



THE INFLUENCE OF COMPENSATION AND WORK MOTIVATION ON JOB SATISFACTION OF GOJEK SURABAYA DRIVERS

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Abstract: The development of the digital economy in Indonesia triggers a transformation in the labor sector, including application-based industries such as Gojek. Factors that influence driver job satisfaction include compensation and work motivation, while the reduction of compensation and lack of appreciation for driver performance often become issues. This research aims to analyze the influence of compensation and work motivation on job satisfaction among Gojek drivers Surabaya. This research uses a quantitative approach with data collected through questionnaires from 100 Gojek drivers Surabaya as the sample. The data analysis technique uses Partial Least Square (PLS) through the Smart PLS 4 program. Research results show that compensation, with the main aspect of incentives, contributes positively to job satisfaction. Work motivation also has a significant impact with the main indicator being recognition. These results indicate that the increase in compensation and work motivation plays an important role in enhancing the job satisfaction of Gojek drivers Surabaya.

Keyword: Compensation, Gojek Drivers, Job Satisfaction, Work Motivation.

INTRODUCTION

In recent years, the digital economy has developed rapidly, accompanied by advancements in information technology and digital transformation. This trend has impacted various sectors, with nearly all business fields required to adapt to the prevailing digital trends, often through the use of smartphones. The labor force has also been affected, facing shifts in market conditions and the demand for new skills. This shift in digital technology has moved many processes from manual to automated, enabling work to be conducted digitally and in an integrated manner.

Industries that still operate with conventional methods are now compelled to adopt digital and technological solutions. Companies that can manage this transformation effectively are more likely to thrive amid these changes. Walwei (2016) notes that while the emergence of digitalization may not lead to massive job losses across the economy, it is likely to significantly alter the structure of the economy and job market. These changes will be seen in job types, skill levels, and the composition of roles within the industrial sector.

The growth of the digital economy has also fostered various app-based platforms, including online motorcycle taxis. Gojek, a pioneer in this sector, has successfully transformed transportation services and app-based offerings in Indonesia. Previously, conventional motorcycle taxi drivers relied on fixed spots in strategic locations, such as intersections or near public facilities like stations, terminals, and markets. According to one Gojek Surabaya driver, "The emergence of the Gojek app has led to a

significant increase in the number of online motorcycle taxi drivers in Indonesia, creating new job opportunities for many." Founded by Nadiem Makarim in early 2010, Gojek quickly gained a positive public response, as shown by the data in Table 1. Gojek consistently holds the top position among online transportation applications in Indonesia, ahead of competitors like Maxim, Indrive, and Grab.

Table 1. List of the Most Downloaded Online Transportation Apps in Indonesia (in thousands)

Year	Gojek	Maxim	Indrive	Grab
2021	1.412	456	246	201
2022	1.358	773	297	207
2023	957	892	321	170

Source: dataindonesia.id

The success of Gojek in becoming the most popular online transportation app in Indonesia is inseparable from the crucial role of drivers as the frontline of the service. Although time flexibility is an advantage, income uncertainty remains a major challenge. The decrease in the number of orders experienced by drivers, as depicted in complaints in the Facebook group "Driver Gojek Surabaya," affects their income and work motivation.



Figure 1. Complaints from Gojek Drivers on the Facebook Group "Gojek Drivers Surabaya"

Source: Facebook group "Driver Gojek Surabaya"

Based on the screenshot above, it is evident that Gojek Surabaya drivers are expressing their disappointment through posts in the Facebook group "Driver Gojek Surabaya." They feel frustrated as the number of orders they receive has been steadily decreasing over time. This decline not only reduces their income but also negatively impacts their work motivation. As achieving their targets becomes increasingly difficult, many drivers begin to doubt their ability to continue in this job.

This situation creates a sense of uncertainty that disrupts their motivation. As a result, it can lower their commitment to the company. Low work motivation can lead to decreased productivity and negatively affect their loyalty. The uncertainty in their work environment makes drivers feel like they have little control over their situation, adding pressure and reducing job satisfaction.

It is important to recognize that work motivation is not solely driven by compensation but also by feeling valued and recognized. Drivers who feel listened to and appreciated are generally more motivated to perform at their best. According to Tirtowaluyo (2022), motivation generates the ability, strength, direction, and perseverance, which can be compared to enthusiasm without external coercion, toward achieving one's goals. High work motivation helps individuals to complete their tasks diligently and with dedication, leading to outcomes that align with their goals and influencing job satisfaction. Job satisfaction is intrinsically linked to the nature of the work itself, acting as a motivator. If this factor is not present, employees will likely feel dissatisfied. On the other hand, factors that cause dissatisfaction are often related to the context of the work; if these factors are lacking or absent, employees will feel unsatisfied.

Table 2. Gojek Driver Income for 2022-2024

Year	Average Daily Income	Average Daily Tip
2022	Rp 250.000	50.000
2023	Rp 200.000	Rp 30.000
2024	Rp 150.000	Rp 10.000

Source: Survey of Gojek Drivers Surabaya

The decline in daily income, as shown in Table 2, has led to dissatisfaction among Gojek drivers, as their daily needs are no longer being met. According to an interview with a Gojek Surabaya driver, "Income has decreased since early 2024 due to system changes that have affected incoming orders, such as the replacement of the priority system with the nearest distance system, the implementation of a short-distance food delivery program, and the elimination of incentives. Additionally, the benefits from the Gopartner Rewards program, such as discounts at certain minimarkets and gas stations, have been reduced from Rp 50,000-100,000 to only Rp 50,000." This has directly impacted their job satisfaction.

According to Ayu et al. (2021), compensation is one of the key motivators for employees to improve their performance. When a company provides fair and appropriate compensation for the work done, it helps ensure employee job satisfaction. Offering compensation in the form of rewards, bonuses, or recognition can have a positive impact on employees. Similarly, Herispon (2021) suggest that compensation significantly affects job satisfaction, work motivation, and performance. By providing compensation that matches the type of work and job position, employees will experience greater satisfaction in their work. Companies need to identify factors that contribute to employee satisfaction and provide appropriate compensation to enhance job performance.

The decline in income and work motivation among Gojek drivers highlights a crucial issue related to their job satisfaction. This situation provides a significant context for further research into the relationship between compensation, work motivation, and job satisfaction, especially among Gojek Surabaya drivers.

LITERATURE REVIEW

Compensation

Compensation is an important element in human resource management that plays a role in increasing employee job satisfaction. According to Afandi (2018), compensation includes all forms of income, whether in the form of money or goods, received by employees as a reward for the services provided to the company. Furthermore, Setyawati (2020) explains that appropriate compensation can enhance employee morale and work motivation, thereby positively impacting their productivity. Hardina (2020) adds that compensation is not only in the form of financial rewards but also non-financial recognition aimed at increasing employee loyalty and satisfaction towards the organization. Thus, fair and needs-based compensation becomes a key factor in creating a productive and satisfying work environment.

Work Motivation

Work motivation is the main driver that influences employee dedication and productivity in achieving organizational goals. Wardan (2020) mentions that motivation is the internal and external drive that makes someone act to achieve certain results. In the context of work, Hamali (2018) emphasizes that motivation is a factor that directs employees' energy to deliver their best performance. Meanwhile, Hasibuan (2017) explains that motivation can be divided into two approaches, namely content theory, which focuses on individual needs, and process theory, which highlights how employee behavior is influenced by expectations, fairness, and rewards. The combination of fulfilled needs and fairness in the workplace creates motivation that impacts optimal job satisfaction. Ulfaturrosida (2022) Encouragement or motivation is important because with motivation, it is hoped that every employee will be willing to work hard and enthusiastically to achieve high work productivity. It can be concluded that motivation is the drive that makes someone do the desired work willingly without feeling forced.

Job Satisfaction

Job satisfaction is one of the main indicators that reflect employee well-being within an organization. According to Afandi (2018), job satisfaction arises from the alignment between individual expectations and the reality experienced in the workplace, such as salary, work environment, and

relationships among employees. Sutrisno (2019) added that job satisfaction not only reflects attitudes towards work but also includes satisfaction with the work situation and the rewards received. According to Hasibuan (2017), job satisfaction is determined by several factors such as the fulfillment of needs, the difference between expectations and reality, the achievement of work values, fairness, and organizational culture.

RESEARCH METHOD

This research uses a quantitative approach with the research population consisting of Gojek drivers Surabaya. The sampling method used is Non-Probability Sampling with the Accidental Sampling technique, which is based on chance encounters with Gojek drivers in the field. The sample criteria in this study are Gojek drivers residing Surabaya. This research refers to the Lemeshow formula to determine the sample size, resulting in a total of 100 respondents. Data were collected through questionnaires distributed directly and analyzed using Partial Least Square (PLS) to test the relationship between the research variables, namely Compensation, Work Motivation, and Job Satisfaction.

RESULT AND DISCUSSION

Characteristics of Respondents

The characteristics of the respondents in this study were analyzed based on gender, age, education, and previous occupation. Based on gender, the majority of the respondents were male, accounting for 80% of the total 100 respondents, indicating that the profession of Gojek drivers Surabaya is dominated by men. Based on age, the majority of respondents are 23-27 years old (39%), reflecting that most Gojek drivers are in their productive years and early career stages. In terms of education, the majority of respondents have a high school education (90%), indicating that this job is generally performed by those with a secondary education background. Based on previous employment, most respondents worked as factory laborers (31%), indicating that many Gojek drivers came from the manufacturing sector before joining as drivers.

Outer Model

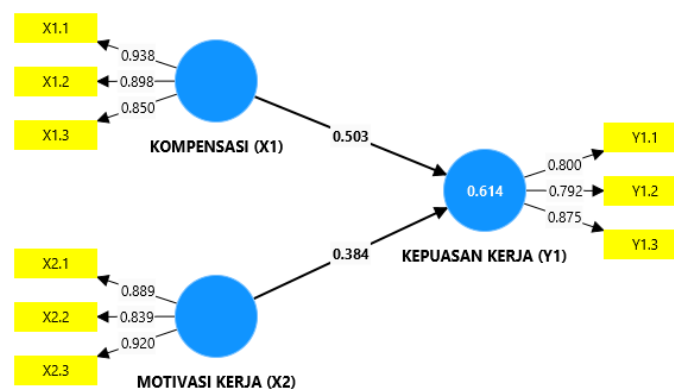


Figure 2. Outer Model

From the PLS output image above, the factor loading values for each indicator can be seen above the arrows between the variables and indicators. Additionally, the magnitude of the path coefficients can be seen above the arrows connecting the exogenous variables with the endogenous variables. In the figure, the largest factor loadings are located at (X1.1) with a value of 0.938, (X2.3) with a value of 0.920, and (Y1.3) with a value of 0.875. Within the circle of the endogenous variable, namely Job Satisfaction (Y1), an R-Square value of 0.614 is also visible.

Outer Loading

Table 3. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1.1 <- COMPENSATION (X1)	0.938	0.938	0.013	73.716	0.000
X1.2 <- COMPENSATION (X1)	0.898	0.898	0.019	46.347	0.000
X1.3 <- COMPENSATION (X1)	0.850	0.849	0.026	32.347	0.000
X2.1 <- WORK MOTIVATION (X2)	0.889	0.887	0.031	29.139	0.000
X2.2 <- WORK MOTIVATION (X2)	0.839	0.837	0.034	24.904	0.000
X2.3 <- WORK MOTIVATION (X2)	0.920	0.920	0.016	57.734	0.000
Y1.1 <- JOB SATISFACTION (Y1)	0.800	0.799	0.045	17.634	0.000
Y1.2 <- JOB SATISFACTION (Y1)	0.792	0.788	0.048	16.603	0.000
Y1.3 <- JOB SATISFACTION (Y1)	0.875	0.873	0.033	26.358	0.000

Source: Researcher Data (2024)

Based on the outer loadings, it is known that all reflective indicators have an original sample value of more than 0.70. Additionally, the T-statistics value is also more than 1.96. Thus, the estimation results of all reflective indicators are declared valid and meet convergent validity.

Average Variance Extracted (AVE)

Table 4. AVE Results

	Average variance extracted (AVE)
COMPENSATION (X1)	0.803
WORK MOTIVATION (X2)	0.780
JOB SATISFACTION (Y1)	0.678

Source: Researcher Data (2024)

In this study, the results of the average variance extracted (AVE) show values greater than 0.50 for all constructs. Therefore, overall, the measurement instruments have good validity.

Discriminant Validity

The measurement of discriminant validity is conducted to determine the extent to which the variable being studied differs from other variables. The validity measurement of each indicator can be seen from the cross loadings results table.

Table 5. Cross Loadings Results

	COMPENSATION (X1)	WORK MOTIVATION (X2)	JOB SATISFACTION (Y1)
X1.1	0.938	0.518	0.644
X1.2	0.898	0.533	0.658
X1.3	0.850	0.430	0.620
X2.1	0.488	0.889	0.517
X2.2	0.414	0.839	0.616
X2.3	0.560	0.920	0.608
Y1.1	0.563	0.579	0.800

Y1.2	0.574	0.497	0.792
Y1.3	0.629	0.558	0.875

Source: Researcher Data (2024)

Based on the cross loadings test, it shows that each measurement item correlates more strongly with the variable it measures. This is evidenced by the factor loading values of each indicator of the respective variables being greater than the factor loading of the indicators of other variables. Therefore, the assessment of discriminant validity has been well met.

Reliability Test

The reliability test is useful for determining how consistent and dependable the indicators of the research instrument are in measuring the same variable. In the reliability testing, the composite reliability value and Cronbach's alpha value are measured. Both of these tests are required to have a value >0.70.

Table 6. Composite Reliability Results

	Composite reliability
COMPENSATION (X1)	0.924
WORK MOTIVATION (X2)	0.914
JOB SATISFACTION (Y1)	0.863

Source: Researcher Data (2024)

The composite reliability value of each construct in this study has been >0.70. Therefore, the latent variables have been consistently measured by their indicators.

Table 7. Cronbach's Alpha Results

	Cronbach's alpha
COMPENSATION (X1)	0.877
WORK MOTIVATION (X2)	0.859
JOB SATISFACTION (Y1)	0.762

Source: Researcher Data (2024)

Meanwhile, the table above shows that the Cronbach's alpha values for compensation (X1), work motivation (X2), and job satisfaction (Y) are all >0.70. Therefore, it can be said that the measurement instrument items have consistently measured the same construct.

Statistical Significance Test

In partial least square (PLS), there is a statistical significance test using the results of latent variables correlations, which is useful for determining the correlation between latent variables in a study. The maximum correlation value between variables is 1; if the value approaches 1, it is said to have an increasingly better correlation.

Table 8. Latent Variables Correlations Results

	COMPENSATION (X1)	WORK MOTIVATION (X2)	JOB SATISFACTION (Y1)
COMPENSATION (X1)	1.000	0.552	0.715
WORK MOTIVATION (X2)	0.552	1.000	0.662
JOB SATISFACTION (Y1)	0.715	0.662	1.000

Source: Researcher Data (2024)

In the results of latent variables correlations, the highest correlation value is between compensation (X1) and job satisfaction (Y) with a value of 0.715. This can be interpreted as job satisfaction (Y) being more influenced by compensation (X1) compared to work motivation. (X2).

Inner Model (Structural Model Testing)

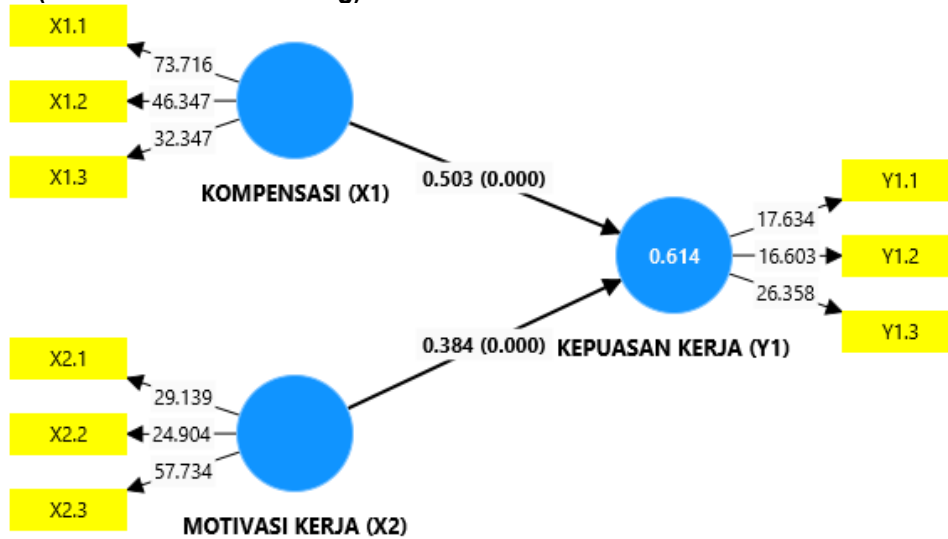


Figure 3. Inner Model

The image above shows the inner model depicting the relationship between the latent variables of compensation (X1), work motivation (X2), and job satisfaction (Y1) among Gojek drivers Surabaya. Compensation has a significant positive influence on job satisfaction with a coefficient of 0.503 (p-value 0.000), and work motivation also has a significant positive influence with a coefficient of 0.384 (p-value 0.000). The value of 0.614 in job satisfaction (Y1) reflects the total contribution of both latent variables to driver job satisfaction. The most influential indicator on the compensation variable (X1) is X1.1, which is compensation in the form of wages, with a factor loading value of 73.716. For the work motivation variable (X2), the most influential indicator is X2.3, which is the need for recognition, with a factor loading value of 57.734. Meanwhile, for the job satisfaction variable (Y1), the indicator Y1.3, which is performance improvement, has the highest factor loading value of 26.358, indicating that this aspect contributes the most to driver job satisfaction.

R Square Analysis

Table 9. R-Square Adjusted Results

	<i>R-square adjusted</i>
JOB SATISFACTION (Y1)	0.606

Source: Researcher Data (2024)

In the results table, the adjusted R square value in this study is 0.606, which means that there is an influence of 60.6% from compensation (X1) and work motivation (X2) on job satisfaction (Y). Meanwhile, 39.4% is influenced by other constructs outside of this study. A value of 0.606 on the adjusted R square test is classified as a moderate model.

Hypothesis Testing

Hypothesis testing can be determined from the results of the estimate for path coefficients table through bootstrapping.

Table 10. Estimate for Path Coefficients

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
COMPENSATION (X1) -> JOB SATISFACTION (Y1)	0.503	0.503	0.071	7.074	0.000
WORK MOTIVATION (X2) -> JOB SATISFACTION (Y1)	0.384	0.386	0.073	5.246	0.000

Source: Researcher Data (2024)

Based on hypothesis testing, the results of the hypothesis can be determined as follows:

H1: Compensation has a positive influence on job satisfaction and **can be accepted**. The result is due to the P values of $0.000 < 0.05$, the original sample value (O) of 0.503 which is positive, and the T-statistics value of $7.074 > 1.96$ (from the $Z_{\alpha} = 0.05$ or 5% table). Therefore, H1 is **accepted** that compensation (X1) **has a positive and significant effect** on job satisfaction. (Y).

H2: Work motivation has a positive influence on job satisfaction and **can be accepted**. The result is seen from the P values of $0.000 < 0.05$, the original sample value (O) of 0.384 which is positive, and the T-statistics value of $5.246 > 1.96$ (from the Z_{α} table = 0.05 or 5%). Therefore, H2 is **accepted** that work motivation (X2) **has a positive and significant effect** on job satisfaction. (Y).

CONCLUSION

Based on the results of testing the influence of compensation, work motivation, and job satisfaction on Gojek drivers Surabaya using SEM-PLS analysis, it can be concluded that compensation, especially daily income and incentives, significantly contributes to the increase in job satisfaction among drivers. Additionally, work motivation, with rewards as the main factor, also plays an important role in enhancing job satisfaction. Overall, the increase in compensation and performance rewards has been proven to positively affect the job satisfaction of Gojek drivers Surabaya.

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