

Analysis of the Determinants of Burnout Among GoJek Ride Partners: The Role of Daily Incentives, Order Challenges, and Customer Behavior

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The rapid growth of app-based transportation services has transformed the working patterns of ride-hailing drivers, while simultaneously increasing the risk of work-related fatigue and burnout. Burnout among GoJek Ride partners may adversely affect psychological well-being, service quality, and driving safety. This study aims to examine the effects of daily incentives, order difficulty, and customer responsiveness on burnout among GoJek Ride drivers in the Greater Jakarta area (Jabodetabek). This research adopts a quantitative explanatory approach using a survey method. Data were collected through structured questionnaires distributed to 133 GoJek Ride drivers selected via purposive sampling. The data were analyzed using validity and reliability tests, classical assumption tests, and multiple linear regression analysis to assess both partial and simultaneous effects among variables. The findings indicate that daily incentives have a positive and significant effect on driver burnout, suggesting that target-based incentive schemes may increase work pressure when not accompanied by proportional workloads. Order difficulty shows the strongest positive influence on burnout, particularly related to travel distance, traffic conditions, and task complexity. Meanwhile, customer responsiveness does not significantly affect burnout. Collectively, the independent variables explain 51.5% of burnout variance. These results highlight burnout as a multidimensional issue shaped largely by operational and platform-related factors.

Keywords: Burnout, Daily Incentives, Order Difficulty, Customer Responsiveness, Gojek Ride.

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1. Introduction

The development of digital technology has brought significant changes to many aspects of social life, including the transportation sector. People can now travel more easily through innovative transportation systems such as GoJek Ride, particularly in densely populated areas like Tangerang City. However, alongside the rapid growth of this industry, the increasing risk of burnout among driver partners has become an important issue that requires serious attention. Burnout among GoJek Ride partners has the potential to reduce psychological well-being, service quality, and driving safety.

Burnout among driver partners is a relevant phenomenon to be examined, given the nature of online ride-hailing work, which involves complex customer interactions, performance target pressures, and income uncertainty. In addition to negatively affecting physical and mental health, burnout may also lower customer service standards and threaten the sustainability of platform-based transportation services.

One factor contributing to driver burnout is the daily incentive system. GoJek Ride implements incentive programs designed to encourage drivers to complete a higher number of orders. While such schemes can improve productivity, they may also create psychological pressure when performance targets are difficult to achieve. Although platform-based work offers flexibility and income opportunities, it simultaneously introduces distinctive work pressures that may trigger psychological problems, particularly burnout.

Burnout among ride-hailing drivers is commonly characterized by emotional exhaustion, physical fatigue, decreased work motivation, and cynical attitudes toward work and customers.

In practice, Gojek Ride partners face dynamic and often unpredictable job demands. Daily incentives function as a performance control mechanism, encouraging drivers to work longer hours, pursue specific order targets, and frequently neglect rest periods. When incentive targets are perceived as unattainable or disproportionate to the effort required, prolonged work stress may occur, eventually leading to burnout.

Beyond incentives, order-related challenges represent a significant determinant of burnout. These challenges include uncertainty in order volume, demand fluctuations across time and location, algorithm-based order distribution, and the risk of unilateral order cancellations by customers. Such conditions generate income uncertainty and increase cognitive workload, accelerating mental and emotional exhaustion.

Customer behavior is another important factor. In app-based services, driver–customer interactions involve not only technical delivery aspects but also emotional and social dimensions. Uncooperative behavior, subjective low ratings, impolite communication, and excessive demands can intensify psychological pressure. Repeated negative interactions may foster frustration, perceptions of unfairness, and emotional exhaustion key components of burnout.

Although burnout among service workers has been widely studied, empirical research specifically examining burnout determinants among Gojek Ride partners by integrating daily incentives, order challenges, and customer behavior remains limited in Indonesia. Most previous studies focus on income or general job satisfaction without deeply analyzing platform-specific work mechanisms. Consequently, this study addresses an important research gap by empirically investigating the determinants of burnout among Gojek Ride partners, providing an academic basis for more equitable and sustainable platform policies.

Empirical studies support this concern. Anggraeni (2023) found that while incentives can enhance driver motivation, excessively high performance targets increase work-related stress and burnout risk, as drivers often extend working hours and sacrifice rest to achieve incentive goals. Order difficulty has also been identified as a significant determinant of burnout, influenced by traffic conditions, travel distance, and the complexity of customer requests. Furthermore, Roeseno and Sobirin (2023) demonstrated that negative customer interactions substantially increase work stress, which in turn leads to burnout among online motorcycle taxi drivers. Dewi and Nugroho (2021), as well as Nasution et al. (2022), further confirmed that performance pressure, mental workload, and productivity demands significantly heighten fatigue and stress, reinforcing the vulnerability of Gojek Ride drivers to burnout within highly competitive and fluctuating platform environments.

2. Literature Review and Problem Statement

Burnout in Platform-Based Ride-Hailing Work

Burnout is a psychological condition characterized by emotional exhaustion, physical fatigue, reduced motivation, and cynical attitudes toward work, which commonly emerges under prolonged work-related stress. In the context of platform-based employment, such as ride-hailing services, burnout has become increasingly relevant due to the unique nature of algorithm-driven work systems, performance monitoring, and income uncertainty. Ride-hailing drivers operate under flexible yet highly demanding conditions, where work intensity, time pressure, and psychological strain coexist. Previous studies indicate that burnout among service workers not only affects individual well-being but also undermines service quality, safety, and long-term workforce sustainability.

In ride-hailing services, burnout is exacerbated by continuous customer interaction, performance-based evaluations, and the absence of clear boundaries between working and resting time. The combination of operational demands and psychological pressures places drivers at a heightened risk of experiencing burnout compared to workers in conventional employment arrangements.

Daily Incentives and Burnout

Daily incentive schemes are widely implemented by ride-hailing platforms as a mechanism to stimulate productivity and control driver performance. Incentives are typically target-oriented, requiring drivers to complete a certain number of orders within a specified time frame. While incentives can increase work motivation and short-term productivity, several studies suggest that excessive or unrealistic incentive targets may intensify work pressure and psychological stress.

Anggraeni (2023) found that incentive-based systems may paradoxically increase burnout risk when drivers extend working hours and sacrifice rest in pursuit of incentive rewards. From a job demands–resources perspective, incentives may function not only as motivational resources but also as job demands when performance expectations exceed drivers' physical and mental capacities. Consequently, poorly designed incentive structures may contribute to sustained work stress and burnout among ride-hailing drivers.

Order Challenges as a Determinant of Burnout

Order-related challenges represent another critical determinant of burnout in platform-based transportation services. These challenges include uncertainty in order volume, fluctuating demand across time and location, long travel distances, traffic congestion, algorithm-based order allocation, and the risk of unilateral order cancellations. Such conditions increase both physical workload and cognitive demands, requiring drivers to make rapid decisions under uncertain circumstances.

Previous research indicates that higher task complexity and workload intensity are strongly associated with emotional exhaustion and mental fatigue. Dewi and Nugroho (2021) demonstrated that performance pressure combined with demanding work conditions significantly elevates work stress. Similarly, Nasution et al. (2022) found a positive relationship between mental workload and decreased driving performance, suggesting that sustained operational challenges may accelerate burnout among ride-hailing drivers.

Customer Responsiveness and Psychological Pressure

Customer behavior plays a crucial role in shaping the psychological experience of ride-hailing drivers. In app-based service environments, driver–customer interactions extend beyond technical service delivery and involve emotional and social dimensions. Unclear pickup locations, delayed responses, impolite communication, excessive demands, and subjective rating practices can heighten drivers' emotional strain. Roeseno and Sobirin (2023) revealed that negative customer interactions significantly increase work-related stress, which subsequently leads to burnout among online motorcycle taxi drivers. The rating system embedded in platform operations further amplifies psychological pressure, as customer evaluations directly influence drivers' account status and income opportunities. Repeated exposure to negative customer behavior may foster frustration, perceived injustice, and emotional exhaustion.

Research Gap and Problem Statement

Although burnout among service workers has been extensively examined, empirical studies that specifically investigate burnout determinants among Gojek Ride partners remain limited, particularly in the Indonesian context. Existing research often focuses on income, job satisfaction, or general work stress, without integrating platform-specific factors such as daily incentive schemes, order-related challenges, and

customer responsiveness within a single analytical framework. Moreover, previous studies tend to examine these factors in isolation, overlooking the complex interaction between operational systems, performance control mechanisms, and social dynamics inherent in platform-based work. As a result, there is insufficient empirical evidence explaining how these determinants collectively influence burnout among GoJek Ride drivers.

Based on these gaps, this study seeks to address the following research problem: *How do daily incentives, order challenges, and customer responsiveness individually and simultaneously influence burnout among GoJek Ride partners in the Jabodetabek region?* By empirically examining these relationships, the study aims to contribute to the literature on platform-based labor and provide evidence-based insights for designing more sustainable and worker-oriented ride-hailing systems.

3. Method

Research Design

This study adopts a quantitative approach with an explanatory research design. The explanatory approach is employed to examine and explain the causal relationships between the independent variables, daily incentives, order challenges, and customer behavior, and the dependent variable, namely burnout among GoJek Ride partners. A quantitative approach enables objective hypothesis testing through statistical analysis and facilitates the measurement of relationships among variables. The research uses a cross-sectional design, in which data are collected at a single point in time to capture the current conditions of burnout and its determining factors. This design is considered appropriate given the dynamic nature of ride-hailing work, while still allowing the analysis of inter-variable relationships based on respondents' recent work experiences and perceptions.

Population and Sample

The population of this study comprises all active GoJek Ride partners operating in the Jabodetabek region. However, the exact number of active drivers is not publicly available. Therefore, non-probability sampling with a purposive sampling technique is applied to select respondents who meet the research criteria. The sample size is determined using the guideline proposed by Hair et al. (2014), which is commonly applied in quantitative studies involving multivariate and regression analyses. According to this guideline, the minimum sample size should be five to ten times the number of indicators used in the study. Based on this approach, a total of 133 GoJek Ride partners were selected as respondents. This sample size is considered sufficient for multiple linear regression analysis and adequate for representing the relationships among the variables, despite the unknown population size.

Data Collection and Research Instrument

Primary data were collected using a structured, self-administered questionnaire. The questionnaire consisted of closed-ended statements designed to measure daily incentives, order challenges, customer behavior, and burnout. Respondents were asked to indicate their level of agreement with each statement using a Likert-scale measurement.

Data Analysis Techniques

Data analysis was conducted in several stages to ensure data quality, model adequacy, and accurate hypothesis testing. All statistical analyses were performed using statistical software. First, instrument quality tests were conducted to assess validity and reliability. Validity was evaluated by examining the correlation between each item score and the total score of its respective variable. An item was considered

valid if its correlation coefficient exceeded the critical value of the correlation table at the specified significance level. Reliability was assessed using Cronbach’s Alpha, with a threshold value greater than 0.60 indicating acceptable internal consistency. After confirming instrument validity and reliability, classical assumption tests were conducted as prerequisites for multiple linear regression analysis. Normality was assessed using the Kolmogorov–Smirnov test to ensure that the data were normally distributed. Multicollinearity was examined using Variance Inflation Factor (VIF) and tolerance values to confirm the absence of high correlations among independent variables. Heteroskedasticity was tested using the Glejser test and residual scatterplot analysis to determine whether the variance of residuals was constant across observations.

The main analytical procedure employed was multiple linear regression analysis, which was used to examine the effects of daily incentives, order challenges, and customer behavior on burnout among GoJek Ride partners. This analysis allowed for the assessment of both the direction and magnitude of the influence of each independent variable on burnout. Hypothesis testing was conducted using partial significance tests (t-tests) and simultaneous significance tests (F-tests). The t-test was used to evaluate the individual effect of each independent variable on burnout, while the F-test was applied to assess the collective effect of all independent variables on burnout. Hypotheses were accepted or rejected based on the significance values compared to the predetermined significance level. Finally, the coefficient of determination (R^2) was calculated to measure the extent to which daily incentives, order challenges, and customer behavior explain variations in burnout among GoJek Ride partners. A higher R^2 value indicates a stronger explanatory power of the regression model.

4. Results and Discussion

Validity Test Results

The purpose of the validity test is to ensure whether a measurement instrument is valid or invalid. In this study, the questionnaire items function as measurement instruments. A questionnaire is considered valid if its items accurately reflect the construct being measured. Validity testing was conducted by comparing the total construct score with each individual item score using item–total correlation analysis. The significance level applied in this study was 0.05.

The validity test was conducted on 133 respondents at a 5% significance level ($\alpha = 0.05$). The degree of freedom was calculated as ($df = n - 2$), resulting in $df = 133 - 2 = 131$. Based on this calculation, the critical value of the correlation coefficient (r-table) was 0.1703.

Table 1. Validity Test Results

Variable	Indicator	r-value	r-table	Decision
Daily Incentive System (X1)	X1.1	0.849	0.1703	Valid
	X1.2	0.877	0.1703	Valid
	X1.3	0.846	0.1703	Valid
	X1.4	0.884	0.1703	Valid
Order Difficulty Level (X2)	X2.1	0.557	0.1703	Valid
	X2.2	0.822	0.1703	Valid
	X2.3	0.812	0.1703	Valid
	X2.4	0.821	0.1703	Valid
	X2.5	0.787	0.1703	Valid
Customer Responsiveness (X3)	X3.1	0.783	0.1703	Valid
	X3.2	0.685	0.1703	Valid

Variable	Indicator	r-value	r-table	Decision
Burnout Level (Y)	X3.3	0.667	0.1703	Valid
	X3.4	0.788	0.1703	Valid
	X3.5	0.801	0.1703	Valid
	Y1	0.825	0.1703	Valid
	Y2	0.804	0.1703	Valid
	Y3	0.804	0.1703	Valid

Source: Processed SPSS data

Based on Table 1, all indicators show corrected item–total correlation values greater than the critical r-table value of 0.1703 at $\alpha = 0.05$ with $df = 131$. Therefore, all measurement indicators used in this study are declared valid and suitable for further analysis.

Reliability Test Results

Reliability testing aims to evaluate the consistency and stability of the measurement instrument across items within each variable. In quantitative research, an instrument is considered reliable if its Cronbach’s Alpha value exceeds 0.60, indicating acceptable internal consistency.

Table 2. Reliability Test Results

Variable	Cronbach’s Alpha	Standard Value	Decision
Daily Incentive System (X1)	0.876	0.600	Reliable
Order Difficulty Level (X2)	0.773	0.600	Reliable
Customer Responsiveness (X3)	0.792	0.600	Reliable
Burnout Level (Y)	0.713	0.600	Reliable

Source: Processed SPSS data

The results presented in Table 2 indicate that all variables have Cronbach’s Alpha values greater than 0.60. Thus, all measurement instruments used in this study are considered reliable and consistent in measuring the respective constructs.

Normality Test Results

The normality test was conducted to ensure that the data used in this study follow a normal distribution, which is a prerequisite for multiple linear regression analysis. In this study, data normality was assessed using histogram analysis. The results of the normality test are presented in the following section.

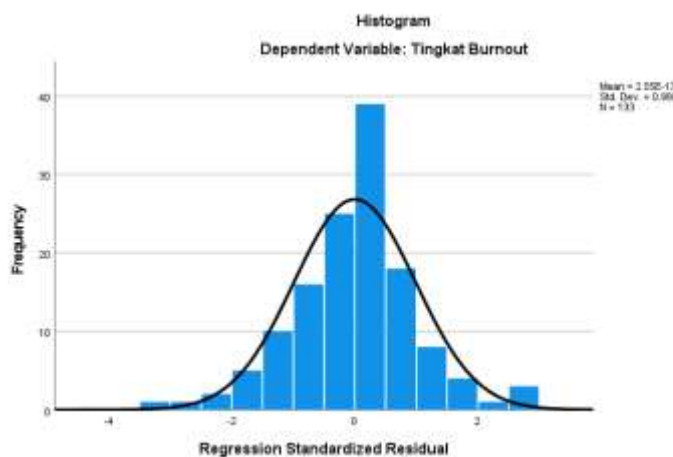


Figure 1. Normality Test

Multicollinearity Test Results

The multicollinearity test aims to determine whether there is a perfect or near-perfect linear relationship among the independent variables in the regression model. Multicollinearity is assessed using the Variance Inflation Factor (VIF) and tolerance values. A regression model is considered free from multicollinearity if the VIF value is less than 10 and the tolerance value exceeds 0.10.

Table 3. Multicollinearity Test Results

Independent Variable	Tolerance	VIF
Daily Incentive System (X1)	0.627	1.596
Order Difficulty Level (X2)	0.577	1.734
Customer Responsiveness (X3)	0.704	1.420

Source: Processed SPSS data

Based on Table 3, all independent variables exhibit tolerance values greater than 0.10 and VIF values well below 10. Specifically, tolerance values range from 0.577 to 0.704, while VIF values range from 1.420 to 1.734. These results indicate that the regression model does not suffer from multicollinearity issues.

Heteroskedasticity Test Results

The heteroskedasticity test was conducted to determine whether there is a violation of the classical assumption related to unequal variance of residuals. This study employed the Glejser test and scatterplot analysis. According to the decision criteria, heteroskedasticity does not occur if the significance value of each independent variable exceeds 0.05.

Table 4. Glejser Test Results (Dependent Variable: Absolute Residual)

Independent Variable	Coefficient (B)	t-value	Sig.
Daily Incentive System (X1)	-0.022	-1.287	0.200
Order Difficulty Level (X2)	-0.024	-1.182	0.240
Customer Responsiveness (X3)	0.013	0.733	0.465

Source: Processed SPSS data

The results show that all independent variables have significance values greater than 0.05. Therefore, it can be concluded that the regression model does not exhibit heteroskedasticity.

Multiple Linear Regression Results

Multiple linear regression analysis was employed to examine the effect of daily incentives, order difficulty, and customer responsiveness on burnout among GoJek Ride partners.

Table 5. Regression Coefficients

Variable	Unstandardized B	Std. Error	Standardized Beta	t-value	Sig.
Constant	0.593	1.033	–	0.574	0.567
Daily Incentive System (X1)	0.102	0.051	0.155	2.005	0.047
Order Difficulty Level (X2)	0.400	0.060	0.538	6.666	<0.001
Customer Responsiveness (X3)	0.092	0.054	0.126	1.718	0.088

Dependent Variable: Burnout Level

Source: Processed SPSS data

The regression results indicate that the daily incentive system has a positive and statistically significant effect on burnout ($\beta = 0.155$; Sig. = 0.047), suggesting that increases in incentive-based pressure are associated with higher burnout levels. Order difficulty demonstrates the strongest positive influence on burnout ($\beta = 0.538$; Sig. < 0.001), indicating that drivers facing more demanding orders such as long

distances, difficult locations, and traffic congestion experience higher burnout. Customer responsiveness shows a positive but statistically insignificant effect on burnout ($\beta = 0.126$; Sig. = 0.088).

Simultaneous Test (ANOVA)

Table 6. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	526.428	3	175.476	45.615	<0.001
Residual	496.248	129	3.847		
Total	1.022.677	132			

Dependent Variable: Burnout Level

Source: Processed SPSS data

The ANOVA results show a significance value of 0.000, which is lower than 0.05. This indicates that daily incentives, order difficulty, and customer responsiveness simultaneously have a significant effect on burnout among Gojek Ride drivers in the Jabodetabek region.

Coefficient of Determination (R²)

The coefficient of determination was used to assess the explanatory power of the regression model.

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.717	0.515	0.503	1.961

Predictors: (Constant), Customer Responsiveness, Daily Incentive System, Order Difficulty Level

Dependent Variable: Burnout Level

Source: Processed SPSS data

Based on the model summary results, it is found that customer responsiveness, the daily incentive system, and order difficulty collectively explain 51.5% of the variation in burnout levels among Gojek Ride driver partners. This indicates that the remaining 48.5% of burnout is influenced by other factors that are not examined in this research model.

Discussion

This study provides empirical evidence on the determinants of burnout among Gojek Ride driver partners in the Jabodetabek region by examining the roles of daily incentives, order difficulty, and customer responsiveness. The findings confirm that burnout among platform-based drivers is not merely an individual psychological issue but rather a structural outcome of work systems embedded in digital labor platforms.

The results show that the daily incentive system has a positive and statistically significant effect on burnout. This finding suggests that although incentives are designed to motivate drivers and enhance productivity, target-based incentive schemes may simultaneously function as a source of work pressure. When incentive targets require drivers to complete a high number of orders within limited timeframes, drivers may extend working hours, reduce rest periods, and increase work intensity. From the perspective of the Job Demands–Resources (JD–R) theory, incentives in this context may shift from being a job resource to a job demand, thereby contributing to emotional exhaustion and fatigue. This result is consistent with Anggraeni (2023), who found that excessive incentive targets increase work-related stress and elevate burnout risk among ride-hailing drivers.

Order difficulty emerges as the most dominant factor influencing burnout, as indicated by the highest standardized coefficient. This finding highlights that operational challenges such as long travel distances, traffic congestion, difficult pickup locations, and algorithm-driven order allocation place substantial physical and cognitive demands on drivers. Persistent exposure to such challenges increases mental workload and

emotional strain, accelerating the burnout process. This result aligns with previous studies by Dewi and Nugroho (2021) and Nasution et al. (2022), which demonstrate that high task complexity and mental workload are strongly associated with decreased performance and increased fatigue. In the context of ride-hailing services, these operational pressures are largely beyond drivers' control, reinforcing feelings of helplessness and chronic stress.

In contrast, customer responsiveness does not show a statistically significant effect on burnout, although the direction of the relationship is positive. This finding suggests that while negative customer behavior such as unclear communication, subjective low ratings, or excessive demands may contribute to psychological strain, its impact on burnout is relatively weaker compared to structural and operational factors. One possible explanation is that drivers may perceive customer-related stressors as situational and intermittent, whereas incentive systems and order difficulty represent continuous and systemic demands. Nonetheless, the positive coefficient indicates that customer behavior remains a relevant stressor that may amplify burnout when combined with high operational pressure.

The simultaneous test results further confirm that daily incentives, order difficulty, and customer responsiveness collectively have a significant effect on burnout, explaining 51.5% of the variance. This level of explanatory power indicates that burnout among GoJek Ride drivers is substantially shaped by platform-related work conditions. However, the remaining unexplained variance suggests the presence of other influential factors, such as working hours, income stability, algorithm transparency, social support, coping strategies, and individual resilience, which were not included in this model.

Overall, these findings reinforce the view that burnout among ride-hailing drivers is a multidimensional phenomenon driven primarily by platform design and operational mechanisms rather than solely by individual characteristics. The dominance of order difficulty underscores the importance of considering workload distribution, algorithm fairness, and operational feasibility in platform management. Meanwhile, the significant role of daily incentives indicates that incentive schemes should be carefully calibrated to balance productivity goals with driver well-being. By addressing these structural determinants, platform providers may reduce burnout risks and promote a more sustainable and equitable working environment for driver partners.

5. Conclusion

The daily incentive system has a significant effect on the burnout levels of GoJek Ride driver partners in the Jabodetabek region. This finding indicates that fair and attractive incentive schemes are able to maintain driver motivation and thereby reduce the risk of burnout. Conversely, incentives perceived as disproportionate to the workload may instead trigger mental fatigue. Order difficulty has a significant effect on burnout. Orders with high levels of difficulty such as long travel distances, hard-to-find addresses, and heavy traffic conditions have been shown to increase drivers' physical and psychological exhaustion. This factor constitutes one of the largest contributors to the emergence of burnout. Customer responsiveness does not have a significant effect on burnout. Although slow customer responses or frequent order cancellations may cause discomfort, this factor is not strong enough to substantially increase burnout among drivers. This suggests that GrabBike driver partners tend to prioritize economic and operational factors over customer behavior. Simultaneously, the daily incentive system, order difficulty, and customer responsiveness influence driver burnout in Tangerang City. These results confirm that burnout is a complex phenomenon shaped by a combination of economic factors, workload intensity, and customer interaction.

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