

Kombi's *Online* Ojek Survival Strategy in Facing Competition with Ojek Bases in Padangpanjang

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ABSTRACT

This study discusses the strategy used by *kombi online* motorcycle taxis in facing competition with base motorcycle taxis in Padangpanjang. The purpose of this study is to describe the background of people choosing base motorcycle taxis over *kombi online* motorcycle taxis, as well as strategies carried out by *kombi online* motorcycle taxis to face the rampant competition of base motorcycle taxis in Padangpanjang. The research method used is qualitative research. Data collection techniques include field observations, interviews, and documentation. The theory used is Talcott Person's theory of Functionalism of *Adaptation, Goal Attainment, Integration, and Latency* (AGIL) Structures. The findings in this study explain that *kombi online* motorcycle taxis have several strategies to survive in the face of the rise of base motorcycle taxis in Padangpanjang. The strategies used by *kombi online* motorcycle taxis such as providing convenience in terms of access, security services, affordable prices, and socializing this *kombi online* motorcycle taxi to the people of Padangpanjang, as well as how to adapt amid the habits of the people of Padangpanjang who often use base motorcycle taxis and the presence of *kombi* as an *online* transportation service Those in Padangpanjang City certainly have certain goals in order to survive and be accepted by the people of Padangpanjang

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INTRODUCTION

In Indonesia has two types of motorcycle taxis, namely base motorcycle taxis and online motorcycle taxis, base motorcycle taxis are conventional motorcycle taxis where these motorcycle taxis are still traditional in use, base motorcycle taxis just waiting for customers somewhere and gathering with fellow base motorcycle taxis. People who use base motorcycle taxis usually they look directly, because by only interacting directly face-to-face, this base motorcycle taxi gets passengers. When interacting between passengers and base motorcycle taxis, there will be bargaining over the price of the mileage to be addressed, if there is a mutual agreement between base motorcycle taxis and passengers, that's where base motorcycle taxis benefit. Base motorcycle taxis must of course have a

sense of patience and a sense of solidarity between base motorcycle taxis, because when base motorcycle taxis gather at one point when there is only one passenger, the base motorcycle taxis must give in to each other, and it depends again on which passenger they want to ride the base ojek.

Slowly the development of motorcycle taxis is now sophisticated in its use system as it currently is an *online* motorcycle taxi. Online motorcycle taxis are *motorcycle* taxis that use technology and utilize *smartphone* applications to make it easier for people to ride motorcycle taxis without having to walk to find where the motorcycle taxi is. Of course, it also makes it easier for *drivers* because online motorcycle taxis only need to look at mobile *phones* to ensure there are passengers, online motorcycle taxis also usually stay somewhere with other *online* motorcycle taxis to wait for passengers together.

Padangpanjang has quite a lot of base ojek even kombi online motorcycle taxis are rarely used in Padangpanjang, but one of the Padangpanjang people created kombi where kombi is a kombi *online* ojek application different from Gojek and Grab, this application can only be used in Padangpanjang. Competition certainly occurs against the kombi online motorcycle taxi and the base ojek because the base ojek is mostly someone who cannot use a mobile phone or cannot read while this kombi online motorcycle taxi uses *a mobile phone*, the average kombi *online* motorcycle taxi user is used by young people. Kombi online motorcycle taxis, of course, have to think about how to survive in the face of competition with this base motorcycle taxi because most Padangpanjang people prefer to ride base motorcycle taxis, and it has become a habit for Padangpanjang people to ride base motorcycle taxis because base motorcycle taxis are more practical only using hands or sounds to ride base motorcycle taxis, and also the people of Padangpanjang are accustomed to interacting directly with other communities especially this base motorcycle taxi.

At this time where technological developments have entered all aspects of life make the work tools used today very sophisticated and practical, for example in *online* motorcycle taxis kombi where they search for passengers through applications. On average, kombi online motorcycle taxis are used by *drivers* who are more dominant young people because kombi *online* motorcycle taxis use applications through mobile phones, while the base ojek is mostly parents who have jobs because of the limitations they have, many parents in the past could not read or play *mobile phones* So they prefer to be a base motorcycle taxi. The income obtained is certainly different if people use kombi online motorcycle taxis more often because *kombi online* motorcycle taxis are measured by prices through how many kilos of passenger trips while Padangpanjang base motorcycle taxis provide cheap prices if they aim at one destination only.

METHOD

The qualitative method according to Nasution (1992: 5) is to observe the environment, interact with the environment, and try to use language and its interpretation of the surrounding world. This qualitative method will be used to show and explain how the Kombi *Online* Ojek Survival Strategy in Facing Competition With Ojek bases in Padangpanjang. This method can further study the problems in this study. The use of

qualitative methods is used to answer research questions that want to describe the phenomenon under study in more depth. Then this method allows the author to present the topic in more detail and examine research topics in the natural environment (Herdiansyah, 2010: 15-16).

The use of qualitative methods is suitable for describing and explaining the problem to be studied in detail. About the survival strategy of kombi *online* motorcycle taxis in the era of the rise of ojek base Padangpanjang. The use of this qualitative method will be able to answer the problem of the strategy used by *online* motorcycle taxi combi in maintaining a job or application in the midst of the rise of motorcycle taxis based in Padangpanjang. Then it will record the facts and experiences that the author has experienced and seen as completely and objectively as possible.

FINDING AND DISCUSSION

A. Overview of Research Location

Padangpanjang City is a city with the smallest area in West Sumatra with an area of 2,300Ha or only 0.05 percent of the area of West Sumatra. Padangpanjang City is in a strategic position in West Sumatra. This is because this city is located on the regional route between Bukittinggi City and Padang City or with Solok City. Astronomically, Padangpanjang City is on a trajectory of $100^{\circ}20'$ - $100^{\circ}30'$ E and $0^{\circ}27'$ - $0^{\circ}32'$ LS. Located at an altitude between 650 -850 meters above sea level and surrounded by three mountains, namely Mount Marapi, Mount Siggalang, and Mount Tandikek, this city is cool with an average air temperature per month of 22.4°C with an average solar irradiation per month only reaching 38.8 percent per year (BPS Kota Padangpanjang, 2021).



Figure 4. 1 Welcome Gate of Padangpanjang City

During the Dutch colonial period, Padangpanjang became a destination for people to gain knowledge. Apart from its strategic location in the trade route, Padangpanjang also makes education an attraction for natives who are outside the region. Viewed from the historical side, Padangpanjang City has long been famous as an educational destination in West Sumatra Province. Padangpanjang City has a very long record of intellectual tradition since the Dutch colonial era until now. Padangpanjang City has various well-known schools

where people go to study, one of which is the Padangpanjang Indonesian Institute of the Arts which is the only State Institute in Sumatra (BPS Kota Padangpanjang, 2021).

B. Ojek in Padangpanjang

According to Tumangkeng (2020: 45) said that transportation comes from the Latin word *transportare*, where *portare* means to transport or move and *trans* means to cross or across. Transport therefore refers to the act of moving something from one location to another or across a distance. According to the explanation given above, transportation can be defined as a service that helps people and things move from one location to another is considered as the definition of transportation. Transport is the movement from the point of origin to the destination and back to the point of origin, which is determined by the beginning, destination and end of the transport act. Like the existence of ojek bases in Padangpanjang City, one of the transportation to transport people and goods from one destination to the next. There are two kinds of transportation equipment in Padangpanjang City, namely:

1. Ojek Pangkalan

Padangpanjang is a city that is still very beautiful with people's familiarity with simple *things about something*, most people still choose base motorcycle taxis because of their familiarity with the surrounding environment, moreover there are still a lot of parents or people who first settled in Padangpanjang City. Old people mostly choose base motorcycle taxis because these motorcycle taxis are not difficult to find, because they usually stop somewhere or go around Padangpanjang City to find passengers. Likewise, passengers only leaving the house or going out of the roadside can meet the base ojek.

2. Online Ojek

Online motorcycle taxi is a motorcycle taxi that uses technology that utilizes applications on *smartphones* that make it easier for service users to call ojek drivers not only in terms of transporting people or goods, but can also be used to buy goods and even order food so that in global society, especially in big cities with very dense activities and *it is* undeniable that the problem of congestion has always been a polemic, This *online* motorcycle taxi is here to make it easier for people to carry out their daily activities by prioritizing increasingly advanced technology. In Indonesia itself, a service known as Gojek emerged.

Kombi was present in Padangpanjang in (2020) and can survive until now (2023) for almost three years, because the system is very different from other *online* transportation systems. One of them, Kombi prioritizes the family system and opens job opportunities for young people in Padangpanjang City. Kombi is also an application created by the original people of Padangpanjang themselves, so this is an idea to reduce unemployment in Padangpanjang City. The existence of kombi in Padangpanjang can also be a side job for young people or students to increase their income, because the flexible use of the *application can be* activated or disabled whenever and wherever the *driver* wants to find consumers.

3. Competition in the Ojek World in Padangpanjang

If we refer to the discussion above, of course there is competition between *online* motorcycle taxis, especially combi motorcycle taxis and base motorcycle taxis. Because basically these two commodities both have the same purpose, namely in finding passengers. Competition is generally divided into two, namely healthy business competition (*healty competition*) and *unfair business competition (unfair competition)*.

a. Fair Competition

According to the dictionary of healthy competition management, that is, competition between companies or business people who are believed not to obey or do inappropriate actions and tend to prioritize business ethics. This term emphasizes that what wants to be guaranteed is the creation of healthy competition. A competition is said to be healthy if everything is related to three things, namely:

- 1). Prevention or elimination of monopolistic practices
- 2). Ensure healthy competition, not doing something that bad deliberately and planned
- 3). Prohibit dishonest competition

In general, the concept of healthy business competition is to protect new business actors, both similar and related to other businesses that are competition. With this concept of healthy business competition, these business actors will still be able to compete (Maribun, 2003: 169)

b. Unfair Competition

Unfair business competition is competition between businesses in a dishonest or unlawful way. In carrying out a production or marketing activity of goods and services deliberately hinder the efforts of other competitors for the benefit of their own business. Unfair competition is a prohibited agreement with prohibited activities (Maribun, 2003: 170).

C. Factors Behind People Choosing Ojek Pangkalan in Padangpanjang

1. Family Factors

This family factor is caused because the city of Padangpanjang is not too big, so the base ojek drivers with passengers already know each other, even though they only know faces. The next factor is because in Padangpanjang there are very many base motorcycle taxis, sometimes the drivers come from their own family environment (*badunsanak*). This is the factor that causes people to choose ojek bases in Padangpanjang.

2. Easy to Meet

Ojek bases in Padangpanjang are very easy to find in every corner of Padangpanjang City because this base ojek system is indeed denying at a base, even if it does not deny this ojek also goes around Padangpanjang City to find passengers. Because, on the roadsides, people usually stand while waiting for the base motorcycle taxi to be boarded to the destination address.



Figure 4. 2 Ojek Base in Simpang Lapan, Padangpanjang

3. Low Cost

The fare owned for the base ojek in Padangpanjang City is certainly very cheap, usually this base ojek gives a price to the passenger at a price of five thousand around Padangpanjang City. The low cost is a way for the base motorcycle taxi to get passengers easily, but depending on the user, usually the community has a sense of self-awareness or pity for the base motorcycle taxi, so sometimes passengers tip the base motorcycle taxi.

4. Security

Security is also one of the factors that people choose base motorcycle taxis, because the average community in Padangpanjang City trusts base motorcycle taxis more because of the family system where these base motorcycle taxis have a strong kinship network with the community. Passengers who ride ojek base more often believe that because they are close to each other, and already know each other, there is a sense of security for the driver, because most of the base ojek drivers are more elderly people around forty to fifties, so passengers feel like they are being taken care of by a father or mother or close friend.

D. Kombi *Online* Ojek Survival Strategy in Padangpanjang

Kombi is an organization or community that must indeed have a strategy and how to adapt in the midst of base motorcycle taxi competition to build a kombi application to develop in the future, and remain standing in Padangpanjang City even if the strategy is successful it will make this application widen and those who use this application will be many outside Padangpanjang City. For the sake of the survival of kombi in Padangpanjang, of course, this kombi company has a way to stay known and maintain their consumers among the people of Padangpanjang.

Of course, indirectly there are several factors that make competition occur between base motorcycle taxis and kombi in Padangpanjang City, such as limited consumer struggles. The author sees in terms of the layout of the small Padangpanjang City that can be reached easily, then also the level of congestion is minimal. In general, *online* transportation is an alternative transportation chosen by city people to avoid traffic jams. Then in

Padangpanjang, an *online* transportation called kombi appeared. Kombi certainly has a way to survive in the face of competition with ojek bases in Padangpanjang City. This is in accordance with integration theory where society must regulate the relationships between its components in order to function optimally (Parson in Bernard, 2021: 73). There are several ways done by kombi online motorcycle taxis to function optimally as *online* transportation in Padangpanjang, as follows:

1. Provide Convenience in terms of Access

Kombi is indeed an application that has just been launched, of course kombi continues to strive in access services that occur on kombi, this access can be in the form of access in using applications and access in searching for kombi drivers, but the lack in kombi is that this kombi application has not appeared in the Appstore so for people who use iPhones still cannot download the kombi application, Which can be for now only on Playstore. But even though those who use it are only Android phone users, it includes many who order through the kombi application.

2. Security Services

Security comes from the root word safe which means free from danger, free from interference, protected and hidden, serene, not feeling afraid or worried. Security means a state of security and tranquility. Security is a state of security or security of a person or group of people against the risk of danger arising from environmental factors (Suharto, 2016).

According to people who often use kombi, they are more of a view that security in this kombi *online* motorcycle taxi is further safer because it is clear who the driver is and there is clearly a photo of the *driver* in the kombi application. The kombi admin explained that security is one of their strategies to develop the application so that the kombi user community is more trusting and more secure.

3. Affordable Price

Of course, at the beginning of the nagari child creating an online-based ojek application, namely *online* motorcycle taxis, kombi must adapt first, because the people of Padangpanjang have the habit of using base motorcycle taxis, because these *base motorcycle* taxis are everywhere, of course people will prefer base motorcycle taxis, let alone their existence that is easy to find and ride. Therefore, *online* motorcycle taxis must have a way to adapt to the Padangpanjang community environment, so that people can accept the existence of *online-based* motorcycle taxis. Even if the community accepts the presence of *online* motorcycle taxis in Padangpanjang, but not necessarily people use the *online* motorcycle taxi application kombi. Of course, the Kombi seeks various ways for its existence to be accepted among the community.

4. Socializing Kombi to the People of Padangpanjang

Kombi in Padangpanjang does several ways such as, placing advertisements on social media, introducing on digital media in Padangpanjang, and also socializing by distributing brochures in places where the majority of people gather such as in Bancah Laweh. This is a strategic way to introduce the kombi application to the community, of course, this way is more effectively done in Padangpanjang City, because the people of Padangpanjang prefer to concentrate and gather somewhere.



Figure 4. 3 Kombi Ads on Padangpajang Digital Board

The majority of kombi drivers do come from and are already domiciled in Padangpanjang City, this is one that makes it easier for kombi to be accepted by the people of Padangpanjang itself and also the benefits that kombi has at this time, because Padangpanjang City is also not too wide, each other already knows each other.

Based on the description above is a form of online motorcycle taxi strategy in maintaining a community in accordance with the theory of AGIL Talcot Parsons, as follows:

a. Adaptation

Kombi as an online transportation in Padangpanjang City, most of them depart from the base ojek and also Gojek drivers, learning from this, kombi provides affordable prices for its consumers, then kombi adjusts their tariffs to the economic conditions of the Padangpanjang people themselves. This is one way kombi adapts and can be accessed by all circles of society regardless of social status.

b. Goal Attainment

Kombi aims to be an online-based transportation service originating from and for children whose benefits can empower the economy of the people in Padangpanjang starting from the online motorcycle taxi community. Then the achievement of goals carried out by kombi to increase jobs, connect drivers with online-based consumers, provide a sense of comfort and security to passengers and become a service that progresses as online transportation not only in Padangpanjang City but also in other cities in West Sumatra.

c. Integration

Kombi online motorcycle taxi maintains and manages the kombi application with the aim of staying afloat in the face of competition with ojek bases in Padangpanjang City in order to continue to develop and become an online transportation that is in demand by people in Padangpanjang.

d. Pattern Maintenance (Latency)

Pattern maintenance carried out by the kombi community so that the existing system in the kombi community is well maintained between drivers and consumers so as to create and maintain kombi as an online transportation service in Padangpanjang City.

CONCLUSION

Departing from the discussion above related to the survival strategy of online motorcycle taxis in competition with base motorcycle taxis. Base motorcycle taxis in Padangpanjang are very easy to find, because almost every corner of Padangpanjang City has an ojek base and there are also several factors that make people prefer base motorcycle taxis, apart from the habits of people who have been able to use base motorcycle taxis since a long time ago, it can also be seen in terms of the people of Padangpanjang who still prioritize family factors, base ojek tariffs that can still be negotiated, Because it still prioritizes a sense of helping each other and people who already know each other, because of this the community feels safer to use base motorcycle taxis.

Seeing the rise of base motorcycle taxis and gaining the trust of the people of Padangpanjang, kombi as an online transportation certainly has several ways to survive in Padangpanjang. Kombi made several breakthroughs to attract its customers, namely by presenting several strategies, such as setting prices cheaper than previous online motorcycle taxis, for drivers it is very easy to find, and very maintaining consumer security and maintaining consumer privacy. Kombi in order to survive until now in facing the rampant existence of base motorcycle taxis, kombi online motorcycle taxis advertise related to their applications on several social media, they also socialize the kombi application directly to the people in Padangpanjang. Kombi also has several features that they offer, such as kombiride, kombicar, kombifood, kombishoop, kombi dapur, kombimed and also bus and travel, this aims to attract the attention of kombi users, usually kombi presents special promos during big days, such as during the birthday of Padangpanjang City.

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