

## **EXPLORING THE IMPACT OF INCENTIVES, WORK FLEXIBILITY, AND WORKPLACE SAFETY ON JOB SATISFACTION: A CASE STUDY OF SHOPEEFOOD DRIVERS IN DENPASAR CITY**

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### **ABSTRACT**

In an era of competition in the digital service sector, drivers of application-based food delivery services must continuously improve their performance to maintain service quality and company competitiveness. One way to maintain and improve performance is to evaluate factors influencing driver job satisfaction so that human resource management can be carried out more optimally. This study aims to determine the effects of incentives, work flexibility, and work safety on the job satisfaction of ShopeeFood drivers in Denpasar City. A quantitative approach with a survey technique was used for the research method. The study sample consisted of all 70 ShopeeFood drivers in Denpasar City using a total sampling method. Research data were collected via questionnaires and analyzed using multiple linear regression. The results showed that incentives have a positive and significant effect on driver job satisfaction, indicating that fair and proportional incentives can increase satisfaction. Work flexibility also positively and significantly affects job satisfaction, suggesting that the freedom to manage work time provides drivers with comfort. Additionally, work safety positively and significantly affects driver job satisfaction. Therefore, implementing an appropriate incentive system, providing adequate work flexibility, and ensuring work safety guarantees can increase the job satisfaction of ShopeeFood drivers in Denpasar.

**Keywords:** incentives, work flexibility, work safety, job satisfaction, shopeefood drivers

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### **1. INTRODUCTION**

ShopeeFood driver partners play a crucial role in ensuring the sustainability of app-based food delivery services in Denpasar. Efficient management and coordination of driver resources is essential for achieving the company's stated objectives. Optimal management of driver partners ensures smooth operations and fundamentally shapes professionalism, increasing internal motivation and job satisfaction. Therefore, initiatives that improve driver satisfaction are essential for supporting their performance and maintaining their loyalty to the platform.

From an academic perspective, job satisfaction is defined as an emotional state experienced by an individual that includes positive and negative evaluations of their work environment. It is manifested through attitudes or responses toward various functional dimensions of work. These crucial dimensions include a fair remuneration system, quality of the physical and psychosocial work environment, availability and accessibility of career progression opportunities and professional development, and interpersonal dynamics with colleagues (Robbins & Judge, 2022). In the operational context of application-based services, particularly in the logistics and delivery sector, driver performance is a multifaceted evaluative parameter. It can be objectively assessed using quantitative and qualitative parameters, such as the timeliness of order delivery, the quality of interaction and service provided to consumers, and the effectiveness and efficiency with which the target number of orders is achieved. Meeting high standards in these crucial areas is vital not only to maintaining and strengthening the corporate image and reputation, but also to substantially increasing overall customer satisfaction.

A structured incentive system is one crucial variable that significantly improves the operational performance of drivers. These incentives are a form of extra financial reward allocated to drivers based on the number of orders they complete and their ability to meet daily performance targets. A carefully designed and managed incentive system has the capacity to foster intrinsic and extrinsic motivation in drivers while improving individual performance, as confirmed by a study by Liu and Liu (2022). Similarly, Pramana and Listyawati's (2025) empirical investigations clearly indicate that incentives positively and significantly affect the performance of online motorcycle taxi drivers.

In addition to financial incentives, work flexibility has been identified as a crucial factor affecting driver partners' performance. Work flexibility provides drivers with the opportunity to manage their schedules and assignment preferences autonomously, aligning them with their personal circumstances and needs. As described by Saputro (2023), this independent arrangement essentially facilitates achieving a harmonious balance between professional demands and personal life needs. Operational flexibility has been empirically proven to positively impact job satisfaction and inherently increase work productivity (Sa'adah & Sopiah, 2022). Therefore, organizations can strategically implement this flexibility as a key instrument to optimize superior collective performance.

Occupational safety and health (OSH) play a fundamental role in every driver's career. Mobility, which is concentrated on road traffic, has a comparatively higher probability of accidents. Therefore, comprehensive protection efforts for occupational safety have become imperative. Implementing OSH principles proactively mitigates potential occupational accident risks and facilitates the creation of a work ecosystem that is safe, conducive, and comfortable for all stakeholders (Simbolon et al., 2022). Specifically, the rigorous and adequate implementation of OSH within the framework of ShopeeFood driver-partners has the potential to significantly improve their perception of safety, personal comfort, and well-being while carrying out their professional activities.

Preliminary interviews with ten ShopeeFood drivers in Denpasar City revealed that job satisfaction is influenced by several key indicators: wage levels, relationships with coworkers, working conditions, and job characteristics. A summary of the respondents' statements regarding these job satisfaction indicators is presented in Table 1.

Table 1. Results of Job Satisfaction Interviews with Shopee Food Drivers in Denpasar City

No.	Statement	TS	S	SS
1.	The wages I receive are commensurate with my workload and responsibilities, including when I receive orders that require relatively long distances.	9	1	0
2.	I feel that my daily income has decreased due to increasingly fierce competition among drivers to get orders.	3	5	2
3.	Working as a Shopee Food driver requires me to accept the fact that orders are often split due to the large number of coworkers.	0	6	4
4.	Waiting for orders that are few and far between makes me feel that this job is uncertain and mentally exhausting.	1	3	6
5.	I see this job as providing long-term satisfaction, not just as a temporary job to survive.	3	2	5

Source: Processed Data, 2025

An in-depth analysis of the collected empirical data indicates that financial compensation, particularly in the form of wages, plays a central and significant role in driver-partners' level of job satisfaction. Furthermore, the high level of competition among driver-partners contributes to an uneven and often

unfair distribution of orders. Additionally, the volatility of order volume, which varies from day to day, creates fundamental uncertainty in income estimates. This inherently triggers a substantial increase in psychological pressure among drivers. Nevertheless, the majority continue to view their profession as ShopeeFood partners as deeply meaningful and capable of providing long-term job satisfaction.

While the operational sustainability and geographical expansion of ShopeeFood's services have implications for job creation for a broad segment of society, the reality remains that improving driver-partners' welfare is grappling with a series of complex, multidimensional problems. Consequently, a comprehensive, in-depth investigation is essential to analyze the factors significantly affecting job satisfaction among driver-partners. This includes an in-depth evaluation of the incentive system's structure and mechanisms, the flexibility offered in scheduling and performing work tasks, and the effectiveness of the provided protection and work safety guarantees.

In response to the above-described empirical phenomena, the research team conducted a more focused, structured case study examining the impact of various factors, such as incentives, work flexibility, and safety, on the overall well-being and job satisfaction of delivery service workers in Denpasar City.

## **2. LITERATURE**

### **Job Satisfaction**

Job satisfaction among ShopeeFood drivers can be conceptualized as a psychological condition that reflects an individual's emotional reactions, both positive and negative, to their work (Nurhandayani, 2022). This condition arises from work experiences that drivers encounter during their daily operational activities. In accordance with this perspective, Andriani et al. (2023) conceptualize job satisfaction as a reflection of workers' perceptions and feelings towards their work, encompassing both positive and negative experiences. This condition plays a pivotal role in determining the level of work comfort, individual involvement, and willingness to carry out tasks and responsibilities optimally. Furthermore, Zulfa (2021) and Atmaja (2022) posit that job satisfaction can be measured through several indicators, including satisfaction with the salary and wages received, career development opportunities, harmonious relationships with coworkers, suitability of job placement, clarity of tasks and responsibilities, clarity of organizational structure or platform system, and the availability of adequate supervision and technical support from superiors or the platform.

### **Incentives**

Incentives are defined as a form of reward or additional compensation given to employees, including ShopeeFood driver partners, as an effort to encourage increased work motivation, performance, and loyalty to the organization or platform (Ariansy & Kurnia, 2022). Incentives function as a managerial instrument that conveys appreciation for individual contributions and professional achievements. The strategic implementation of incentives has been demonstrated to effectively foster positive motivation in employees, thereby enhancing their commitment to maintaining and continuously improving their performance quality. In accordance with this perspective, Bissilisin et al. (2023) conceptualize incentives as stimuli that have the capacity to motivate employees to work optimally, achieve predetermined work targets, and assist in meeting personal and family needs. Consequently, the implementation of an incentive system that is designed to be fair and proportional plays a strategic role in increasing employee morale and performance. Furthermore, Fatimah et al. (2020) and Almaududi et al. (2021) posit that incentive indicators encompass a multitude of domains, including individual performance, duration of service, the extent of need, and the fairness and appropriateness of the incentive allocation process.

### **Work Flexibility**

Work flexibility is defined as the capacity of an organization to offer employees the autonomy to arrange their work schedules, select their work locations, and adapt their work methods according to specific circumstances (Marsanda, 2024). The implementation of this flexibility is intended to assist individuals in achieving a healthy balance between the demands of their professional lives and their personal needs and

interests. The concept of work flexibility is predicated on the notion that it can facilitate the establishment of an equilibrium between professional obligations and personal commitments. In accordance with this perspective, Zaman (2024) conceptualizes work flexibility as a manifestation of organizational concern for employee welfare, facilitated by the management of work-life balance. This condition has been demonstrated to engender heightened job satisfaction, fortified motivation, and enhanced overall employee performance. The concept of work flexibility has been demonstrated to positively influence employee engagement and productivity levels in the execution of their professional duties. Furthermore, Siregar et al. (2021) and Pamungkas & Wartini (2025) posit that the measurement of work flexibility can be achieved through the utilization of various indicators, including team flexibility, timing flexibility, or flextime, place flexibility, or telecommuting, and flexibility in the form or pattern of work applied.

### **Work Safety**

The concept of work safety for drivers encompasses a series of measures intended to safeguard workers from potential hazards during their work activities, thereby fostering safe and healthy working environments (Mona & Kurniawan, 2022). The implementation of the occupational safety aspect of the " " is crucial, considering that drivers' activities are carried out in a road environment that has a relatively high level of risk. Consequently, occupational safety encompasses not only physical protection but also plays a pivotal role in the management of a safety-oriented work environment. In accordance with this perspective, Mona and Kurniawan (2022) and Wangi et al. (2020) contend that occupational safety should be regarded not solely as a strategy for preventing accidents, but also as an organizational approach to cultivating a superior work environment. A safe and conducive work environment has the potential to increase comfort, which ultimately has a positive impact on employee productivity and performance in the long term. Furthermore, Achmad et al. (2021) and Faizah et al. (2022) identify a number of occupational safety indicators. These indicators include the use of work equipment or personal protective equipment, work load management, implementation of occupational safety regulations, communication and support from the organization, occupational safety training, availability of adequate work procedures, quality of relations between employees and the company, and provision of personal protective equipment that complies with safety standards.

### **3. RESEARCH METHOD**

This study was conducted on ShopeeFood driver partners operating in the Denpasar City area of Bali. The research concentrated on ShopeeFood drivers, with the following variables studied: incentives, work flexibility, work safety, and job satisfaction. The research subjects were ShopeeFood drivers who were willing to participate as respondents. Given the absence of data regarding the total population of ShopeeFood drivers in Denpasar City, the sample size was determined by multiplying the number of indicators by 5–10 respondents, in accordance with the guidelines established by Hair et al. (2018). The total number of research indicators was 14, and the minimum required sample size was 70 respondents. In order to enhance the stability and reliability of the research results, the sample size was increased from the minimum limit. The sampling technique employed was voluntary sampling, which entails the selection of respondents based on their willingness to participate.

The data were collected through several methods, namely observation, interviews, documentation, and the distribution of questionnaires to respondents. In addition, the data obtained were subjected to analysis using a variety of research instruments, including tests of descriptive statistics, classical assumption tests, multiple linear regression and simple linear regression analyses, coefficient of determination tests (adjusted  $R^2$ ), simultaneous tests (F tests), and partial tests (t tests). These analyses were employed to evaluate the research hypotheses.

### **4. RESULTS AND DISCUSSION**

#### **Research Instrument Test**

##### **a. Validity Test**

Table 2. Results of Instrument Validity Test

Variable	Indicator	Pearson's Value Correlation	Description
Incentive (X1)	X1.1	0.633	Valid
	X1.2	0.747	Valid
	X1.3	0.787	Valid
	X1.4	0.785	Valid
Work Flexibility (X2)	X2.1	0.854	Valid
	X2.2	0.744	Valid
	X2.3	0.812	Valid
Work Safety (X3)	X3.1	0.768	Valid
	X3.2	0.682	Valid
	X3.3	0.694	Valid
	X3.4	0.791	Valid
Job Satisfaction (Y)	Y1.1	0.804	Valid
	Y1.2	0.652	Valid
	Y1.3	0.748	Valid
	Y1.4	0.693	Valid

Source: Processed Data, 2025

Table 2 shows that all Pearson Correlation values for the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

#### b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Variable
Incentive (X <sub>1</sub> )	4	0.723	0.70	Reliable
Work Flexibility (X <sub>2</sub> )	3	0.726		Reliable
Work Safety (X <sub>3</sub> )	4	0.704		Reliable
Job Satisfaction (Y)	4	0.00		Reliable

Source: Processed Data, 2025

Based on the analysis results in Table 3, the calculation of Cronbach's Alpha for each variable is greater than 0.70. This means that the instrument is and the research can be continued.

### Classical Assumption Test

#### a. Normality Test

Table 4. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	66
Asymp. Sig. (2-tailed)	0.175 <sup>c</sup>

Source: Processed Data, 2025

Table 4 shows that the Asymp. Sig. (2-tailed) value is 0.175. This value is greater than 0.05, which means that the variable is normally distributed.

#### b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
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Incentive	0.785	1.274
Work Flexibility	0.595	1.682
Work Safety	0.532	1880

Source: Processed Data, 2025

Table 5 shows that the value is greater than 0.10 and the VIF value is less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model.

### c. Heteroscedasticity Test

Table 6. Heteroskedasticity Test Results

Independent Variables	Sig
Incentive	1.000
Work Flexibility	1.000
Work Safety	1.000

Source: Processed Data, 2025

From Table 6, it can be seen that the significance value between the independent variable and the absolute value of the residual (ABS\_RES) is greater than 0.05. This means that there is no evidence of heteroscedasticity in the regression model.

## Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

Variable	Regression Coefficient	Beta	T-value	Sig.
Koinstanta	-3,555		-1.678	0.098
Incentive	0.489	0.364	4.209	0.000
Work Flexibility	0.491	0.368	3.699	0.000
Work Safety	0.305	0.260	2,473	0.016
R				0.636
Adjusted R-Square				0.618
F				36.040
Sig. F				0.000

Source: Processed Data, 2025

### a. Multiple Linear Regression Analysis Results

Based on the values in Table 7, the multiple linear regression equation will be:

$$Y = -3.555 + 0.489X_1 + 0.491X_2 + 0.305X_3$$

- 1)  $b_1 = 0.489$ , indicating that incentives have a positive effect on job satisfaction, meaning that the higher the incentives, the higher the job satisfaction.
- 2)  $b_2 = 0.491$ , indicating that work flexibility has a positive effect on job satisfaction, meaning that the greater the work flexibility, the higher the job satisfaction.
- 3)  $b_3 = 0.305$ , indicating that occupational safety has a positive effect on job satisfaction. This means that improved occupational safety will increase job satisfaction.

The positive correlation indicates a direct relationship, whereby an increase in incentives, work flexibility, and work safety is followed by an increase in job satisfaction among Shopee Food drivers in Denpasar.

### b. Coefficient of Determination

Based on the analysis results in Table 7, the coefficient of determination (Adjusted R<sup>2</sup>) is 0.636. This means that the contribution of incentives, work flexibility, and work safety to job satisfaction is 63.6%, while the remaining 36.4% is influenced by other variables not discussed in this study.

c. F-test

Based on the analysis results in Table 7, the calculated F value is 36.040 and the significance f is  $0.000 < 0.05$ . This indicates that incentives, work flexibility, and work safety simultaneously have a significant effect on job satisfaction. This also means that all independent variables included in the model have a real influence on the dependent variable.

d. t-test

Based on the results of the analysis in Table 7 above, the following conclusions can be drawn:

1) The Effect of Incentives on Job Satisfaction

Based on the analysis results, the t-value for incentives is 4.209, the beta coefficient is 0.364, and the significance is  $0.000 < 0.05$ . This indicates that incentives have a positive and significant effect on job satisfaction. This also means that the first hypothesis ( $H_1$ ) states that incentives have a positive effect on the job satisfaction of Shopee Food drivers in Denpasar.

2) The Effect of Work Flexibility on Job Satisfaction

Based on the analysis results, the t-value for work flexibility is 3.699, with a beta coefficient of 0.368 and a significance level of  $0.000 < 0.05$ . This indicates that work flexibility has a positive and significant effect on job satisfaction. This also means that the second hypothesis ( $H_2$ ) stating that work flexibility has a positive effect on the job satisfaction of Shopee Food drivers in Denpasar City is correct.

3) The Influence of Work Safety on Job Satisfaction

Based on the results of the analysis, the t-value for work safety is 2.473, the beta coefficient is 0.260, and the significance is  $0.016 < 0.05$ . This indicates that work safety has a positive and significant effect on job satisfaction. This also means that the third hypothesis ( $H_3$ ) stating that work safety has a positive effect on the job satisfaction of Shopee Food drivers in Denpasar City is correct.

## Discussion

### The Effect of Incentives on Job Satisfaction

The findings of this study indicate that incentives have a positive and significant effect on job satisfaction among ShopeeFood drivers in Denpasar City. This means that the better the incentives provided, the higher the level of job satisfaction experienced by drivers. Incentives are important because they represent direct appreciation for drivers' effort, time, service quality, and achievement of work targets. When drivers receive fair, proportional, and transparent incentives, they tend to feel valued by the company and become more motivated to carry out their work responsibly.

For ShopeeFood drivers, incentives are not only additional income but also a factor that supports economic security. Since their work is closely related to order volume, delivery distance, customer ratings, and working hours, appropriate incentives can help reduce dissatisfaction and increase enthusiasm in completing daily tasks. Drivers who perceive incentives as fair are more likely to develop positive attitudes toward their work, maintain service quality, and remain committed to achieving performance targets.

This result is in line with Ariansyah and Kurnia (2022), who explain that incentives are rewards for employee contributions and performance that can increase motivation and encourage target achievement. Bissilisin et al. (2023) also emphasize that financial incentives are effective in improving motivation and work performance. Furthermore, the findings support Kasrul and Ngandoh (2020), Enriko and Arianto (2022), Fitriannisa and Suryalena (2023), and Jani (2024), who found that incentives positively and significantly affect job satisfaction. Therefore, incentives play an essential role in increasing job satisfaction among ShopeeFood drivers in Denpasar City within competitive online food delivery work.

### The Effect of Work Flexibility on Job Satisfaction

The findings of this study show that work flexibility has a positive and significant effect on job satisfaction among ShopeeFood drivers in Denpasar. This means that the greater the flexibility perceived by drivers in managing their work, the higher their job satisfaction. Work flexibility allows drivers to determine working hours, delivery duration, rest periods, and work patterns according to their personal needs and daily

conditions. This autonomy creates comfort because drivers can adjust their work activities without being fully bound by rigid organizational schedules.

For ShopeeFood drivers, flexibility is particularly important because their work depends on order availability, traffic conditions, personal stamina, and household responsibilities. Drivers who can arrange their own schedules tend to experience lower work pressure and better balance between work and personal life. This condition encourages positive feelings toward their job, increases motivation, and strengthens satisfaction with platform-based work. Flexibility also gives drivers a sense of control, which can reduce stress and support more consistent service performance amid fluctuating demands and customer expectations.

This finding is consistent with Marsanda (2024), who states that work flexibility is a work arrangement that enables individuals to adjust time and schedules according to their needs. Zaman (2024) also explains that flexibility reflects organizational support for work-life balance, which can make workers feel appreciated and satisfied. The results of this study further support Isaroh et al. (2023), Soraya (2023), Fadila and Rezeki (2023), and Cintani et al. (2024), who found that work flexibility positively affects job satisfaction, especially among platform economy workers in dynamic service environments settings.

### **The Effect of Work Safety on Job Satisfaction**

The findings of this study indicate that work safety has a positive and significant effect on job satisfaction among ShopeeFood drivers in Denpasar. This means that the higher the level of safety perceived by drivers while working, the higher their job satisfaction. Work safety is essential because ShopeeFood drivers face various occupational risks, such as traffic accidents, unfavorable weather, fatigue, vehicle problems, and unsafe delivery areas. When drivers feel protected and supported, they can work more calmly, confidently, and comfortably.

Safe working conditions can reduce anxiety and strengthen positive attitudes toward work. For platform-based drivers, safety support may include clear safety guidelines, accident protection, responsive complaint handling, insurance facilities, and encouragement to follow safe driving practices. These forms of protection make drivers feel valued and considered as important partners in service delivery. As a result, they are more likely to experience psychological comfort, maintain motivation, and develop overall satisfaction with their work.

This result is consistent with Mona and Kurniawan (2022), who state that occupational safety is a fundamental element of job satisfaction because it reduces accident risk and creates a sense of security in the workplace. Wangi et al. (2020) also explain that occupational safety and health aim to protect workers' physical and mental well-being while ensuring welfare and job security. The findings further support Saputra et al. (2023) and Candrianto et al. (2023), who found that occupational safety has a positive and significant effect on job satisfaction. Therefore, work safety is an important factor in improving ShopeeFood drivers' job satisfaction in Denpasar City.

Furthermore, this study only examined Shopee Food drivers in Denpasar City. Therefore, the results cannot be generalized to drivers on other platforms or in regions with different characteristics.

## **5. CONCLUSION AND LIMITATIONS**

The findings of this study suggest that incentives, work flexibility, and work safety have a positive and significant effect on the job satisfaction of ShopeeFood drivers in Denpasar City. The findings of this study indicate that driver job satisfaction is influenced by a combination of economic factors, work arrangements, and safety protections. Incentives that are distributed fairly and proportionally have been shown to enhance motivation and foster a perception of reward for performance. The concept of work flexibility encompasses a range of factors, including the ability to manage time and adjust work patterns in a manner that facilitates a healthy work-life balance. Moreover, the implementation of adequate work

safety measures engenders a sense of security and comfort in carrying out operational activities, thereby ultimately fostering heightened job satisfaction. Concurrently, these three variables assume a strategic role in elucidating variations in driver job satisfaction. The present study is subject to certain limitations in its scope, as it exclusively encompasses ShopeeFood drivers in Denpasar City. Consequently, the extrapolation of its findings to other contexts or areas is inherently constrained. Furthermore, the variables that were examined are constrained to incentives, work flexibility, and work safety. Consequently, other factors that may influence job satisfaction have not been considered. The employment of perception-based questionnaire instruments and voluntary sampling techniques has the capacity to induce respondent bias. Therefore, further research is recommended to expand the object and area of study, add other relevant variables, and employ a more diverse methodological approach to obtain more comprehensive results.

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