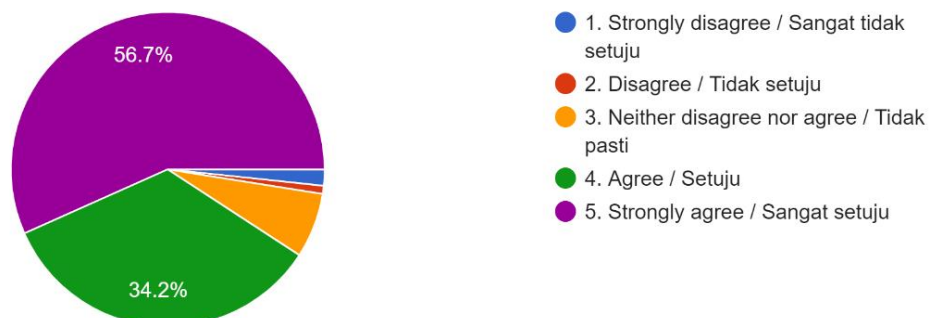


Figure 0-15 Data collection B(8)

This chart shows a clear cut result from all the respondents participated that they agreed at 90.9% total, whereby the freelancers will definitely stay loyal to Bungkusit for a better pay range, this question strengthening the previous question asked to confirm and validate with similar type of question asked twice.

### Question 9 :

9. Salary is the most important factor for you to be motivated / Gaji adalah faktor yang sangat penting untuk meningkatkan motivasi anda.

120 responses

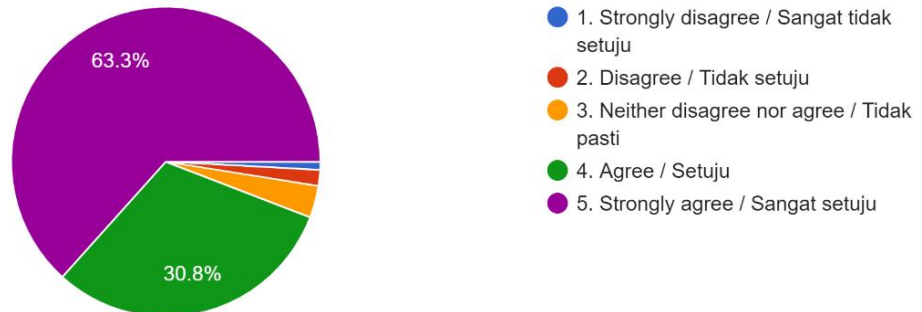


Figure 0-16 Data collection B(9)

This chart makes the validated questions previously became confirmed, as the purpose of this first section is to be sure of what is the main and number one motivational factor of all freelancers at Bungkusit to begin with. A total of 94.1% agreed towards the statement that, salary is the most important factor of motivation.

### Question 10 :

10. The lower the pay from Bungkusit, the more you will exit from Bungkusit / Semakin rendah pembayaran gaji di Bungkusit semakin anda akan meninggalkan Bungkusit.

120 responses

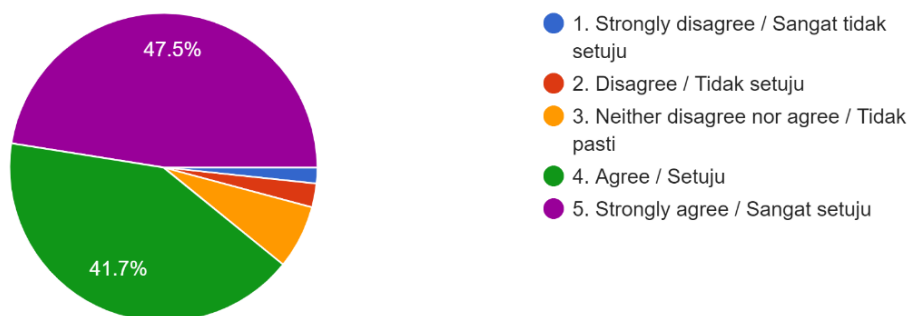


Figure 0-17 Data collection B (10)

This is a clear cut result, it shows by the percentages from the chart that a total of 89.2% agreed towards leaving Bungkusit when the pay is low. This question has confirmed that, a loyal freelancer will be the one who is satisfied with a good pay.

### Question 11 :

11. Paying high salary to you, will make customers paying high fare charges / Untuk membayar gaji lebih kepada anda, pelanggan harus membayar caj penghantaran yang lebih tinggi.

120 responses

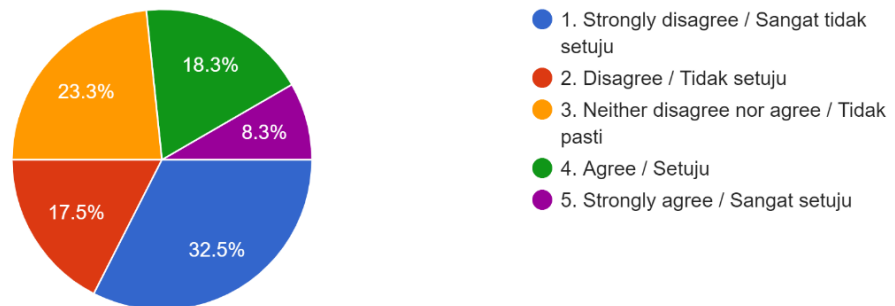


Figure 0-18 Data collection B(11)

From this chart, we can see the largest portion of disagreement total up to 50%, and that has gone half of the whole participated respondents, however this follows by the rejected and removed answers at 23.3% and those who agreed total up to 26.6%. With this we have to conclude that, freelancers do not think there is a relationship between paying them high salary could affect the customers to pay higher fare or delivery charges, this could be, getting higher pay from Bungkusit itself through bonus plan, allowances, and incentives, and it doesn't have to be from the customers.



### Question 12 :

12. The higher the pay from Bungkusit, the higher the quality of service from you to customers /  
Semakin tinggi gaji yang diberikan oleh Bungkusit... yang akan diberikan oleh anda kepada pelanggan.

120 responses

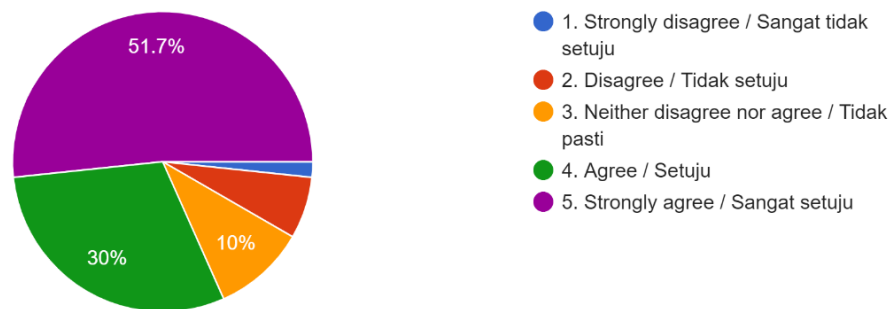


Figure 0-19 Data collection B(12)

This chart shows that 81.7% freelancers agreed and motivated to give higher quality services to customers when they received higher pay from Bungkusit as the appreciation and motivational booster for their good job. This followed by the rejected and removed answers at 10%. This shows that, freelancers agreed to perform their best as long as they are well paid.

### Question 13

13. When customers paying high fare charges, this will make customers to choose other similar platform / Apabila pelanggan terpaksa membayar ca... memilih syarikat servis penghantaran yang lain  
120 responses

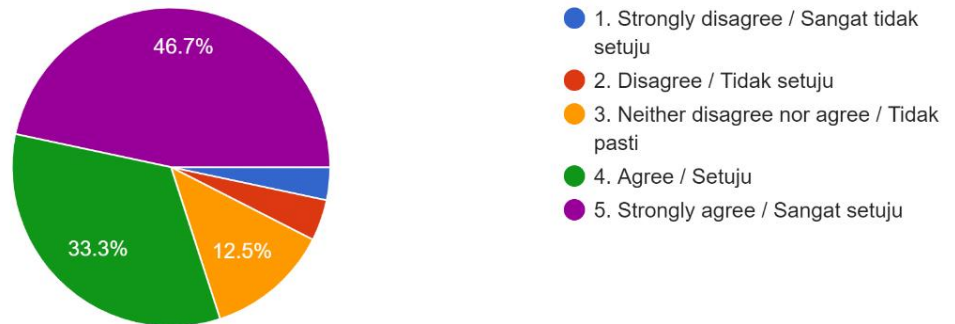


Figure 0-20 Data collection B(13)

From this chart, it shows that majority agreed to the statement, customers will opt for other similar platform for a service rather than paying higher delivery charges at Bungkusit at 80%, and freelancers understand that there are 2 different understanding when customers being charged high from Bungkusit due to reason of paying higher salary, whereas it can be separated by getting the higher payout from a different portion from Bungkusit itself. This followed by removed answers at 12.5%.

#### Question 14 :

14. Paying high salary to you will make less order due to lesser customers using Bungkusit /  
Membayar gaji lebih kepada anda membuatkan pen... dari kurang pelanggan menggunakan Bungkusit.

120 responses

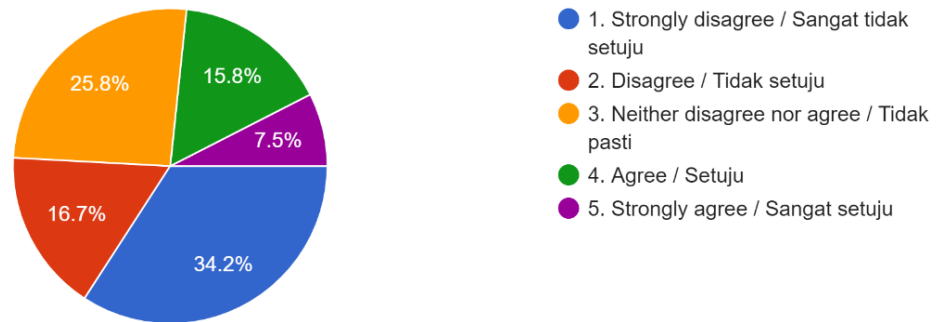


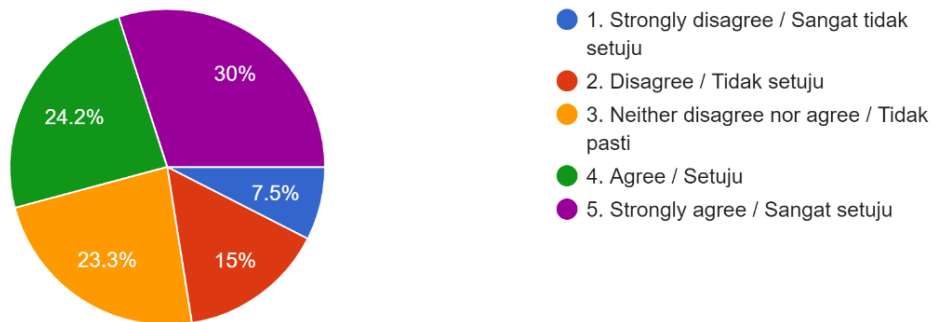
Figure 0-21 Data collection B(14)

This chart shows that, freelancers voiced out their disagreement with the total number at 50.9% to the statement that paying them higher salary will create negative impact to the orders number declining, this shows that freelancers understand Bungkusit plan to charge customers with higher delivery charges and causing this to happen, which against their collective idea to receive the separated salary portions from Bungkusit as an employer.

### Question 15

15. You understand that the higher the salary, the less the orders from customers due to competition in the market / Anda faham situasi kur... anda dengan persaingan sengit oleh syarikat lain

120 responses



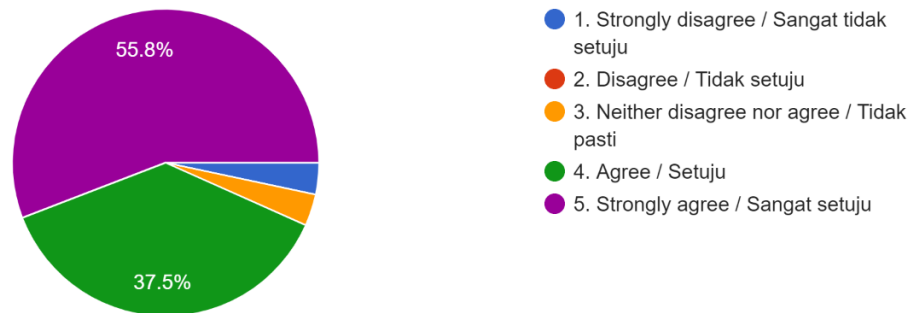
This chart shows that, freelancers understand if Bungkusit continue with the idea to charge customer with higher delivery fare, it will make customers to choose other similar platform for a cheaper service, this will make lesser orders coming to bungkusit on daily basis, and it does affect the profit of Bungkusit as well as the income of the freelancers. It is proven in the market now with highly competitive among all delivery services company.

Figure 0-22 Data collection B(15)

## Section C) Communication. (Work relationship as the factor of motivation)

### Question 1 :

1. The faster the reply of customers service to you the higher the motivation to work / Semakin pantas customer servis memberikan maklum balas ... anda semakin meningkat motivasi untuk bekerja  
120 responses



This chart shows a clear cut agreement from all freelancers that their motivation will be increased once the customer service doing their job above and beyond expectation. whereby freelancers could be facing some struggle and obstacles in their daily task while delivering the package to customers, thus they contacted customer services for assistance, standing in the hot weather on the road waiting for slow reply is very frustrating, therefore super-fast response is highly appreciated by freelancers and it a high point of motivation.

Figure 0-23 Data collection C(1)

## Question 2 :

2. The more management of Bungkusit listen and acknowledge the ideas given by you, the higher the motivation to work / Semakin pihak pengurus... cadangan anda, semakin tinggi motivasi bekerja.

120 responses

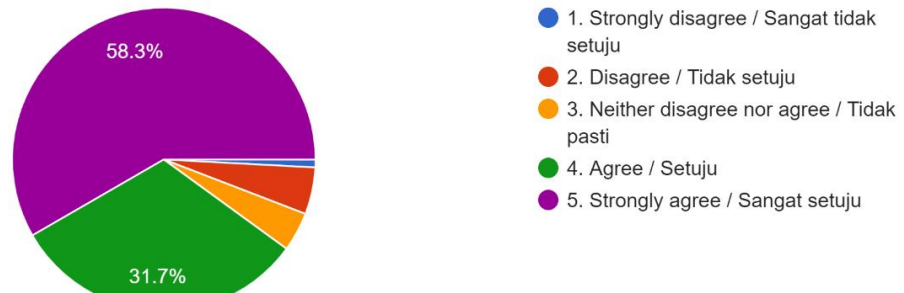


Figure 0-24 Data collection C(2)

This chart shows that, freelancers strongly agreed that, the suggestions box should be paid attention by executing the relevant ideas from them. the total weightage is at 90%. This will motivate them to work with Bungkusit with higher happiness index and loyalty.

### Question 3 :

3. The more management execute the relevant ideas contributed by you, the higher motivation to work / Semakin pihak pengurusan melaksanakan cad...ari anda semakin tinggi motivasi untuk bekerja.

120 responses

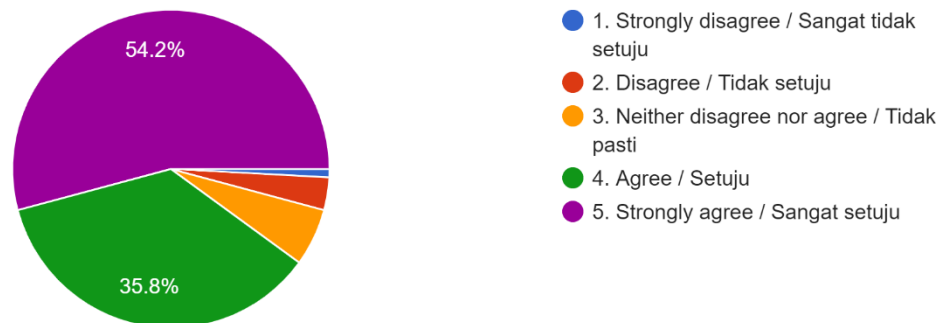


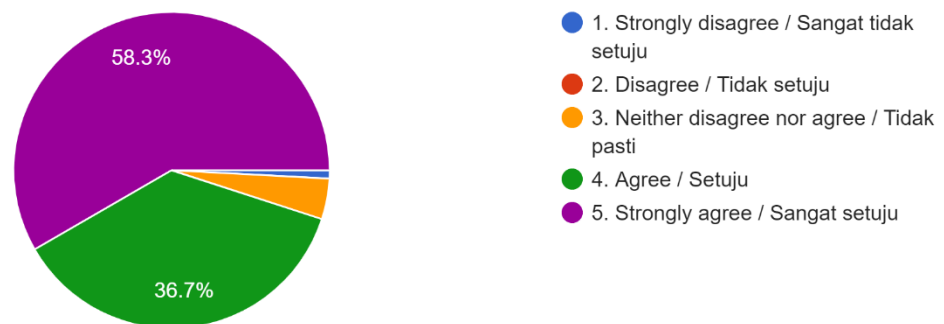
Figure 0-25 Data collection C(3)

This chart shows that, freelancers have agreed to the statement that, the more ideas contributed by them being implemented, the more they feel appreciated and this will boost their motivated to stay connected and keep their hardwork on with Bungkusit at all times.

#### Question 4 :

4. Higher work satisfaction with Bungkusit when management being fast and responsive in creating new strategy to help / Motivasi bekerja ...ak dalam merancang strategi baru untuk membantu.

120 responses



This chart shows that, freelancers agreed that Bungkusit should be more responsive and fast in acting upon creating new strategy to help freelancers to perform their best on daily basis, in other words, freelancers will see the management care enough to help them out each day. They have agreed with majority at total up to 95%.

Figure 0-26 Data collection C(4)



### Question 5 :

5. When disputes and complaints are handle fast, this will improve motivation to work / Apabila ada pertikaian dan keluhan yang dapat diselesaikan pantas maka motivasi bekerja semakin meningkat.

120 responses

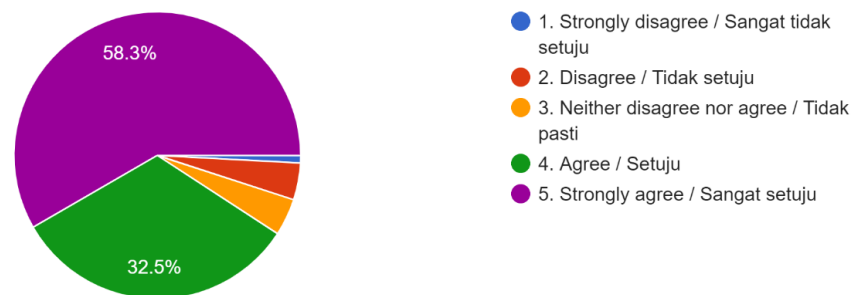
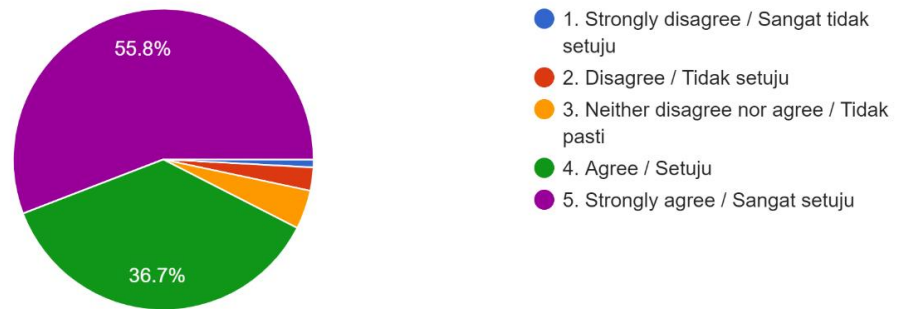


Figure 0-27 Data collection C(4)

This chart shows that, there are times whereby freelancers experience work dissatisfaction, which they need to lodge a complaint, and they really expecting, this complaints are handled fast, which they totally agreed at total of 90.8% and this is a majority. This one of the strongest motivational factor from the point of view of those participated freelancers.

### Question 6 :

6. Management should communicate more with customers pertaining to marketing and campaign thus work motivation will increase. / Pihak pengu...n pemasaran lantas meningkatkan motivasi bekerja.  
120 responses



This chart shows that, freeancers totally agreed at most with total percentage at 92.5% whereby they want the management to take charge of communicating the campaign and marketing process to be executed directly from the management to the customers.

Figure 0-28 Data collection C(6)

### Question 7 :

7. You understand that, Management needs cooperation in strengthening marketing approach. /  
Anda memahami pihak pengurusan memerlukan kerjasama untuk mengukuhkan proses marketing.

120 responses

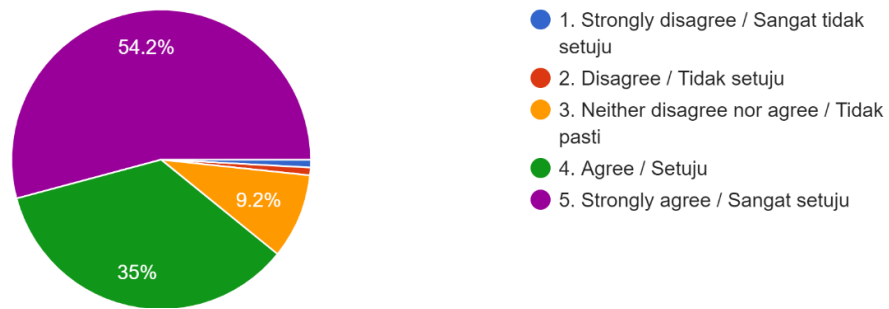


Figure 0-29 Data collection C(7)

This chart shows that, the freelancers do understand that management needs help from freelancers to support and partially contribute some effort to Bungkusit to execute the marketing on behalf of Bungkusit due to new company, this agreement total up at 89.2% with a removed and rejected question at 9.2%. On the other hand, freelancers will be more than happy to have the management most of the marketing plan.

### Question 8 :

8. You will be very motivated if the management communicate directly in a frequent manner /  
Anda akan lebih bermotivasi jika pihak pengurusan sering berkomunikasi secara terus.

120 responses

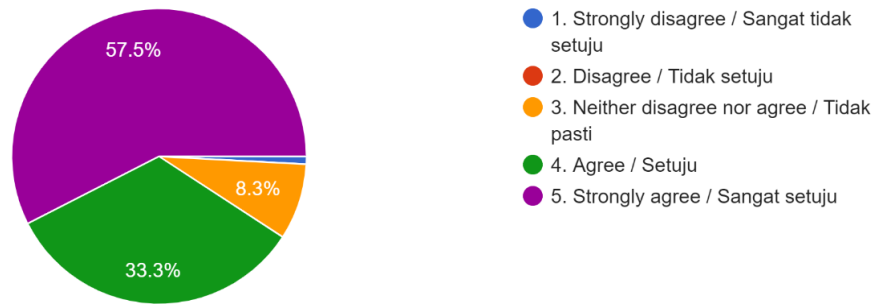


Figure 0-30 Data collection C(8)

From the charts, it shows that, freelancers agreed to the statement, that management has to be consistent in 2 way communication with freelancers, this will keep them stay motivated in many circumstances. This total up to 90.8% agreed to this understanding. This followed by removed and rejected answers at 8.3% who answered not sure.

### Question 9 :

9. You willingly to receive lesser pay range if higher satisfaction is achieved in faster response and direct communication by the management. / Anda ...cara langsung dan pantas dari pihak pengurusan.

120 responses

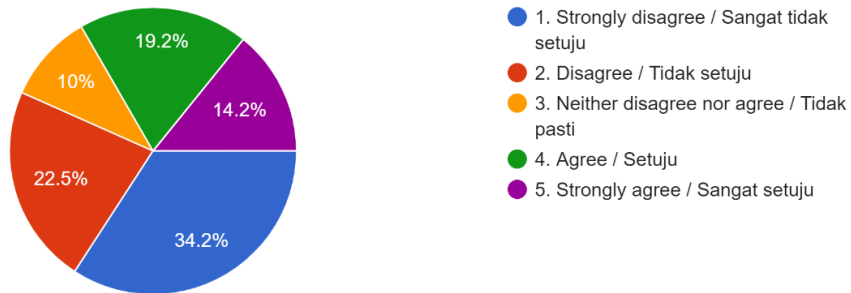


Figure 0-31 Data collection C(9)

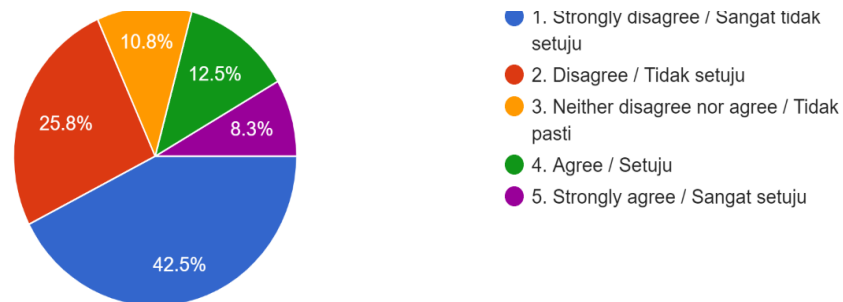
This chart shows the confirmation on which is the important factor whether or not salary is important against communication style, the total of agreement that getting lower salary is fine at 33.4% which is the second highest after the majority disagreed and saying salary still remain important even if faster response direct communication is significant to them in the process, this majority total up to 56.7% and this followed by the rejected and removed answers at 10%.

### Question 10 :

10. Salary is no longer important if the work satisfaction is achieved via perfect and fast communication channel / Gaji tidak lagi penting ji... tercapai melalui komunikasi pantas dan sempurna.

120 responses

Figure 0-32 Data collection C(10)



This chart is to validated the previous question, when most freelancers disagreed towards salary is no longer important this majority total up to 68.3% where these freelancers still feel salary is more important than communication speed. However there a freelancers who are willingly to receive lower salary, which total up to 20.8% this followed rejected and removed answers for those who answered not sure, total at 10.8%.

## Section D) Job Satisfaction.

(Working structure is one of the motivational factor).

### Question 1 :

1. You are very satisfied with the current working system provided by Bungkusit / Anda sangat berpuas hati dengan sistem bekerja sekarang di Bungkusit.

120 responses

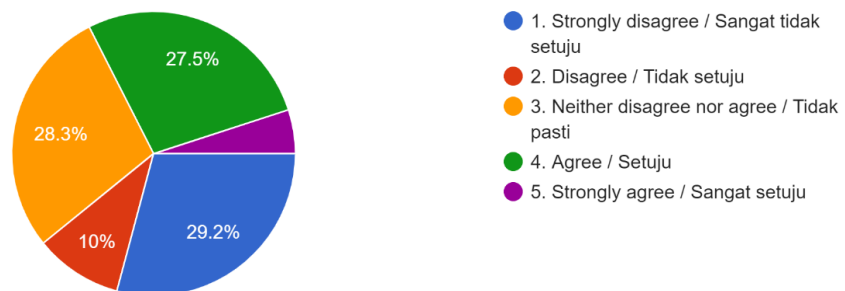


Figure 0-33 Data collection D(1)

From this chart we can see that, we can see at total 39.2% had to disagree on the statement of satisfied towards the current working system at Bungkusit. while second highest was then removed due to a rejected answer, at total of 28.3 % and followed by agreed at 27.5%. This chart has been into quite a portion, whereby the highest still disagree.

## Question 2 :

2. Higher work satisfaction increase when simpler and less burdening work process. / Kepuasan bekerja meningkat jika sistem bekerja lebih mudah dan kurang membebankan.

120 responses

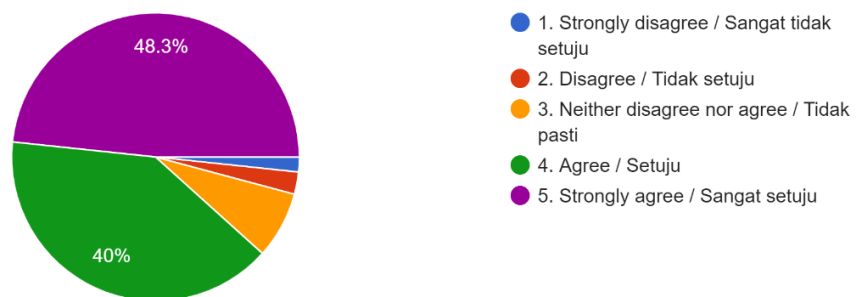


Figure 0-34 Data collection D(2)

The chart shows that a total clear cut answers given by the freelancers that they agreed, whereby a simple and less burdening work process is a definite work satisfaction, this total up to 88.3%. The freelancers are expecting the management to simplify their work processes as in S.O.P and the automation system on the platform.



### Question 3 :

3. Enhancing the app to make it advance A.I technology can create better work satisfaction. /  
Meningkatkan A.I teknologi di dalam aplikasi Bungkusit dapat meningkatkan kepuasan bekerja.

120 responses

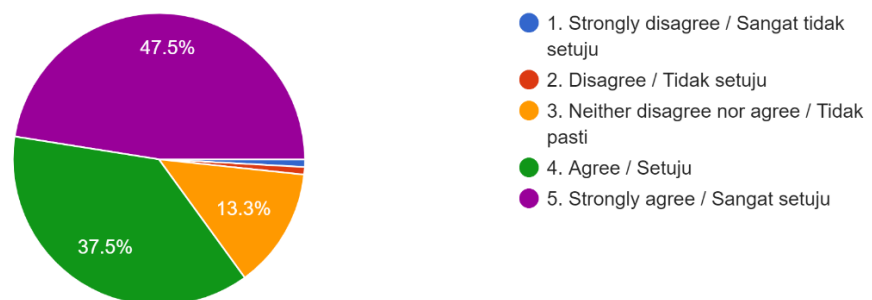


Figure 0-35 Data collection D(3)

This chart shows that, freelancers agreed majority voted that A.I Techonological advancement can create a higher work satisfaction. This vote total up to 85%, and this followed by a rejected and removed answers for those who answered “not sure” at 13.3%. Therefore, we can conclude the freelancers desired an A.I technology.

#### Question 4 :

4. Higher work satisfaction is achieved if the system provided by Bungkusit is similar to other competitors. / Semakin tinggi kepuasan bekerja jika sistem Bungkusit sama hebat dengan syarikat lain.  
120 responses

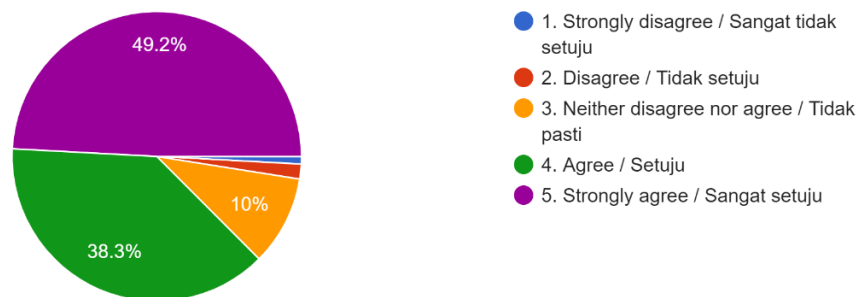


Figure 0-36 Data collection D(4)

This chart shows that, we have once again verified, that freelancers do compared Bungkusit with other companies, and expecting Bungkusit do the same thing, and it can boost their work satisfaction. This has total up to 87.5%, and this followed by rejected and removed answers at 10%.

### Question 5 :

5. Decent salary is acceptable if the whole process of working a lot easier and less burdening. /  
Gaji yang sederhana sudah cukup jika semua pro...s bekerja dipermudahkan dan tidak membebankan.  
120 responses

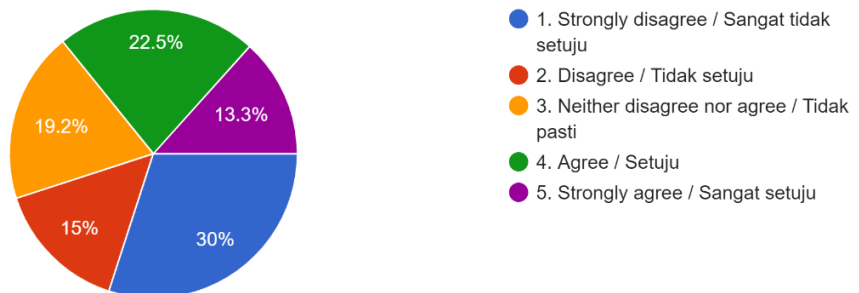


Figure 0-37 Data collection D(5)

This chart shows some friction on the statement that, freelancers disagreed at 45% and agreed 35.8%. whereby it is not a huge difference between both, where 45% customer disagreed to receive lower salary, even if after the work process has been simplified, however 35.8% agreed to receive lower salary if Bungkusit successfully adopted A.I technology to make the working process simplified.

### Question 6 :

6 .To work with advanced technology platform which is simpler to cooperate, receiving slightly lower salary is fine. / Lebih mudah bekerjasama d...menerima gaji lebih rendah tidak menjadi masalah.  
120 responses

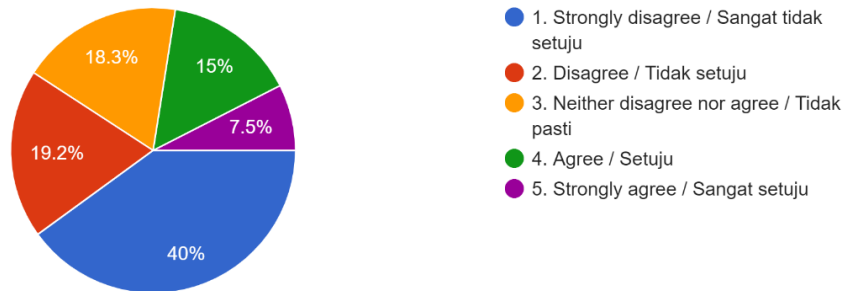


Figure 0-38 Data collection D(6)

validation question is shown by the chart above, that simpler work processed created by A.I technology will or will not create a cooperation from the freelancers to at least accept a slightly lower salary. However 59.2% disagreed on this matter. On the other hand 22.5% had agreed, which this number declined from the previous question, from 35.8% to 22.5% who had agreed, this shows freelancers are still thinking higher salary still the most important factor.

### Question 7 :

7. Higher work satisfaction is much more preferred to work with advanced automated system than working with manual system. / Kepuasan bekerja le...tik yang maju dari bekerja dengan sistem manual.  
120 responses

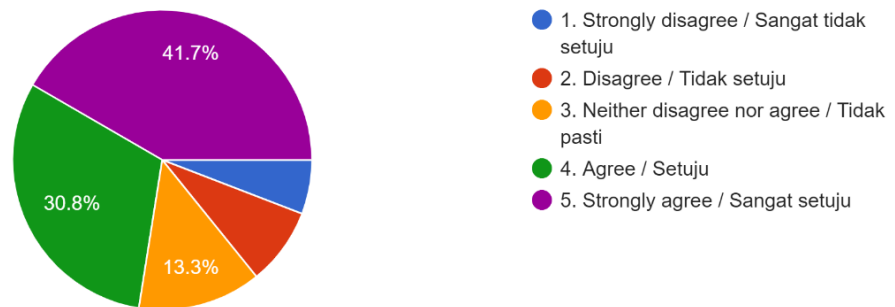


Figure 0-39 Data collection D(7)

This chart shows that, 72.5 % freelancers preferred to work with full automation system instead of manual, which this would give them higher work satisfaction and this implies that their motivation shall increase. This followed by 13.3% removed and rejected answers for those freelancers who resonded “not sure”.

### Question 8 :

8. You are comparing with others on which platform is a lot more easier to work with. / Anda sentiasa membandingkan di antara semua aplikasi yang mana paling mudah untuk bekerja.

120 responses

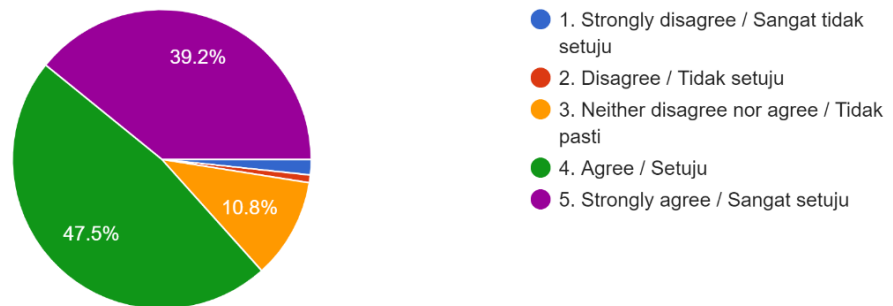


Figure 0-40 Data collection D(8)

This chart shows that a confirmation of freelancers, by asking this same question to validate, if freelancers keep comparing Bugkusit with others in terms of technological advancement, and yes at total of 86.7% freelancers keep comparing with the rest of similar companies to have check and balance in setting their expectation standard. This followed by 10.8% rejected and removed answers for those answering not sure.

### Question 9 :

9. The higher the advancement of technology applied the higher the motivation. / Semakin hebat kemajuan teknologi yang digunakan semakin tinggi motivasi untuk bekerja.

120 responses

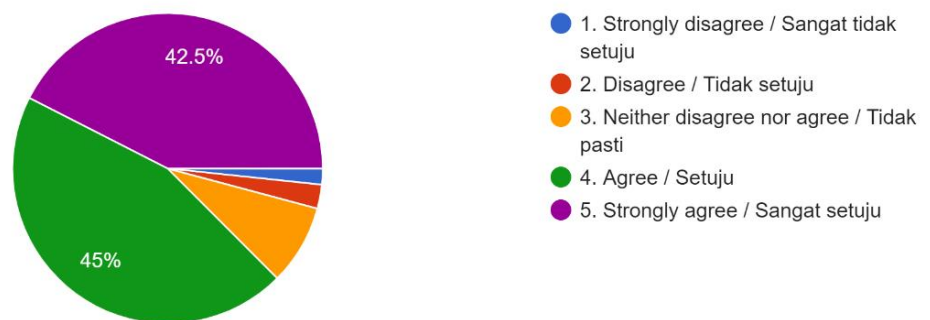


Figure 0-41 Data collection D(9)

This chart shows that, freelancers would have higher motivation when the simpler work process enhanced via technological advancement which follows the trend and always being upgraded accordingly. This total up to 87.5% on those who agreed.

### Question 10 :

10. When the advanced technology is applied at Bungkusit you are willingly to receive lower salary.  
/ Apabila sistem berteknologi tinggi di perhebatka... setuju untuk menerima bayaran gaji lebih rendah.

120 responses

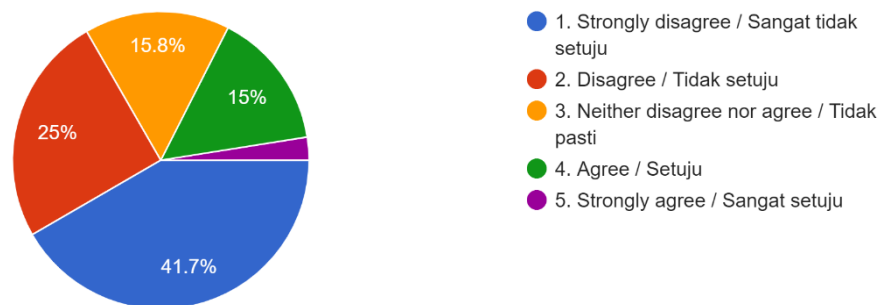


Figure 0-42 Data collection D(10)

This chart shows that, even if technology has been upgraded to the max, however they still need the a salary, they refused to accept in contra with the technology budget has been spent and Bungkusit could not afford to pay high salary, once they invested in technological advancement. This total up at 66.7% who still stand still for a higher pay. While the ones who willing to receive lower salary total up at 15%, followed by rejected and removed question at 15.8%.



### Question 11 :

11. A.I technology is expensive to developed, therefore receiving lower salary is acceptable. /  
Pembangunan A.I teknologi mahal kos nya, maka men...ima gaji lebih rendah itu tidak menjadi masalah.  
120 responses

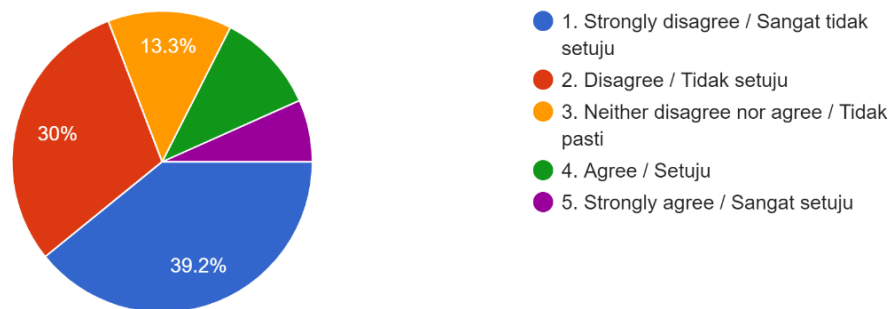


Figure 0-43 Data collection D(11)

This chart shows that, the question explain why lower salary is the impact of developing technology with limited budget to be invested. However, 69.2% still disagreed and demand for higher salary even if they already understand the budgetting issue. This followed by rejected and removed answers at 13.3%.

### Question 12 :

12. Having advanced A.I technology working system is more satisfying even if having a lower salary  
/ Bekerja dengan sistem otomatis A.I yang maju lebih memuaskan walaupun menerima gaji rendah.  
120 responses

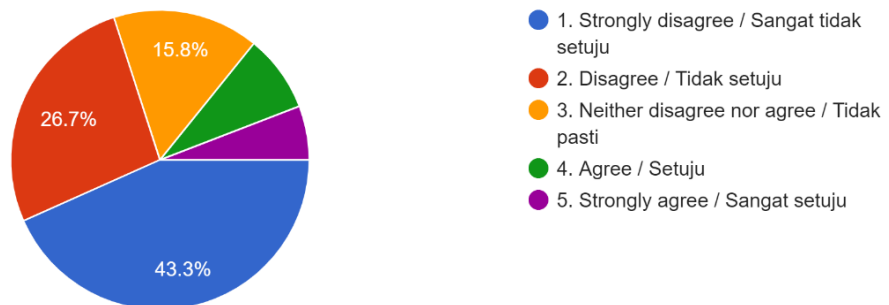


Figure 0-44 Data collection D(12)

This chart shows that, A.I technology does satisfied the users, whether customers or freelancers, however having a slightly lower salary should be fine to begin with, apparently 70% still disagreed and demand for higher pay, this followed by the rejected and removed answers at 15.8%.

#### 4.4 Discussion on Factor Analysis.

##### 4.4.1 Section Demographic

Table 0-1 Demographic Data

Demographic					
Age	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64
	18%	63%	16%	0%	0%
Employment Status	Employed	Un-employed	Retrenched	Self-employed	N/A
	44%	42%	0%	13%	0%
Marital Status	Single	Married	Divorce	Single Mother	Single Father
	68%	28%	0%	0%	0%
Dependents	1 to 3	4 to 6	7 to 9	10 to 12	N/A
	90%	10%	0%	0%	0%
Certificate	SPM	STPM/ Diploma	Degree	Master	PHD
	23%	23%	45%	8%	0%
Income	0 - 1000	1100 - 2000	2100 - 3000	3100 - 4000	4100 - 5000
	10%	45.80%	20%	10.80%	10%
Transport	Motorbike	Car	Pick up	Van	Lorries
	68.30%	30.80%	0	0	0

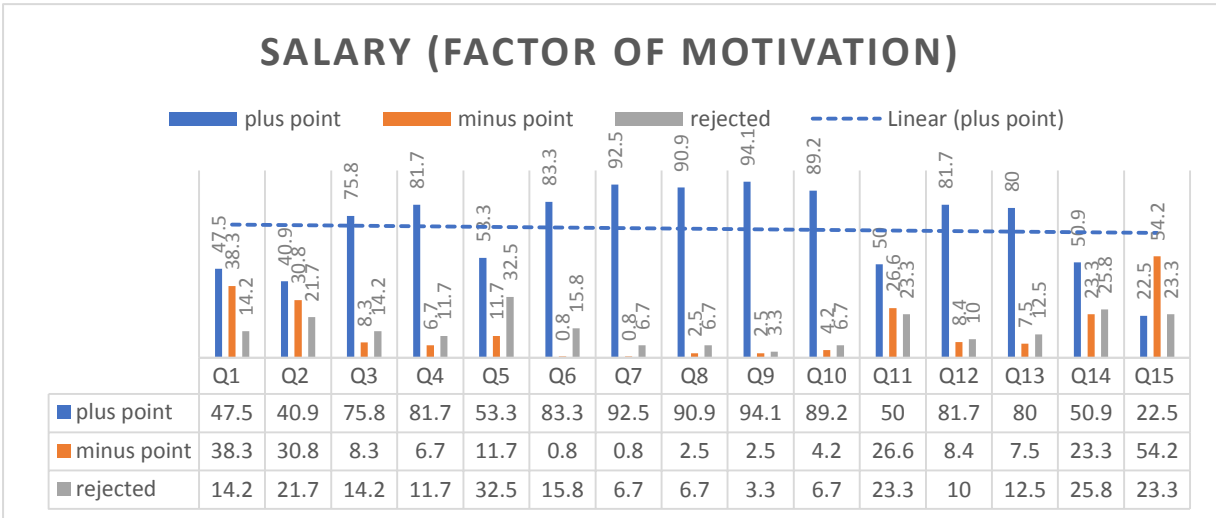
Majority participants as in green highlighted. Green highlighted is the majority participants who answered the questionnaire. this shows that, Mostly individual at the age of 25 -34, who are single and having parents and siblings as their dependents, and mostly employed and unemployed which most of them is holding a Bachelor Degree. We can consider the participants are having a primary job and taking Bungkusit job as a part time job, and half of them are a unemployed and doing Bungkusit job as their full time main source of income. From the table we can see, Bungkusit attracts people from the level of salary majority at between RM1100 – 2000, and most of them ride a motorbike.

#### 4.4.2 Section B : Salary with Bungkusit (Remuneration as a Component of Motivation)

Table 0-2 Salary Factor (First IV)

Salary as the factor				
Question	plus point	minus point	rejected	
Q1	47.5	38.3	14.2	100
Q2	40.9	30.8	21.7	93.4
Q3	75.8	8.3	14.2	98.3
Q4	81.7	6.7	11.7	100.1
Q5	53.3	11.7	32.5	97.5
Q6	83.3	0.8	15.8	99.9
Q7	92.5	0.8	6.7	100
Q8	90.9	2.5	6.7	100.1
Q9	94.1	2.5	3.3	99.9
Q10	89.2	4.2	6.7	100.1
Q11	50	26.6	23.3	99.9
Q12	81.7	8.4	10	100.1
Q13	80	7.5	12.5	100
Q14	50.9	23.3	25.8	100
Q15	22.5	54.2	23.3	100
<b>Total</b>	<b>1034.3</b>	<b>226.6</b>	<b>228.4</b>	<b>1489.3</b>
Average	69	15	15	99
Percentage	69%	15%	15%	100%
				<b>1% Error</b>

Table 0-3 First Independent Variable Result



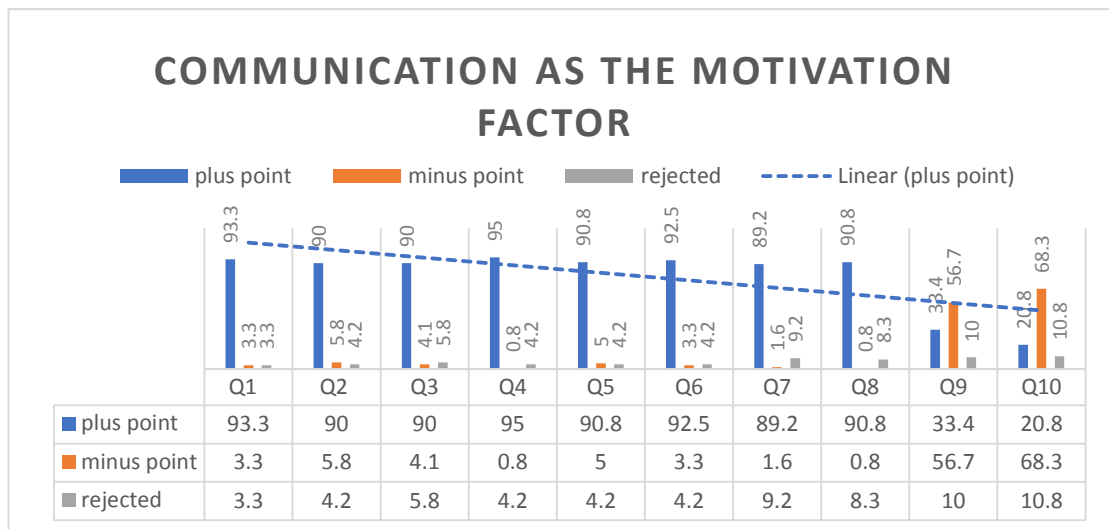
From the analysis calculation from the data tabulated, we have seen 69% has agreed that, salary is the factor of motivation. with total score of 1034.3 on the plus point. There were 1 percent error due to some respondents skipped question and answered not sure which were rejected.

#### 4.4.2 Section C : Communication (Work relationship as the factor of motivation)

Table 0-4 Communication Factor (2nd IV)

Communication as the factor				
Question	plus point	minus point	rejected	
Q1	93.3	3.3	3.3	99.9
Q2	90	5.8	4.2	100
Q3	90	4.1	5.8	99.9
Q4	95	0.8	4.2	100
Q5	90.8	5	4.2	100
Q6	92.5	3.3	4.2	100
Q7	89.2	1.6	9.2	100
Q8	90.8	0.8	8.3	99.9
Q9	33.4	56.7	10	100.1
Q10	20.8	68.3	10.8	99.9
<b>Total</b>	<b>785.8</b>	<b>149.7</b>	<b>64.2</b>	<b>999.7</b>
Average	79	15	6	100
Percentage	79%	15%	6%	100%
				<b>0.3% Error</b>

Table 0-5 Second Independent Variable Result



From this data tabulated, we can calculate that, the plus point is declining, and it shows the freelancers had rejected on this factor, to conclude, communication is not the strongest motivational factor with total score of 785.5 against salary as the factor at 1034.3 and salary factor is not declining along the section.

#### 4.4.2 Section D : Section D , Job Satisfaction (Working structure is one of the motivational factor)

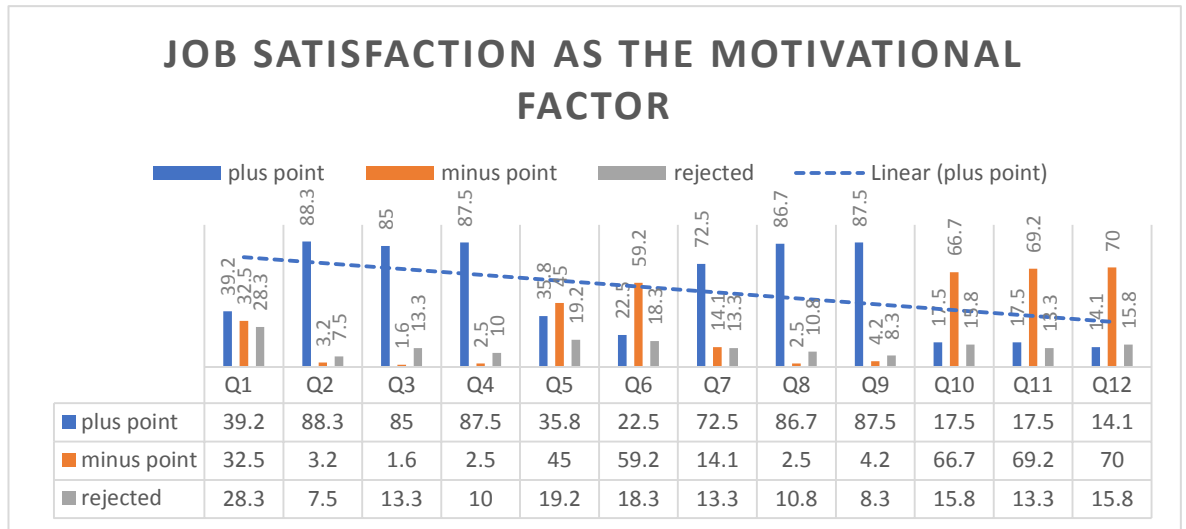
Table 0-6 Job  
Factor (3rd IV)

Satisfactor

Job Satisfaction as the factor				
Question	plus point	minus point	rejected	
Q1	39.2	32.5	28.3	100
Q2	88.3	3.2	7.5	99
Q3	85	1.6	13.3	99.9
Q4	87.5	2.5	10	100
Q5	35.8	45	19.2	100
Q6	22.5	59.2	18.3	100
Q7	72.5	14.1	13.3	99.9
Q8	86.7	2.5	10.8	100
Q9	87.5	4.2	8.3	100
Q10	17.5	66.7	15.8	100
Q11	17.5	69.2	13.3	100
Q12	14.1	70	15.8	99.9
<b>Total</b>	<b>654.1</b>	<b>370.7</b>	<b>173.9</b>	<b>1198.7</b>
<b>Average</b>	<b>55</b>	<b>31</b>	<b>14</b>	<b>100</b>
<b>Percentage</b>	<b>55%</b>	<b>31%</b>	<b>15%</b>	<b>100%</b>
				<b>0.3% error</b>



Table 0-7 Third independent variable result

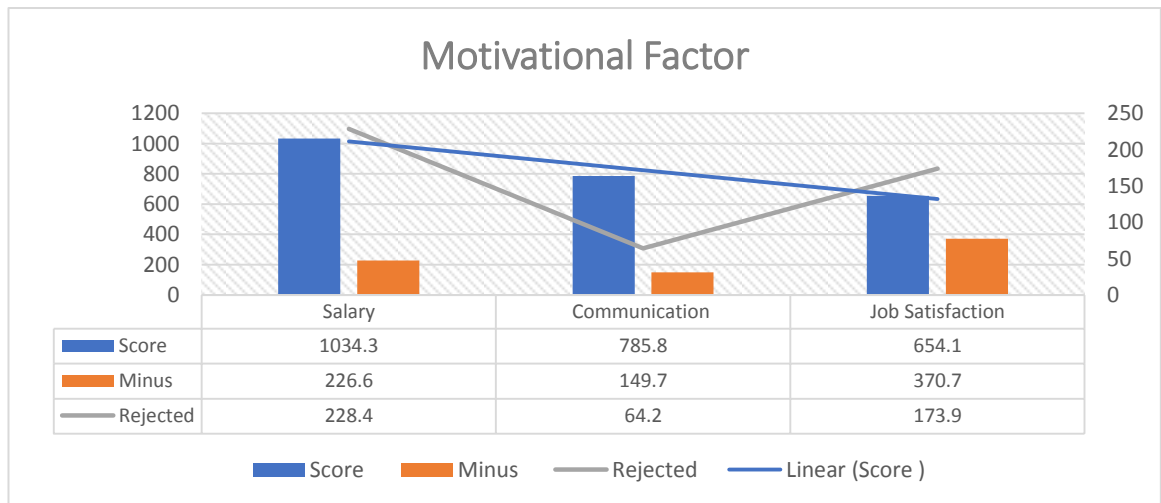


This data tabulated has been analyzed and calculated that it is a clear cut, it falls under ranking number 3 most important after salary and communication, with total score of 654.1 with error of 0.3% and the linear plus point shows declining in the response collected.

## CHAPTER 5 CONCLUSIONS

### 5.1 Recap of Major Findings

Table 0-1 Factor comparison & Result



From this table, we can recap that, the highest score calculated for Salary as the first most important factor, and this followed by the second factor in the rank which is communication and lastly is job satisfaction. From this numbers we can concluded that, Bungkusit should pay more attention to attract more loyalty and consistency in the business by providing the creative and attractive salary structure, which is not just base fare charges, bonuses, allowances, incentives as the first priority to buckle up in making the business prosperous as well as back on track. Secondly is to improve and enhance the speed of customer service as well as the responsiveness of management towards relevant freelancers' concern. Thirdly to improve the A.I technology through times, the reason being is, when job satisfaction is ranked number 3, which is less important compared to salary and communication factor.

Table 0-2 Coefficients

**Coefficients**

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower	Upper
1 (Constant)	87.830	6.385		13.756	0.000	75.155	100.506
Salary	-0.385	0.043	-0.677	-8.877	0.010	-0.471	0.299
Communication	-0.165	0.063	-0.176	-2.633	0.009	-0.290	-0.041
Job Satisfaction	-0.118	0.032	-0.252	-3.667	0.000	-0.182	-0.054

Dependent Variables : Motivation

Table 0-3 Result Hypothesis

Hypothesis	BETA Value	Pearson, Correlation R	Result
There is a positive relationship between salary and riders or driver's motivation.	-0.385	-0.298	Accepted
There is a positive relationship between communication and riders or driver's motivation.	-0.165	0.112	Accepted
There is a positive interaction between job satisfaction and riders or driver's motivation which impacts their decision to stay.	-0.118	-0.139	Rejected

## **5.2 Implications of the Study**

This study will create the guidance for Bungkusit, to make a proper decision with confidence that, Salary is undoubtedly is the main motivational factor that will win the hearts of freelancers to come back to sacrifice their time, energy and effort for Bungkusit with win-win benefits for both parties. As previously, Bungkusit with limited resources were not confident and has doubt if making wrong decision will kill the business one shot, thus with this research completed, Bungkusit has the basis and reference that is proven by the feedback collected, analyzed and tabulated data supporting this conclusion that, Bungkusit should take the right action now to avoid major destruction of its Business in this economic landscape with high uncertainty due to critical challenges by covid-19. Therefore, Bungkusit shall be ready to design the right salary structure with several range for the motivation of freelancers to work harder and bring back the consistency of profit to Bungkusit.

## **5.3 Limitations of the Study**

This study didn't study the other potential motivational factor other than this three as in the training system provided, the starter kit given, and the registration process with fees, and it has limited time to explore in details towards inner motivation from freelancers.

## **5.4 Recommendations for Future Research**

This research would recommend future research to take into considerations to perform close group, and random interview to get more details via qualitative method, to get the understanding on their inner motivation and ideas on how Bungkusit should improve as a whole, in terms of marketing ideas that can increase their motivation and to create the feel proud of the company they work for.

## REFERENCES

- Adams, J. S. (1965). *Inequity in social exchange*. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). New York, NY: Academic Press.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley.
- Campbell, J. P., & Pritchard, R. D. (1976). *Motivation theory in industrial and organizational psychology*. In M. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 63-130). New York, NY: McGraw-Hill
- Dastmalchian, A., Blyton, P., & Adamson, R. (1991). *The climate of workplace relations*. London, England: Routledge.
- Deci, E. L. (1975). *Intrinsic motivation*. New York, NY: Plenum.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227-268.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59.
- Fredrickson, B. L. (2001). The role of positive emotions in positive Directedness, and Extrinsic Reward Expectancy. *Review of Public Personnel Administration*, 32(4), 382-406.
- Cho, Y. J., & Ringquist, E. J. (2011). Managerial trustworthiness and organizational outcomes. *Journal of Public Administration Research and Theory*, 21(1), 53-86.
- Chun, Y. H., & Rainey, H. G. (2005). Goal ambiguity and organizational performance in U.S. federal agencies. *Journal of Public Administration Research and Theory*, 15, 529-557.
- Chughtai, A. A. (2008). Impact of job involvement on in-role job performance and organizational citizenship behaviour. *Institute of Behavioural and Applied Management*. Retrieved from <http://www.emeraldinsight.com>
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *Journal of Applied Psychology*, 92, 909-927.

- Deci, E. L. (1973). Intrinsic Motivation. De Vos, A.S., Strydom, H., Fouche, C.B., & Delport, C.S.L. (2007). Research at grass roots for the social sciences and human service professions. (3rd ed.). Pretoria, South Africa: Van Schaik Publishers.
- Dirks, K. T., & Skarlicki, D. P. (2009). The relationship between being perceived as trustworthy by coworkers and individual performance. *Journal of Management*, 35, 136-157.
- Fossey, E. M., & Harvey, C. A. (2010). Finding and sustaining employment: A qualitative meta-synthesis of mental health consumer views. *Canadian Journal of Occupational Therapy*, 77(5), 303-314
- Gallup (2011) *Majority of American workers not engaged in their jobs*. Retrieved from: [http://www.gallup.com/poll/150383/majority\\_American\\_workers\\_not\\_engaged\\_jobs.aspx](http://www.gallup.com/poll/150383/majority_American_workers_not_engaged_jobs.aspx)
- Gallup (2013). The state of the American workplace: Employee engagement insights for U.S. business leaders. Retrieved from: <http://www.gallup.com/strategicconsulting/163007/state-of-americanworkplace.aspx> June 2013
- Hall, D. T. & Lawler, E. E. (2000). Job characteristics and job pressures and the organizational
- Rand-McNally.Chowdhury, M. S. (2007). Enhancing motivation and work performance of the salespeople: The impact of supervisors' behavior. *African Journal of Business Management*, 1, 238-243.

# **APPENDICES**

**Questionnaire :**

1. What is your age range / Umur anda ?

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 - 54
- ☐ 55 – 64

2. What is your current employment status / Status pekerjaan anda ?

- ☐ Employed / Bekerja
- ☐ Un-employed / Tidak bekerja
- ☐ Retrenched / Diberhentikan kerja
- ☐ Self – employed / Bekerja sendiri

3. What is your marital status / Status perkahwinan anda ?

- ☐ Single / Bujang
- ☐ Married / Berkahwin
- ☐ Divorcee / Berceraai
- ☐ Single mother / Ibu tunggal
- ☐ Single father / Bapa tunggal

4. How many is your dependents? (children or/and parents) / Berapakah jumlah tanggungan anda (anak atau/dan ibu bapa)

- ☐ 1 – 3
- ☐ 4 – 6
- ☐ 7 – 9
- ☐ 10 – 12

5. What is your highest education level / Sijil tertinggi pelajaran anda?

- ☐ SPM
- ☐ STPM / Diploma / A-Level
- ☐ Bachelor Degree / Ijazah Sarjana Muda
- ☐ Master Degree / Sarjana
- ☐ PHD / Doktor Falsafah
- ☐

6) What is your current household income / Jumlah pendapatan semasa anda sekeluarga?

- ☐ RM 0 – RM 1000
- ☐ RM 1100 - RM 2000
- ☐ RM 2100 - RM 3000
- ☐ RM 3100 – RM 4000
- ☐ RM 4000 and above



7. What is your main transportation for delivery service at Bungkusit / Apakah kendaraan utama yang digunakan untuk servis penghantaran di Bungkusit?

- ☐ Motorbike / Motor
- ☐ Car / Kereta
- ☐ Pick up Truck / Lori Pickup
- ☐ Van
- ☐ Lorry 1 Ton
- ☐ Lorry 3 Ton

**Section B : Salary with Bungkusit. Please indicate your answer between 1 – 5, with 1 is strongly disagree and 5 is strongly agree.**

1. The current fare charges are good enough for you.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

2. Bungkusit fare charges are the most rewarding compared to other similar companies

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

3. Bungkusit should provide higher income pay scale to you

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

4. Bungkusit should provide more bonuses range

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

5. Current Bungkusit fare charges will make you work for others

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

6. Bungkusit should pay higher than the other similar companies

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

7. You will be more loyal to Bungkusit with higher payout scale

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

8. You will not work for others if Bungkusit start paying better range

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

9. Salary is the most important factor for you to be motivated

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

10. The lower the pay from Bungkusit, the more you will exit from Bungkusit

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

11. Paying high salary to you, will make customers paying high fare charges

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

12. The higher the pay from Bungkusit, the higher the quality of service from you to customers

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

13. When customers paying high fare charges, this will make customers to choose other similar platform

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

14. Paying high salary to you will make less order due to lesser customers using Bungkusit

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

15. You understand that the higher the salary, the less the orders from customers due to competition in the market

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

**Section C) Communication. Please indicate your answer between 1 – 5, with 1 is strongly disagree and 5 is strongly agree.**

1. The faster the reply of customers service to you the higher the motivation to work

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

2. The more management of Bungkusit listen and acknowledge the ideas given by you, the higher the motivation to work

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

3. The more management execute the relevant ideas contributed by you, the higher motivation to work.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

4. Higher work satisfaction with Bungkusit when management being fast and responsive in creating new strategy to help

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

5. When disputes and complaints are handle fast, this will improve motivation to work

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

6. Management should communicate more with customers pertaining to marketing and campaign thus work motivation will increase.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

7. You understand that, Management needs cooperation in strengthening marketing approach.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

8. You will be very motivated if the management communicate directly in a frequent manner

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

9. You willingly to receive lesser pay range if higher satisfaction is achieved in faster response and direct communication by the management.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

10. Salary is no longer important if the work satisfaction is achieved via perfect and fast communication channel

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

**Section D) Job Satisfaction. Please indicate your answer between 1 – 5, with 1 is strongly disagree and 5 is strongly agree.**

1. You are very satisfied with the current working system provided by Bungkusit

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

2. Higher work satisfaction increase when simpler and less burdening work process

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

3. Enhancing the app to make it advance A.I technology can create better work satisfaction.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

4. Higher work satisfaction is achieved if the system provided by Bungkusit is similar to other competitors.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

5. Decent salary is acceptable if the whole process of working a lot easier and less burdening.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

6 .To work with advanced technology platform which is simpler to cooperate, receiving slightly lower salary is fine.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

7. Higher work satisfaction is much more preferred to work with advanced automated system than working with manual system

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

8. You are comparing with others on which platform is a lot more easier to work with

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

9. The higher the advancement of technology applied the higher the motivation.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

11. A.I technology is expensive to developed, therefore receiving lower salary is acceptable. 10. When the advanced technology is applied at Bungkusit you are willingly to receive lower salary.

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

12. Having advanced A.I technology working system is more satisfying even if having a lower salary

	1	2	3	4	5	
Strongly Disagreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agreed

**Thank You for completing this scientific research for the betterment of the organization, we thank you in advance once again for your fullest cooperation.**

## APPROVAL PAGE

**TITLE OF PROJECT PAPER:**      **A STUDY OF RIDERS AND DRIVERS'  
MOTIVATION IN GIG ECONOMY FOR  
BUNGKUSIT IN KLANG VALLEY**

**NAME OF AUTHOR**                      **:**      **MUHAMAD AMIR AKMAL BIN SAMSUDIN**

---

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master in Strategic Human Resource Management

### **SUPERVISOR**

Signature        :        \_\_\_\_\_

Name            :        \_\_\_\_\_

Date             :        \_\_\_\_\_

### **ENDORSED BY:**

---

Dean

Graduate School of Business

Date: