JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v7i5
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Received: 15 May 2026 | **Revised:** 30 May 2026 | **Accepted:** 19 June 2026

The Impact of Job Satisfaction and Compensation on Grab Bike Driver Performance Following the Implementation of the Grab Bike Hemat Service in Surabaya

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Abstract: This research seeks to examine how job satisfaction and compensation impact the performance of GrabBike drivers following the launch of the GrabBike Hemat service in Surabaya City. This study utilized a quantitative method involving a survey conducted with questionnaires given to 92 participants chosen through accidental sampling according to specific criteria and through social media channels. The analysis of the data was performed using the Partial Least Square (PLS) technique with SmartPLS software. The results show that driver performance is greatly influenced by job satisfaction and compensation, with job satisfaction exerting a stronger impact than compensation. These findings indicate that increasing job satisfaction and offering appropriate compensation can improve driver effectiveness in service delivery. The research finds that enhancing driver performance can be attained by focusing more on key factors like income and benefits. In practice, businesses are urged to assess driver compensation structures and enhance work benefits and safety to enable drivers to operate more effectively and uphold service standards for clients.

Keyword: Compensation, GrabBike, Job Satisfaction, Performance, Online Transportation.

INTRODUCTION

The progress of digital transportation in Indonesia has led to transformations in the public mobility framework. A fast-expanding service is Grab with its GrabBike offering, which facilitates better transportation access while generating employment opportunities for the community. The rise of online transportation services has boosted competition between platforms and raised expectations for the quality of service that drivers deliver to customers. This situation renders driver performance a crucial factor in upholding service quality and the sustainability of business operations. Performance refers to the results of work produced by individuals or groups as a way to help meet organizational objectives (Jufrizen & Rahmadhani, 2020). Driver performance may be indicated by service quality derived from customer experiences. A study by (Salsabila et al., 2025) indicated a rise in customer complaints

according to company data for the June–July 2025 timeframe, such as inadequate services, traffic safety infractions, and order cancellations lacking clear justifications. To support this phenomenon, the researcher also carried out a survey of 30 users of GrabBike services using questionnaires. The survey findings indicated that 66.6% of participants had encountered inconsistencies in service from drivers. This situation shows that there remain deficiencies in driver performance that require enhancement to deliver better services. To meet the rising service demands, Grab introduced the GrabBike Hemat program in early 2025, offering a more economical fare option for customers (Zhafira, 2025). Nonetheless, according to discussions with drivers, this service established varying circumstances, including uneven order allocation and subscription costs needed to access orders. These circumstances may limit order chances for drivers not involved in the program, given customers' inclination to select lower fares. This phenomenon suggests that modifications in the work system following the introduction of GrabBike Hemat impact not only driver activities but also relate to elements affecting their performance.

One factor that could influence driver performance is job satisfaction. Job satisfaction reflects an emotional reaction to one's job, which can be either favorable or unfavorable (Silalahi et al., 2022). For GrabBike drivers, it is essential to factor in job satisfaction given the job's flexibility along with the unpredictability of income and order frequency. This condition is more frequently associated with the GrabBike Hemat initiative, which motivates customers to opt for budget-friendly services. A report from JawaPos via MSN Indonesia (Herawati, 2025) states that a large number of online motorcycle taxi drivers in Surabaya staged protests against initiatives like the paid GrabBike Hemat and Double Order, which were viewed as breaches of rules related to the maximum fare deduction limits. Moreover, diminishing job satisfaction was evident in drivers' grievances on Grab's official Instagram page concerning the GrabBike Hemat initiative. This situation aligns with interview findings indicating that subscription fees are a strain and order distribution is uneven for drivers not involved in the program, which may lead to decreased job satisfaction. This conclusion is further reinforced by (Pratama & Asmadi, 2025), who noted that employee satisfaction has a positive impact on driver performance.

Another factor that connected to performance is compensation. Compensation denotes the rewards offered by organizations in exchange for work outcomes (Ronaldi, 2023). Sufficient pay can motivate employees to enhance their performance and reach company objectives. On the other hand, inadequate compensation can result in lower employee performance. Initial survey findings indicated that 66.7% of drivers believed their earnings, bonuses, and benefits were insufficient, whereas 33.3% disagreed. ANTARA News (Harianto, 2025) similarly covered demonstrations by hundreds of thousands of online motorcycle taxi drivers opposing platform policies viewed as unjust. Interview results corroborated these findings, revealing a lack of daily incentives, reliance on fluctuating order volumes because of level determination systems, and the impact of the GrabBike Hemat scheme. These factors reveal inconsistencies in the payments received by drivers. Earlier research also revealed different outcomes.

Studies conducted by (Latif et al., 2024) and (Salsabila et al., 2025) discovered that compensation positively and significantly influenced driver performance. Nonetheless, (Romadhani & Utomo, 2024) discovered that compensation had a detrimental impact on driver performance. These varying results suggest that the link between compensation and the performance of online motorcycle taxi drivers is still unclear and needs more research in a particular context. Therefore, this study aims to analyze the impact of job satisfaction and compensation on the performance of GrabBike drivers after the implementation of the GrabBike Hemat service in Surabaya City.

LICTERATURE REVIEW

Job Satisfaction

Job satisfaction is an individual's psychological condition related to how a person perceives their work, either in the form of pleasant or unpleasant feelings (Silalahi et al., 2022). These feelings arise as a result of daily work experiences. Furthermore, according to (Robbins & Judge, 2024), job satisfaction is an individual's attitude or emotional response formed through the evaluation process of various job characteristics. The indicators of job satisfaction according to (Silalahi et al., 2022) include (1) the work itself, (2) wages, (3) supervision, and (4) relationships with coworkers

Compensation

Compensation is a form of reward provided by an organization to its employees for the contributions they have made (Ronaldi, 2023). Compensation is not only interpreted as remuneration but also as an effort by an organization to retain and motivate employees to remain productive. According to (Siagian, 2020), compensation includes rewards in the form of financial payments and various allowances received for work performed. In addition, (Rumawas et al., 2015) stated that compensation is not limited to monetary rewards but also includes non-financial rewards such as facilities and other forms of recognition. The indicators of compensation according to (Simamora, 2018) include (1) wages, (2) incentives, (3) allowances, and (4) facilities

Performance

Performance is the work result demonstrated through individual behavior and activities in carrying out duties and responsibilities within a certain period (Wahyu & Diah, 2021). Performance is not only measured by the final results achieved but also reflects the work process carried out. Performance also represents the contribution of individuals or groups in supporting the achievement of organizational goals (Jufrizen & Rahmadhani, 2020). The indicators of performance according to (Robbins & Judge, 2024) include (1) quality, (2) quantity, (3) timeliness, (4) independence, and (5) commitment

METHOD

This research utilized a quantitative method by distributing questionnaires as a survey to participants using Google Form. This method was selected as it seeks to objectively analyze the relationships between variables utilizing numerical data. The gathered data were examined through the Partial Least Square (PLS) approach with the help of SmartPLS software, recognized as suitable for investigating relationships between variables and efficient for research with fairly small sample sizes. The study's population included all GrabBike drivers currently working in Surabaya City who had been employed for a minimum of six months. According to (Sugiyono, 2013), the sampling method applied was non-probability sampling, specifically accidental sampling guided by established criteria and also via social media. Data gathering took place on-site, also social media WhatsApp, Telegram that focused on participants who fulfilled the research requirements. The determination of sample size was based on the criteria suggested by (Hair et al., 2010), which recommend that the sample count should be 5–10 times the number of indicators. This research employed 13 indicators, which were multiplied by 7, deemed adequate to reflect the study population. According to this calculation, the smallest sample size determined was 91 participants. To enhance data processing and guarantee sample sufficiency, the count of respondents was rounded to 92 participants. Consequently, all information from the 92 participants was utilized in the research analysis procedure.

RESULTS AND DISCUSSION

Validity Test (Outer Model)

Reffering to (Ghozali, 2015) the construct measurement in this study was conducted using two approaches, namely reflective and formative constructs. Reflective constructs were used for the compensation and performance variables, while formative constructs were applied to the job satisfaction variable. Considering the criteria for convergent validity measurement, convergent validity in reflective constructs was assessed through the outer loading values. According to (Hair et al., 2017), indicators are considered valid if they have values above 0.70, may be retained within the range of 0.40–0.70, and should be eliminated if the values are below 0.40.

Table 1. Outer Model Result (Reflective Contruct)

	Performance (Y)	Compensation (X2)
X2.1		0.884
X2.2		0.817
X2.3		0.888
X2.4		0.660
Y1.1	0.801	
Y1.2	0.785	
Y1.3	0.847	
Y1.4	0.656	
Y1.5	0.783	

Source : PLS Researcher Process, 2026

Based on Table 1, most indicators of the compensation and performance variables have outer loading values above 0.70 and are therefore considered valid. Although there are indicators with values below 0.70, namely X2.4 and Y1.4, both indicators were retained because they are still within the range of 0.40–0.70 and meet the validity criteria. In the compensation variable, the indicator with the highest loading value is X2.3 (allowances) with a value of 0.888, while in the performance variable, the highest loading value is found in indicator Y1.3 (timeliness) with a value of 0.847. Furthermore, a discriminant validity test was conducted to ensure that the correlation within the same variable was higher than the correlations with other variables.

Table 2. Fornell Larcker Criterion Result

	Performance (Y)	Compensation (X2)
Performance	**0,777**	
Compensation	0,741	**0.817**

Source: PLS Researcher Process, 2026

Based on Table 2, the discriminant validity test using the Fornell-Larcker criterion shows that all constructs are considered valid, as indicated by the square root of the AVE values being higher than the correlations between constructs. Based on all validity test results, it can be concluded that the compensation and performance variables meet the required criteria, are valid, and can be considered reliable.

Furthermore, formative construct measurement was applied to the job satisfaction variable. According to (Hair et al., 2017), formative construct measurement is assessed based on the outer weight values ($p < 0.05$ or t-statistic > 1.96). If the indicators are not significant, they may still be retained provided that they have sufficiently high outer loading values.

Table 3. Reliability Indicator Results are seen from Outer Weight and Outer Loading

	Outer Weight		**Outer Loading**	
	T statistics (|O/STDEV|)	**P values**	**T statistics (|O/STDEV|)**	**P values**

X1.1 -> Job Satisfation	2.628	0.009	20.075	0.000
X2.1 -> Job Satisfation	5.489	0.000	38.199	0.000
X3.1 -> Job Satisfation	0.485	0.628	5.776	0.000
X4.1 -> Job Satisfation	1.213	0.225	7.118	0.000

Source: PLS Researcher Process, 2026

Based on Table 3, several indicators were found to be insignificant in the outer weight values. However, after reviewing the outer loading values, these indicators still showed adequate values and therefore could be retained. Based on all formative construct testing results, it can be concluded that the job satisfaction variable meets the required criteria, is valid, and can be considered reliable.

Structural Model Test (Inner Model)

According to (Hair et al., 2017), the R^2 value is categorized as strong at 0.75, moderate at 0.50, and weak at 0.25.

Table 4. R Square Result

	R Square	Criterion
Performance	**0,650**	Moderate

Source: PLS Researcher Process, 2026

Based on Table 4, the value indicates that the independent variables are able to explain 65% of performance, meaning that the variable falls into the moderate category, while the remaining percentage is influenced by other factors outside this study.

Hypotesis Test

According to (Hair et al., 2017) a hypothesis is accepted if the t-statistic > 1.96 and the p-value < 0.05.

Table 5. Path Coefficient Result

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Job Satisfation -> Performance	0.571	0.588	0.113	5.076	0.000
Job Satisfation -> Performance	0.267	0.261	0.115	2.312	0.021

Source: PLS Researcher Process, 2026

Based on Table 5, all variables were found to have a positive and significant effect; therefore, all hypotheses in this study are accepted.

DISCUSSION

The Impact of Job Satisfaction on GrabBike Driver Performance

Based on the PLS analysis results, job satisfaction was proven to have an impact on improving GrabBike driver performance. In this study, job satisfaction reflects drivers' evaluations of their work, including aspects such as the work itself, wages, supervision, and work relationships. The measurement results of job satisfaction indicate that all indicators contributed, with the income indicator (X1.2) being the most dominant factor. This finding is consistent with field conditions, where drivers' concerns are related to uncertain order volumes and subscription fees in the GrabBike Hemat service program. Therefore, the suitability of income with the effort expended becomes a determining factor in shaping driver job

satisfaction. These findings are consistent with (Primasuryo, 2021), which showed that job satisfaction has an impact on GrabBike driver performance, where increased satisfaction in financial, physical, social, and psychological aspects contributes to improved performance. Similarly, studies by (Pratama & Asmadi, 2025) and (Pramana & Listyawati, 2025) also found that job satisfaction has a positive and significant impact on driver performance.

The Impact of Compensation on GrabBike Driver Performance

Based on the PLS analysis results, compensation was proven to have an impact on improving GrabBike driver performance. In this study, compensation includes wages, incentives, allowances, and facilities as forms of remuneration. The compensation measurement results indicate that all indicators were able to reflect the compensation variable well, with the allowance indicator (X2.3) being the most dominant. This finding indicates that allowances are an important concern for drivers in addition to wages because they are related to security, protection, and other benefits provided. These findings are in line with (Salsabila et al., 2025), which stated that compensation contributes to improving driver performance by increasing bonuses and allowances as optimization efforts. Similarly, (Latif et al., 2024) also stated that compensation has a positive and significant impact on driver performance.

CONCLUSION

Based on the research findings, it can be concluded that job satisfaction and compensation have a positive and significant impact on the performance of GrabBike drivers in Surabaya City. Job satisfaction was found to be the more dominant factor in improving performance, particularly regarding the suitability of income and the working conditions experienced by drivers. Compensation, which includes wages, incentives, allowances, and facilities, also plays a role in improving performance, especially the allowance aspect that provides drivers with a sense of security and additional benefits.

The implications of this study indicate that companies need to pay greater attention to driver welfare, particularly regarding income suitability and adequate allowances. These efforts are important because improving job satisfaction and providing fair compensation can encourage better driver performance, especially amid changes following the implementation of the GrabBike Hemat service. Grab is recommended to evaluate aspects related to driver income and allowances by paying closer attention to the balance between workload and the rewards received by drivers, thereby creating a sense of fairness and increasing driver job satisfaction. For future research, it is recommended to include other variables such as work motivation and work environment, as well as to expand the research area in order to obtain more comprehensive results.

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