

## IMPLEMENTATION OF CORPORATE CULTURE IN GOJEK MANAGEMENT

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### **Abstract.**

*Corporate culture is shared beliefs, beliefs, values and norms as a characteristic of the company and is also followed by all members of the company. Implementation becomes an activity related to the completion of a job with the use of means (tools) to obtain the results of the desired goals. This is because culture can influence organizational culture and even dictate how employees should behave in the workplace. Gojek won the MMA SMARTIES Indonesia Awards 2022. Gojek's digital advertising solution, GoPromo Ad & Discounting Tool, won an award at the 2022 MMA SMARTIES Indonesia Awards. The award was given to Gojek and WOODS' campaign which won a Gold award in the Lead Generation category. The research method used is descriptive qualitative with data collection techniques used are observation, interviews and literature study. The results of the study can be concluded that the implementation of corporate culture in managing Gojek uses three main pillars, namely speed, social impact, and innovation with the philosophy of an do attitude, how we can do differently and to be selfless.*

**Keywords:** *Corporate Culture, Gojek*

## INTRODUCTION

The success of a company or organisation is primarily determined by the quality of the people who work in it. There is a change in the environment that is so fast that it demands their ability to capture the phenomenon of these changes, knowing the impact on the organisation by preparing steps to deal with them. Implementing a robust corporate culture will make it easier for companies to get maximum results so that employee welfare can be implemented. If a culture and company rules are aligned, it will accelerate the company's success so that employee welfare will also be realised. Corporate culture will not progress without exists strong foundation culture; once the cultural foundation becomes strong, it will have an impact pretty good to the strategy that has been laid out to get A goals that have been set and set when building the foundation (Habibie & Fahrullah, 2022).

According to Habibie & Fahrullah, (2022), Company culture is one of the factors that can affect an employee's performance the good or bad of an arrangement can be seen and assessed from company culture. If a company culture has a tendency that is not good, it will lead to a version that is not optimal, so the opposite applies to a corporate culture that tends to run well and is directed will lead to good work results. According to Payaman Simanjuntak in Wenina Purba & Adilman Wau, (2021), corporate culture is defined as the norms and values that guide the behaviour of company members. All company members will follow the

prevailing culture to be accepted by the environment constructively. The company has two construction-level characteristics, namely, the characteristics of the company that are visible (observable) and those that are not visible (unobservable).

Corporate cultural values will be held intensively and embraced thoroughly within a robust corporate culture. A strong culture will show high agreement among members about what the company should maintain. Thoughts about corporate culture towards employees will foster organizational loyalty and commitment (Awiara et al., 2022).

According to Robbins in Muchlisin Riadi, (2022), several functions of organisational culture, namely corporate culture, serve as a clear differentiator between one organisation and another, bring a sense of identity for company members, facilitate commitment to something more expansive than interests person. This social glue helps unite the organisation by shaping employee attitudes and behaviour. Corporate culture is a meaning-making and control mechanism that shapes employee attitudes and behaviour.

According to singodimedjo in Wenina Purba & Adilman Wau, (2021), there are types of corporate culture :

a. Open and Participative Culture, this corporate culture is characterised by achieving high output goals supported by a sense of trust in subordinates, open communication, supportive and caring leadership, team problem-solving, worker autonomy, and information sharing.

b. Achieving high output goals characterises closed and autocratic culture, this corporate culture. Still, these achievements may be more stated and forced by companies with strong and autocratic leaders.

Gojek is an Indonesian digital technology company that collaborates with the transportation sector. Gojek became the first company to modernise traditional motorcycle taxi services with online technology successfully. Gojek has been around for about 11 years. The Gojek company was founded on October 13, 2010. Gojek is a company based by a nation's son named Nadiem Makarim with his friend Michelangelo Moran in March 2014. In 2016 gojek became the first unicorn company in Indonesia. Increase in orders to 300,000 per day. More than 30,000 friends with disabilities have joined Gojek. Then, the number of downloads of the Gojek application reached 10 million times on the Google Play Store and Apple Store. In 2017, Gojek was ranked 17th among the 20 companies that changed the fortune version of

the world growing 3,600x in 18 months. One of the fastest growing in the world (Appkey, 2021). Gojek rapid development expanded to Vietnam and Thailand with orders of 100 million per day. Every transaction continues to grow 1,100 times. In 2019, Gojek won the Fortune's Favorite award. Gojek has over 20 products and 2 million driver partners series F funding from Google, Tencent, JD.com, and Mitsubishi (Kumparan, 2022).

Gojek vision and mission are to help improve the transportation structure in Indonesia, provide convenience for the community in carrying out daily work such as sending documents, shopping daily, using courier services, and contributing to the welfare of motorcycle taxi drivers in Jakarta and Indonesia in the future. PT Gojek Indonesia is the fastest transportation service in serving the needs of the Indonesian people, as a reference for implementing compliance and good governance of transportation structures using technological advances, Increasing awareness and responsibility for the environment and society and Providing excellent service and value-added solutions, to customers (Dzakyzf, 2019).

According to Ghivariant, (2019) Gojek has three central values as the main pillars, namely:

1. Speed in doing everything, gojek does it quickly.
2. Innovation, the belief that all Gojek people can, can do attitude, improvise, try something different and think how they can do differently, which is better.
3. Social impact, Gojek tries to empower and provide a better life for the people of the lower pyramid, or those whose socio-economic status is minus. Providing good services to the community

According to Abdillah, (2022), the general characteristic of forming corporate culture at Gojek is no less important in maintaining corporate culture, namely keeping it. Efforts to maintain an excellent corporate culture apart from being carried out by founders and successor executives, internal outreach efforts are carried out in the following ways:

- a) Selection of new employees, with careful efforts, is hoped that the company will be able to obtain resources that match the founder's vision or who have great potential for self-development. The explicit goal of the selection process is to identify and hire individuals with the knowledge, skills, and abilities to do a job successfully within the company. Selection practice is an essential tool for conveying company information. The selection

process is also meant to maintain corporate culture by screening individuals who might attack or carry out its core values.

- b) The actions of top management also have a significant impact on organisational culture. Through what they say and how they behave, senior executives enforce norms that flow down the organisation, for example, whether risk-taking is desirable, how much freedom managers should give their subordinates, what is appropriate clothing, and what actions should be taken. What will be rewarded in pay raises, promotions, and other rewards? Managers should distribute power according to each member's ability to perform tasks, not previous expectations of cultural superiority. The 21st-century manager must understand the language factor and the laws of the country where the company operates. Symptoms that develop in globalisation will not frighten managers because they believe they can learn about other people through reading, observing and discussing individual differences with managers with more experience. With the humility of founders and executives, it will be easier for new employees to open up and accept the company's culture.
- c) Work placement, which is preceded by in-depth training, it is expected that newly entered human resources will have a high level of discipline so that when placed in a work unit, they are in a ready condition to support the positive habits that are already underway.
- d) Mastery of work will be obtained after entering a sufficient work period. At that time, positive habits are expected to have changed and transformed through internalisation to form an individual culture that is under the corporate culture.

## METHOD

This research approach uses a descriptive qualitative approach, which in this paper will describe and observe a phenomenon that occurs in the field. This approach is taken to obtain comprehensive data related to Corporate Culture. According to Sugiyono, (2020) the Qualitative approach is a method used to obtain in-depth data, data that contains meaning. The meaning itself is the actual data factual is a value behind the visible data.

Methodologically, this research was conducted through a review of the literature obtained on applying corporate culture to the management of Gojek. This type of conceptual research is

carried out by identifying the cases under study for a characteristic, purpose or theme, namely regarding the application of corporate culture to the management of Gojek.

## RESULTS AND DISCUSSION

Advances in information technology have a significant role in various aspects of life. As a technology company, Gojek believes that human resources are an essential element in its development. This company realises that work becomes an important decision in one's life. Gojek is the largest unicorn company in Indonesia which always utilises information technology. Various types of information that are important and needed by the community can be easily accessed and used, thereby facilitating processes and activities carried out to achieve goals. Increase in welfare. Considering that the transportation sector is a critical sector that drives the wheels of the economy, the influence of corporate culture in this field is a crucial thing to do because its primary goal is to increase the ease of planning and the smoothness of the transportation process.

The impact of implementing the gojek corporate culture, the gojek fleet continues to grow. Even now, there are more than 3,000 units, as many people use Gojek services. With sophisticated information technology, it makes it easier for the public to use its services only through a smartphone application so that motorcycle taxi drivers can earn an income of up to Rp. 10 million per month. Fiqha Haqqi supports this as a Creative and Design Team Marketing at PT. Gojek said applying Gojek corporate culture made it easier for its employees to adapt quickly and have good teamwork. There is no significant gap between staff, supervisors and managers. As well as mentoring that will improve employee performance.

Gojek corporate culture rests on three main pillars, namely speed, social impact, and innovation and has three basic principles implemented into three pillars, namely guiding principal, which means Gojek. Whatever employees do must be fast, innovative and produce a social impact. Speed means that if employees do something, they do it quickly. Therefore, the pillars of Gojek are not perfect. Since there are no excellent products, there are no ideal services. At the same time, innovation is the answer to the status quo. can do attitude, which means let's try to do something different from a different point of view, so every employee will (So day to day wear, they have to think like how we can do differently which is better,

innovation) Social impact, Gojek tries to empower and provide a better life for people in the lower pyramid, or those with minus socioeconomic status. At the same time, Gojek offers good services for the general public or Gojek consumers. In recruiting Gojek drivers, for example, Gojek does not look for those with experience because gojek provides job opportunities for people who haven't worked.

Therefore, apart from pursuing profit, Gojek also wants to create a social impact. GoJek Wants to Be Inspirational Apart from that, Gojek also has three basic principles, namely, first, it has to be inspiring. Second, it must be selfless (to be selfless). Don't just think about your work. Also, think about Gojek as a corporation as a whole. Third, it must be data-based (data-driven), providing arguments with a rationale. Transportation services use a more extensive four-wheeled fleet, its function is as logistics or expedition, and there are two other divisions, one of which is the Go-service division, namely professional services in the division looking for people who have a sense of ownership to what they do to the company which can also be called "be selfless."

Gojek is a startup company in Indonesia that continues to grow until now. Several corporate cultures are implemented by Gojek Robert E Quinn and Kim S. Cameron, developing an instrument regarding corporate culture called the Organizational Culture Assessment Instrument or OCAI. This instrument is a method of assessing how the four corporate cultures compete with one another. Four parameters become the bottom line in classifying corporate culture, namely flexibility, control, focus on internal and focus on external. Based on these four parameters, Robert and Kim then classify corporate culture into four quadrants which include Clan, Adhocracy, Hierarchy and Market culture.

**Clan Culture**, Advertising company culture is based on togetherness and kinship. The organisation's leader is considered a mentor and even a father figure who acts as the head of the family. Clan culture is closely related to family-type companies that seek consensus and commitment through involvement and communication between members. The orientation of the clan culture is to value cooperation, participation and harmony, where the goal is to meet customer needs while providing concern for the community.

**Adhocracy Culture**, The dynamics of Adhocracy culture are built based on energy and creativity. Each member is encouraged to take risks and think outside the box to get things

done. Organisational leaders are considered innovators and entrepreneurs (entrepreneurs). An adhocracy culture is oriented towards creating new products and services that are innovative and responsive market changes.

**Hierarchical Culture Hiaraki** culture is built based on structure and control. The work environment is formal, and its members are accommodated with strict rules. The leadership style in this organisation is based on organised coordination and monitoring, focusing on efficiency and predictability. The values upheld by this company are consistency and uniformity.

**Market Culture** or market is based on competition and tangible achievements, with the main focus on goals and results. The priority lies in the external environment, namely customers' interests, market share and company profits. The main goal is to achieve the most significant profit by controlling the largest market share and beating its competitors.

Based on the framework regarding the OCAI instrument above shows that a company can adopt more than one corporate culture. Thus, based on the description above, it can be seen that Nadiem Makarim's leadership in Gojek has implications for the clan, adocracy and market corporate culture. The clan corporate culture at Gojek can be seen from how the company applies a philanthropic approach, not only for its employees but also for work partners (drivers and riders), as well as for all customers and even for the surrounding community.

To match this, on the other hand, Gojek also shows that its corporate culture also tends to lead to an adocratic culture which gives space for each of its employees to continue to be creative and explore creating new products or services. Gojek is a company that constantly makes new creations with ingenuity to solve all problems while pampering and satisfying its customers.

Partially, Gojek also implements a corporate market culture. This can be seen from the company's ambition to become a Super App company. The definition of a Super App itself is a designation for applications that provide various transactions or services on one platform. Apart from that, the Gojek company has also set its mission to become the application with the most prominent users in Southeast Asia. Gojek commitment can be seen from its breakthrough in expanding services to Vietnam, Thailand and Singapore.

## CONCLUSION

Based on the explanation above, it can be concluded that Gojek has succeeded in understanding and taking advantage of market opportunities well. Gojek has successfully turned the impact of community problems into technology development business opportunities by upholding its three main pillars. Gojek is also the largest unicorn company in Indonesia, which always utilises information technology for various types of information that are important and needed by the community. Through this diversity, four parameters classify corporate culture into four quadrants which include Clan culture, Adhocracy, Hierarchy and Market. To match this, on the other hand, Gojek also shows that its corporate culture also tends to lead to an adocratic culture that gives space to employees to continue to be creative and explore. Partially, Gojek also implements a corporate market culture. This can be seen from the company's ambition to become a Super App company. The study results show that implementing corporate culture in managing Gojek uses three main pillars, namely speed, social impact, and innovation, with the philosophy of a do attitude, how we can do differently and be selfless.

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