



RESEARCH ARTICLE

Job Satisfaction as a Mediating of ShopeeFood Driver Performance in Semarang

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Abstract

In 2024, ShopeeFood recorded a transaction value of IDR 16 trillion in Indonesia, compared to IDR 31.1 trillion for GoFood and IDR 41.8 trillion for GrabFood, indicating the necessity for enhancing driver performance to strengthen service competitiveness. This study aims to analyze the impact of work flexibility, work-life balance, and compensation on the performance of ShopeeFood drivers in Semarang City, with job satisfaction serving as a mediating variable. A quantitative approach was employed, utilizing a sample of 105 drivers selected through purposive sampling, and analyzed using SmartPLS 4. The findings reveal that work flexibility does not have a direct effect on performance; however, it positively influences job satisfaction and mediates performance improvement. Work-life balance exerts a direct positive effect on performance but does not significantly affect job satisfaction. Compensation shows a significant positive impact on both job satisfaction and performance. Furthermore, job satisfaction significantly enhances performance, thereby acting as a mediator in the relationship between work flexibility and compensation with performance. These findings offer practical implications for ShopeeFood management in designing more effective work flexibility and compensation policies to improve drivers' job satisfaction and performance. Academically, this study contributes to the literature on the role of job satisfaction as a mediating variable in enhancing driver performance within the platform-based economy.

Keywords

Compensation; Job Satisfaction; Performance; Work Flexibility; Work-Life Balance.

1 | INTRODUCTION

Advancements in Industry 4.0 technologies have propelled the growth of online ride-hailing services (Oktaviani *et al.*, 2020) and transformed consumption patterns and work practices toward digitalization (Pamrena *et al.*, 2025). The increasing adoption of super apps is driving the digital industry and positioning drivers as a key resource for online service startups such as ShopeeFood (Syah *et al.*, 2025). Shopee launched ShopeeFood in late 2020 to facilitate online food ordering through the Shopee and ShopeePay apps, offering various attractive promotions and diverse payment methods (Shopee, 2025). However, according to a report by iPrice Group (M. J. Mahendra *et al.*, 2024), in 2022, ShopeeFood in Malang encountered performance issues, as evidenced by an average delivery time of 45 minutes, which was longer than GrabFood (35 minutes) and GoFood (40 minutes), alongside driver complaints regarding order allocation and incentive systems. Performance refers to an individual's work outcomes in achieving organizational goals (D. Mahendra & Kurniawati, 2024). Optimal performance contributes significantly to organizational success (Pramana & Listyawati, 2025). It is crucial for assessing operational effectiveness and supporting business sustainability by maximizing individual potential (Wahyudin *et al.*, 2025). Performance drivers should be evaluated not only from the company's internal perspective but also through tangible results reflected in business achievements, such as ShopeeFood's service performance in comparison to its competitors.

Table 1. Transactions of ShopeeFood, GoFood, and GrabFood in 2024

Services	Indonesia	Value Throughout Southeast Asia
ShopeeFood	Rp 16 T	Rp 37.9 T
GrabFood	Rp 41.8 T	Rp 171.4 T
GoFood	Rp 31.1 T	Rp 31.3 T

ShopeeFood's performance, as measured by the number of orders compared to competitors such as GoFood and GrabFood throughout 2024, reflects significant trends in the industry. According to Momentum Works data on Katadata.co.id (Setyowati, 2025), ShopeeFood recorded a transaction value of Rp 37.9 trillion in Southeast Asia, surpassing GoFood's Rp 31.3 trillion but falling far below GrabFood's Rp 171.4 trillion. In Indonesia, ShopeeFood's transaction value was Rp 16 trillion, which is below GrabFood's Rp 41.8 trillion and GoFood's Rp 31.1 trillion (Setyowati, 2025). This indicates a pressing need to enhance driver performance to improve ShopeeFood's service quality in Indonesia.

Performance refers to the tangible outcomes of task execution that reflect an individual's capabilities and responsibilities (Aditya & Deviasri, 2024) and is influenced by factors such as job satisfaction, flexibility, work-life balance, and compensation. In this context, job satisfaction acts as a mediating variable linking these various factors to driver performance levels. High job satisfaction arises when employees have the freedom to achieve a work-life balance (Panda *et al.*, 2025), which drives increased capacity and positively impacts their performance (Susanto *et al.*, 2022). According to data from Jobstreet & Jobsdb by Seek (2024) in Yunus (2024), approximately 59% or nearly six out of ten workers in Indonesia report feeling satisfied and happy with their jobs. Meanwhile, data from PwC cited in Rizti (2024) indicates that 64.9% of workers in Indonesia express satisfaction with their jobs.

One factor influencing performance is work flexibility. Work flexibility, defined as the freedom to determine one's work schedule, hours, and location (Le & Bui Thi Tuyet, 2025), can enhance employee comfort and performance, thereby positively impacting job satisfaction (Asfiah *et al.*, 2022). The online ride-hailing driver profession offers work flexibility in line with digitalization trends (Pamrena *et al.*, 2025). According to a Powwownow survey cited in Lutfi (2025), approximately 67% of employees desire their companies to implement a flexible work schedule system. Nearly half of Generation Z respondents (48%) preferred highly flexible work arrangements (Jangkara, 2024).

Work-life balance (WLB) is another factor that can influence the performance of ShopeeFood drivers. WLB refers to a state in which an individual achieves job satisfaction (Agyapong Manu *et al.*, 2025) by maintaining a healthy balance between personal and professional life and striving to manage it optimally (Wahyudin *et al.*, 2025). WLB is considered important for drivers because it reflects their ability to achieve a satisfying balance between work and leisure time (Saleem & Mateou, 2025), thereby supporting a happy, healthy, and successful life (Aditya & Deviasri, 2024). According to Jangkara (2024), 95% of respondents rated WLB as important for self-efficacy (69%), mental health (67%), and physical health (55%), while 5% considered it unimportant. A Powwownow survey cited in Lutfi (2025) noted that 74% of employees felt their WLB improved with flexible working hours, aligning with Jobstreet & Jobsdb by Seek (2025), which highlighted flexible working hours and locations (15%) as the primary benefits for workers.

Compensation is the final aspect, encompassing all forms of financial and non-financial rewards received by employees within an employment relationship, aimed at boosting morale, maintaining performance, and helping achieve the company's targets and objectives (Ferdian *et al.*, 2025; Asfiah *et al.*, 2022). The provision of compensation is common in the online transportation work model, where, in accordance with Ministry of Transportation Regulation No. 564/2022,

the fare for online motorcycle taxi services is set at Rp 2,000 per kilometer during peak hours and Rp 2,500 during off-peak hours (Pamrena *et al.*, 2025).

According to Mahadi (2025), the estimated income of ShopeeFood drivers in 2025 indicates that the greater the number of orders received per day, the higher the income earned. Partners handling 10–15 orders per day are estimated to earn Rp 150,000–Rp 250,000, while those handling 16–20 orders can earn Rp 250,000–Rp 350,000. If the number of orders exceeds 21 per day, income is projected to exceed Rp 350,000, indicating that work intensity is directly proportional to earning potential. The ShopeeFood driver bonus system in the Semarang area for 2025 employs a daily points-based scheme. Drivers receive additional bonuses upon reaching certain point targets: 600 points earns a bonus of Rp 10,000, 900 points earns Rp 16,000, and 1,200 points earns Rp 27,000. This scheme encourages drivers to increase the number of orders to meet their daily point targets, thereby boosting their earnings beyond their delivery fees. Based on the phenomena described, a preliminary survey was conducted involving 15 ShopeeFood drivers in Semarang regarding performance, job satisfaction, work flexibility, work-life balance, and compensation.

Based on the preliminary survey results, all variables exhibited issues, as indicated by the predominance of moderately agree and disagree responses across several indicators. For performance, 7 respondents selected moderately agree regarding teamwork (3.53), while 5 selected moderately agree for service improvement initiatives (3.67), indicating suboptimal performance. For job satisfaction, 10 respondents selected moderately agree and 4 disagreed that their income was sufficient to meet living needs (2.80), while 9 selected moderately agree and 1 disagreed regarding pride in being a ShopeeFood driver (3.27). For work flexibility, 10 respondents disagreed and 4 selected moderately agree that they were not pressured to meet performance targets (2.40); 7 disagreed and 7 selected moderately agree regarding the ease of contacting ShopeeFood support (2.60); and 12 selected moderately agree on the freedom to choose their service area (3.27). For work-life balance, 10 respondents selected moderately agree regarding balancing work without sacrificing personal life (3.47) and satisfaction with work-life balance (3.40). Meanwhile, for compensation, 9 respondents disagreed and 6 selected moderately agree that incentives matched their performance (2.40), while 11 selected moderately agree regarding wage fairness (3.13), suggesting that the compensation system has not fully met drivers' expectations.

Previous research has shown that compensation positively affects the performance of online motorcycle taxi drivers in the Gojek “Bangjack” Community in Sidoarjo (Pamrena *et al.*, 2025), ShopeeFood drivers in Sidoarjo (Alim & Prabowo, 2023), and ShopeeFood drivers in East Java (Asfiah *et al.*, 2022). Work flexibility positively influences the performance of Gojek drivers in Samarinda (Siregar *et al.*, 2021), Grab drivers in Semarang (Pramana & Listyawati, 2025), and ShopeeFood drivers in East Java (Asfiah *et al.*, 2022). Work-life balance positively affects the satisfaction and performance of Grab drivers in North Jakarta (Aditya & Deviastri, 2024), but work-life balance does not affect the performance of ShopeeFood drivers in Malang (M. J. Mahendra *et al.*, 2024). Work flexibility influences the job satisfaction of ShopeeFood drivers in Sidoarjo (Alim & Prabowo, 2023). Meanwhile, job satisfaction mediates the effect of compensation but does not mediate the effect of work-life balance on the performance of Grab drivers in North Jakarta (Aditya & Deviastri, 2024), and job satisfaction does not mediate the effects of either compensation or work flexibility on the performance of ShopeeFood drivers in Sidoarjo (Alim & Prabowo, 2023).

Previous studies have reported inconsistent findings regarding the effect of work-life balance and the mediating role of job satisfaction on driver performance. Moreover, prior research has primarily focused on Grab, Gojek, or ShopeeFood drivers in Sidoarjo, East Java, Malang, Samarinda, and North Jakarta, while studies specifically examining ShopeeFood drivers in Semarang remain limited. This study extends the existing literature by investigating the mediating role of job satisfaction in the relationships between work flexibility, work-life balance, compensation, and the performance of ShopeeFood drivers. Therefore, this study aims to examine the effects of work flexibility, work-life balance, and compensation on the performance of ShopeeFood drivers in Semarang, with job satisfaction as a mediating variable. The findings are expected to contribute to the literature on performance management in the platform-based economy and provide practical implications for ShopeeFood management in developing more effective policies to enhance drivers' performance, job satisfaction, motivation, and well-being.

2 | BACKGROUND THEORY

2.1 Job Demand-Resources Theory

The Job Demands–Resources (JD-R) theory, as articulated by Trysanti & Pratikto (2026), underscores the intricate balance between job demands and available resources. High demands can lead to stress and burnout if not met with appropriate support. In this framework, work flexibility emerges as a critical resource that enables individuals to navigate these demands more effectively. By allowing employees to adjust their work patterns, organizations can alleviate some of the psychological burdens associated with heavy workloads. This adaptability not only fosters a healthier work environment but also enhances overall performance. When organizations implement flexible work arrangements backed by a solid infrastructure, they empower their employees to thrive.

This approach encourages a proactive stance toward employee well-being, ultimately leading to greater satisfaction and productivity in the workplace (Pamungkas & Wartini, 2025).

2.2 Performance

Performance is a multifaceted concept that includes both the outcomes of work and the processes involved in achieving those results (Ananda *et al.*, 2024). It serves as a reflection of an individual's capability to effectively execute tasks aligned with organizational objectives (Pramana & Listyawati, 2025). This capability is not merely about completing tasks; it also encompasses the quality and quantity of work produced, as well as adherence to ethical standards (Aditya & Deviastri, 2024). In essence, performance acts as a vital indicator of how well employees contribute to the overall success of the organization. By understanding and measuring performance in these various dimensions, organizations can identify areas for improvement, foster employee development, and create strategies that enhance productivity and job satisfaction, ultimately leading to better organizational outcomes.

2.3 Work Flexibility

Work flexibility allows employees to determine their working hours and patterns (Asfiah *et al.*, 2022). In the profession of online motorcycle taxi drivers, work flexibility is evident in the freedom to choose work hours and locations without being bound by fixed schedules (Pamrena *et al.*, 2025). Despite platform regulations, drivers retain the flexibility to select their working hours, duration, and service areas (Siregar *et al.*, 2021). Thus, work flexibility does not imply operating without rules; rather, it provides drivers with the autonomy to manage their work activities within established boundaries.

2.4 Work-Life Balance

According to Delecta (2011:186) as cited in M. J. Mahendra *et al.* (2024), work-life balance (WLB) is the ability to balance work demands with family commitments and responsibilities outside of work. WLB enables drivers to maintain a harmonious balance between work and personal life (Wilyningsih *et al.*, 2025), allowing them to fulfill both roles without conflict (Aditya & Deviastri, 2024). This reflects their ability to effectively manage both personal and professional responsibilities (Nadhilah *et al.*, 2024).

2.5 Compensation

Milkovich *et al.* (2002) as cited in Siregar *et al.* (2021) define compensation as rewards in the form of payments, services, and financial benefits received by employees as part of their employment relationship. Compensation is a form of reward provided to drivers in a fair and appropriate manner as recognition for their contributions and services (Bramanto & Saputra, 2022). Compensation is divided into two types: financial, such as salaries, wages, bonuses (Abbas, 2025), commissions, and incentives; and non-financial, which pertains to employee well-being (Aditya & Deviastri, 2024).

2.6 Job Satisfaction

Job satisfaction is a positive attitude toward work (Dorta-Afonso *et al.*, 2025) that must be properly cultivated to enhance employees' morale, dedication, discipline, commitment, and work performance (Oktaviani *et al.*, 2020). Job satisfaction is a sense of joy in one's work that arises when rewards are commensurate with the workload and reflected in outcomes (Wilyningsih *et al.*, 2025). According to Asfiah *et al.* (2022), job satisfaction reflects an individual's emotional state toward their work, related to perceptions of rewards or compensation compared to personal expectations.

2.7 Research Hypothesis

Work flexibility enhances the attractiveness of a driver's job because it allows drivers to choose locations that support their performance without pressure from the company (Pamrena *et al.*, 2025). Increased work flexibility is directly proportional to improved performance (Ananda *et al.*, 2024). Drivers' performance is optimized in serving customers due to flexible working hours, duration, and work locations (Syah *et al.*, 2025). A high level of work schedule flexibility can enhance performance by allowing adjustments to working hours as needed (Bramanto & Saputra, 2022). Studies supporting Hypothesis 1 include Pamrena *et al.* (2025), Pramana & Listyawati (2025), Syah *et al.* (2025), Ananda *et al.* (2024), and Bramanto & Saputra (2022), which indicate that work flexibility has a significant positive effect on performance.

H1: Work Flexibility has a significant positive effect on Performance.

Work-life balance (WLB) improves performance by giving individuals control over their work schedules and personal time, enabling them to be more efficient and meticulous in completing tasks (Wahyudin *et al.*, 2025). WLB emphasizes the alignment of time, effort, and work activities, which has been shown to enhance performance (D. Mahendra & Kurniawati, 2024). WLB helps workers lead healthy lives and improves performance to reach their full

potential in completing tasks and achieving company goals (Aditya & Deviastri, 2024). Research supporting Hypothesis 2 includes studies by Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Aditya & Deviastri (2024), and D. Mahendra & Kurniawati (2024), which indicate that work-life balance has a significant positive effect on performance.

H2: Work-Life Balance has a significant positive effect on Performance.

Compensation serves as a reward for performance in fulfilling duties and contributing to the achievement of company goals (Pamrena *et al.*, 2025). Compensation plays a crucial role in motivating ShopeeFood drivers to continue performing their duties effectively (Alim & Prabowo, 2023). Providing fair compensation can motivate drivers, thereby positively impacting their performance (Asfiah *et al.*, 2022). Appropriate compensation encourages drivers to provide optimal service to customers and reflects the company's commitment to maintaining performance (Bramanto & Saputra, 2022). Studies supporting Hypothesis 3 include Pamrena *et al.* (2025), Alim & Prabowo (2023), Asfiah *et al.* (2022), and Bramanto & Saputra (2022), which indicate that compensation has a significant positive effect on performance.

H3: Compensation has a significant positive effect on Performance.

Work flexibility allows employees to balance their work and personal responsibilities, which is important because it can increase job satisfaction (Ananda *et al.*, 2024). Drivers are more satisfied when their work is not restricted by time or location, so flexibility contributes to job satisfaction for those with high mobility (Alim & Prabowo, 2023). Work flexibility allows drivers to determine their working hours, daily work duration, and work location, thereby contributing to job satisfaction (Siregar *et al.*, 2021). The studies supporting Hypothesis 4 are Ananda *et al.* (2024), Alim & Prabowo (2023), and Siregar *et al.* (2021), which found that work flexibility has a significant positive effect on job satisfaction.

H4: Work Flexibility has a significant positive effect on Job Satisfaction.

Employees who are able to maintain a balance between their personal and professional lives tend to feel more satisfied and happier in their work (Ritonga *et al.*, 2025). A well-maintained WLB will increase satisfaction, making employees feel more engaged and less burned out (Wahyudin *et al.*, 2025). Improving WLB enables individuals to manage their work and family responsibilities smoothly, thereby increasing job satisfaction (Aditya & Deviastri, 2024). The studies supporting Hypothesis 5 are Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Wilyningsih *et al.* (2025), and Aditya & Deviastri (2024), which found that WLB has a significant positive effect on job satisfaction.

H5: WLB has a significant positive effect on Job Satisfaction.

Drivers tend to feel job satisfaction when their efforts and contributions are recognized through the compensation they receive (Alim & Prabowo, 2023). Providing compensation that meets drivers' expectations can motivate them and increase their job satisfaction (Asfiah *et al.*, 2022). Compensation plays a key role in boosting job satisfaction, especially when it is commensurate with the company's profitability (Aditya & Deviastri, 2024). The studies supporting Hypothesis 6 are those by Aditya & Deviastri (2024), Alim & Prabowo (2023), and Asfiah *et al.* (2022), which found that compensation has a significant positive effect on job satisfaction.

H6: Compensation has a significant positive effect on Job Satisfaction.

High job satisfaction directly drives improvements in performance and the quality of service provided (Ananda *et al.*, 2024). Employee job satisfaction affects performance because when employees are satisfied, they are more disciplined, productive, and provide high-quality service (Wahyudin *et al.*, 2025). Driver satisfaction increases through passenger appreciation and company support, thereby improving performance (Alim & Prabowo, 2023). The studies supporting Hypothesis 7 are Pramana & Listyawati (2025), Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Ananda *et al.* (2024), Alim & Prabowo (2023), and Oktaviani *et al.* (2020), which state that job satisfaction has a significant positive effect on performance.

H7: Job Satisfaction has a significant positive effect on Performance.

Work flexibility allows employees to adjust their work hours as needed, which can increase job satisfaction and thereby enhance performance (Ananda *et al.*, 2024). Satisfied employees will be able to maximize their performance through the implementation of effective flexible work schedule strategies (D. Mahendra & Kurniawati, 2024). The studies supporting Hypothesis 8 are those by Ananda *et al.* (2024) and D. Mahendra & Kurniawati (2024), which indicate that job satisfaction can mediate the effect of work flexibility on performance.

H8: Job Satisfaction can mediate the effect of Work Flexibility on Performance.

Job satisfaction serves as a link between work-life balance and performance; thus, improving work-life balance indirectly enhances performance by increasing job satisfaction (Wahyudin *et al.*, 2025). Good WLB, supported by personal aspects such as family and environment, can increase employee job satisfaction, which ultimately has a positive impact on their performance (Nadhilah *et al.*, 2024). Studies supporting Hypothesis 9 include those by Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Nadhilah *et al.* (2024), and Susanto *et al.* (2022), which reveal that job satisfaction can mediate the effect of WLB on performance.

H9: Job Satisfaction mediates the effect of Work-Life Balance on Performance.

The compensation received by employees can increase job satisfaction, thereby contributing to improved driver

performance (Aditya & Deviastri, 2024). Compensation provided to employees can enhance job satisfaction and positively affect performance (Wiratama *et al.*, 2025). Studies supporting Hypothesis 10 include Wiratama *et al.* (2025) and Aditya & Deviastri (2024), which indicate that job satisfaction mediates the effect of compensation on performance.

H10: Job Satisfaction mediates the effect of Compensation on Performance.

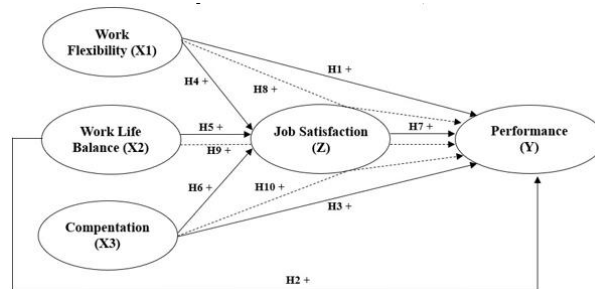


Figure 1. Conceptual Framework

3 | METHOD

This study employs a quantitative approach. The population consists of all ShopeeFood drivers in the city of Semarang. The sample size was determined using the formula from Hair *et al.* (2019), which is 5 times the number of indicators. Based on this formula, the minimum sample size was established to be 105 respondents (5 × 21 indicators). According to Hair *et al.* (2019), a minimum of 100 respondents is recommended for models with five variables and more than three indicators per variable; thus, 105 respondents are considered sufficient for SEM-PLS analysis and representative of the population. The researcher utilized purposive sampling (Syah *et al.*, 2025), selecting samples based on specific criteria relevant to the research objectives (Sahir, 2021), with the following criteria: 1) ShopeeFood drivers in Semarang, 2) Primary occupation as a ShopeeFood driver, 3) At least 6 months of service.

Data obtained from respondents via a questionnaire served as the primary data source, distributed online using Google Forms to facilitate data collection. The research instrument was developed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The items for each variable were adapted from indicators used in previous studies according to their respective variables. Performance (Pramana & Listyawati, 2025) includes: 1) Work Quality, 2) Work Quantity, 3) Responsibility, 4) Cooperation, 5) Initiative. Work Flexibility (Asfiah *et al.*, 2022) includes: 1) Freedom to Determine When to Start Work, 2) Freedom to Determine Work Duration, 3) Freedom to Determine Work Locations, 4) Freedom to Contact the Server, 5) Freedom to Choose Work Colleagues, 6) Freedom to Set Performance Targets. Work-Life Balance (WLB) (M. J. Mahendra *et al.*, 2024) includes: 1) Time Balance, 2) Engagement Balance, 3) Satisfaction Balance. Compensation (Zunaidah *et al.*, 2020) includes: 1) Wages or Salary, 2) Incentives, 3) Benefits. Job Satisfaction (Oktaviani *et al.*, 2020) includes: 1) Feeling of Joy, 2) Feeling of Pride, 3) Feeling of Security, 4) Feeling of Enjoyment. Data analysis was conducted using SmartPLS 4 to test the outer model (indicator reliability, internal consistency reliability, convergent validity, discriminant validity), the inner model (R-squared and F-squared), and hypothesis testing (direct and indirect effects).

4 | RESULTS AND DISCUSSION

4.1 Results

This study engaged 105 ShopeeFood drivers from Semarang, selected based on clear criteria to ensure relevance to the research objectives. The participants primarily consist of individuals whose main occupation is driving for ShopeeFood, each with a minimum of six months of experience. This selection reflects a diverse range of ages, educational backgrounds, and work histories, which enriches the data collected. Such diversity allows for a nuanced understanding of the dynamics affecting performance, job satisfaction, and work-life balance within the gig economy, shedding light on the unique challenges and opportunities faced by drivers in this sector.

Table 2. Respondent Characteristics

Gender	Freq	Percentage	Age	Freq	Percentage	Length of Service	Freq	Percentage
Male	77	73.3%	17-25 y/o	5	4.8%	≥ 6 mos-1 y/o	2	1.9%

Female	28	26.7%	26-30 y/o	33	31.4%	1-2 y/o	18	17.1%
			31-35 y/o	31	29.5%	2-3 y/o	32	30.5%
			36-40 y/o	31	29.5%	3-4 y/o	38	36.2%
			>40 y/o	5	4.8%	>4 y/o	15	14.3%

Source: Processed Data (2025)

Based on the characteristics of the 105 respondents, the majority were male (77 respondents, or 73.3%), aged 26–30 (33 respondents, or 31.4%), and had 3–4 years of service (38 respondents, or 36.2%). This indicates that the respondents were predominantly male drivers of working age with considerable work experience, providing them with a solid understanding of their working conditions.

Table 3. Descriptive Statistics

Variable	Indicator	Mean
Work Flexibility (X1)	Freedom to Determine When to Start Work	3.45
	Freedom to Determine Work Duration	3.46
	Freedom to Determine Work Locations	3.49
	Freedom to Contact the Server	3.52
	Freedom to Choose Work Colleagues	3.54
	Freedom to Set Performance Targets	3.41
Work Life Balance (X2)	Time Balance	3.68
	Engagement Balance	3.72
	Satisfaction Balance	3.71
Compensation (X3)	Wages or Salary	3.83
	Incentives	3.78
	Benefits	3.90
Performance (Y)	Work Quality	4.03
	Work Quantity	3.91
	Responsibility	4.04
	Cooperation	4.10
	Initiative	3.96
Job Satisfaction (Z)	Feeling of Joy	3.98
	Feeling of Pride	3.83
	Feeling of Security	3.96
	Feeling of Enjoyment	3.98

Source: Processed Data (2025)

For Work Flexibility (X1), the highest mean score was found in the indicator of Freedom to Choose Work Colleagues at 3.54, while the lowest was in the Freedom to Set Performance Targets at 3.41. For Work Life Balance (X2), the highest mean score was in the Engagement Balance indicator at 3.72, with the lowest in the Time Balance indicator at 3.68. In Compensation (X3), the Benefits indicator had the highest mean of 3.90, while Incentives had the lowest at 3.78. For Performance (Y), the highest mean was observed in the Cooperation indicator at 4.10, and the lowest in the Work Quality indicator at 3.91. Regarding Job Satisfaction (Z), the highest mean values were for the indicators of Feeling of Joy and Feeling of Enjoyment, each at 3.98, while the lowest mean value was for Feeling of Pride at 3.83.

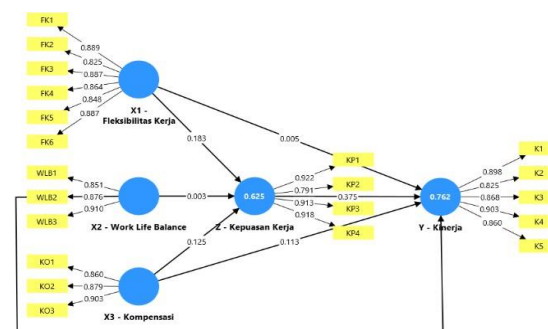


Figure 2. Results of the Outer and Inner Models
Source: Processed Data (2025)

Table 4. Outer Loading

Indicator	Outer Loading
Freedom to Determine When to Start Work	0.889
Freedom to Determine Work Duration	0.825
Work Flexibility (X1)	
Freedom to Determine Work Locations	0.887
Freedom to Contact the Server	0.864
Freedom to Choose Work Colleagues	0.848
Freedom to Set Performance Targets	0.887
Work Life Balance (X2)	
Time Balance	0.851
Engagement Balance	0.876
Satisfaction Balance	0.910
Compensation (X3)	
Wages or Salary	0.860
Incentives	0.879
Benefits	0.903
Performance (Y)	
Work Quality	0.898
Work Quantity	0.825
Responsibility	0.868
Cooperation	0.903
Initiative	0.860
Job Satisfaction (Z)	
Feeling of Joy	0.922
Feeling of Pride	0.791
Feeling of Security	0.913
Feeling of Enjoyment	0.918

Source: Processed Data (2025)

All indicators in the study demonstrated outer loading values exceeding 0.708, as referenced by Hair *et al.* (2021). This significant result confirms the reliability of the indicators utilized in the research. Such reliability is essential for ensuring that the measurements accurately reflect the constructs they are intended to represent, thereby strengthening the overall credibility and validity of the study's findings.

Table 5. Internal Consistency Reliability

Variable	Cronbach's Alpha	Composite Reliability
Work Flexibility (X1)	0.934	0.948
Work Life Balance (X2)	0.853	0.911
Compensation (X3)	0.855	0.912
Performance (Y)	0.920	0.940
Job Satisfaction (Z)	0.909	0.937

Source: Processed Data (2025)

All Cronbach's alpha and composite reliability values exceeded 0.70 while remaining below 0.95, as noted by Hair *et al.* (2021). This finding indicates strong internal consistency among the constructs, suggesting that the indicators effectively measure the intended concepts without redundancy. Such reliability is vital for ensuring the validity of the findings and the robustness of the overall research framework in this study.

Table 6. Convergent Validity

Variable	Average Variance Extracted (AVE)
Work Flexibility (X1)	0.752
Work Life Balance (X2)	0.774
Compensation (X3)	0.776
Performance (Y)	0.759
Job Satisfaction (Z)	0.788

Source: Processed Data (2025)

The analysis showed that all variables achieved an Average Variance Extracted (AVE) value exceeding 0.50, as outlined by Hair *et al.* (2021). This outcome demonstrates that convergent validity has been satisfied for each construct within the study. Such validity is essential, as it confirms that the constructs effectively capture the intended theoretical concepts and are reliably measuring the same underlying phenomenon.

Table 7. Fornell-Larcker

	Work Flexibility (X1)	Work Life Balance (X2)	Compensation (X3)	Performance (Y)	Job Satisfaction (Z)
Work Flexibility (X1)	0.867				
Work Life Balance (X2)	0.792	0.880			
Compensation (X3)	0.721	0.753	0.881		
Performance (Y)	0.707	0.748	0.776	0.871	
Job Satisfaction (Z)	0.748	0.677	0.716	0.815	0.888

Source: Processed Data (2025)

The analysis revealed that the square root of the Average Variance Extracted (AVE) for each construct exceeds the correlations with other constructs. This finding confirms that discriminant validity has been achieved according to the Fornell–Larcker criteria. Such validity is crucial, as it ensures that each construct is distinct and measures a unique aspect of the theoretical framework being studied.

Table 8. R-Square

	R-square	R-square adjusted
Performance (Y)	0.762	0.752
Job Satisfaction (Z)	0.625	0.614

Source: Processed Data (2025)

Based on the R-square values, Work Flexibility (X1), Work-Life Balance (X2), Compensation (X3), and Job Satisfaction (Z) explain 0.762 of Employee Performance (Y), which is categorized as strong. Furthermore, Work Flexibility (X1), Work-Life Balance (X2), and Compensation (X3) explain 0.625 of Job Satisfaction (Z), which is categorized as moderate. The remaining variance is influenced by factors outside this model.

Table 9. F-Square

	Performance (Y)	Job Satisfaction (Z)
Work Flexibility (X1)	0.005	0.183
Work Life Balance (X2)	0.085	0.003
Compensation (X3)	0.113	0.125
Job Satisfaction (Z)	0.375	

Source: Processed Data (2025)

Work Flexibility (X1) has a very small effect on Performance (Y) (0.005) and a moderate effect on Job Satisfaction (Z) (0.183). Work Life Balance (X2) has a small effect on Performance (Y) (0.085) and a very small effect on Job Satisfaction (Z) (0.003). Meanwhile, Compensation (X3) has a small effect on Performance (Y) (0.113) and Job Satisfaction (Z) (0.125), while Job Satisfaction (Z) has a large effect on Performance (Y) (0.375).

4.2 Discussion

Based on the hypothesis test results, work flexibility does not have a significant effect on the performance of ShopeeFood drivers in Semarang; therefore, Hypothesis 1 is rejected. This finding is consistent with the studies of Alhadi *et al.* (2025), Alim and Prabowo (2023), and Siskayanti and Sanica (2022). Although drivers have the freedom to determine their working hours, duration, and operating locations, this flexibility is merely a fundamental characteristic of the job and does not directly improve performance, which is reflected in service quality, productivity, responsibility, teamwork, and initiative. From the perspective of the Job Demands–Resources (JD-R) Theory, work flexibility should function as a job resource that supports performance improvement; however, its effectiveness is constrained by operational demands, such as ETA targets and penalty systems, preventing it from having a significant impact on driver performance (Trysanti &

Pratikto, 2026; Pamungkas & Wartini, 2025). The work flexibility enjoyed by drivers remains within the limits of the system rules implemented by the ShopeeFood platform, particularly regarding order cancellations and Estimated Time of Arrival (ETA) (Shopee, 2026). ShopeeFood sets a maximum estimated time that drivers must meet from the moment they accept an order until the order is received by the customer. This estimated time is calculated automatically by the system based on distance, traffic conditions, and the order fulfillment stages. Thus, although drivers have the freedom to determine when and where to work, they are still required to complete orders within the time targets set by the system. In addition, every violation, including a high order cancellation rate, will result in penalty points that accumulate and affect the account status. The system imposes sanctions in stages, starting with a warning at 1 point, followed by a 1-hour account suspension at 25 points, increasing to 3 days at 50 points, and 7 days at 100 points. If violations continue until reaching 150 points, the account will be subject to permanent termination of partnership. The existence of the ETA rule and the penalty system indicates that drivers' work flexibility is not entirely unrestricted; rather, it remains within the framework of operational rules that require drivers to maintain service quality and punctuality. Therefore, work flexibility serves more as a job characteristic than as a factor that directly improves the performance of ShopeeFood drivers in Semarang.

Based on the results of the hypothesis test, work-life balance (WLB) has a significant positive effect on the performance of ShopeeFood drivers in Semarang. In this case, Hypothesis 2 is accepted and is consistent with the findings of the studies by Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Aditya & Deviastri (2024), and D. Mahendra & Kurniawati (2024). In this context, WLB is not merely about time management, but rather an individual's ability to balance two key roles: that of a worker and that of a private individual (Wahyudin *et al.*, 2025). When these two roles can be carried out without interfering with one another, individuals tend to work with greater focus and achieve optimal results (Aditya & Deviastri, 2024). Based on the questionnaire results, ShopeeFood drivers in Semarang City demonstrated that they are able to maintain a balance between their professional roles (as drivers who meet targets, serve customers, and complete orders) and their personal roles. This ability to balance these two roles prevents drivers from experiencing excessive stress in both their work and personal lives. This role balance is key because when work demands do not interfere with personal life, drivers' psychological well-being becomes more stable, and they are better prepared to perform their duties. Within the framework of the Job Demands-Resources (JD-R) Theory, this condition indicates that role balance can function as a personal resource that helps offset high job demands (Trysanti & Pratikto, 2026). When this resource is available and supported by work flexibility, the pressure arising from job demands can be reduced, thereby leading to more optimal individual performance (Pamungkas & Wartini, 2025). The effect of this role balance is evident in improved driver performance, reflected in better service quality, optimal order fulfillment, and high levels of responsibility and initiative. Drivers who can maintain a balance between their work and personal roles tend to have better-preserved energy, concentration, and motivation, allowing them to work more effectively and efficiently. Thus, WLB is not merely about time management but is a crucial factor ensuring both roles run in harmony and ultimately contribute to improved performance among ShopeeFood drivers in Semarang.

Based on the hypothesis test results, compensation has a significant positive effect on the performance of ShopeeFood drivers in Semarang; therefore, Hypothesis 3 is accepted. This finding is consistent with the studies of Pamrena *et al.* (2025), Alim and Prabowo (2023), Asfiah *et al.* (2022), and Bramanto and Saputra (2022). From the perspective of the Job Demands-Resources (JD-R) Theory, compensation serves as a job resource that helps drivers cope with job demands, thereby improving their performance (Trysanti & Pratikto, 2026; Pamungkas & Wartini, 2025). The questionnaire results also indicate that a clear and transparent commission system provides fair rewards for each completed order, which contributes to better driver performance. Additionally, there are point-based incentives and bonuses under certain conditions, but the primary income still comes from the delivery fee split. Income increases with the number of orders; for example, 10-15 orders yield IDR 150,000-250,000, while more than 21 orders have the potential to exceed IDR 350,000. A daily point-based bonus system also encourages drivers to increase the number of orders and improve service quality. This indicates that compensation is more oriented toward a profit-sharing system rather than demands for specific performance targets. With this commission-sharing system, drivers have greater control over their earnings based on the number of completed orders, without any binding performance targets. This direct, transparent compensation, based on each service provided, is what motivates drivers to remain active, leading to improved performance in areas such as service quality, order volume, accountability, and initiative. Thus, commission-based compensation is a key factor influencing the performance of ShopeeFood drivers in Semarang, not due to target pressure, but because of a clear and proportional reward system.

Based on the hypothesis test results, work flexibility has a significant positive effect on the job satisfaction of ShopeeFood drivers in Semarang; therefore, Hypothesis 4 is accepted. This finding is consistent with the studies of Ananda *et al.* (2024), Alim and Prabowo (2023), and Siregar *et al.* (2021). From the perspective of the Job Demands-Resources (JD-R) Theory, work flexibility serves as a job resource that helps employees manage job demands, thereby enhancing job satisfaction (Trysanti & Pratikto, 2026; Pamungkas & Wartini, 2025). The questionnaire results also indicate that the freedom to determine working hours, duration, and location makes drivers feel more comfortable, proud, and satisfied with their jobs. However, this work flexibility remains within the boundaries of the system rules established by ShopeeFood, particularly regarding the accumulation of penalty points due to order cancellations or the obligation to meet

the estimated time of arrival (ETA) (Shopee, 2026). The ShopeeFood system automatically sets order completion time targets based on travel distance, traffic conditions, and delivery stages that drivers must meet. Additionally, the system imposes progressive penalties, starting with a 1-point warning, a 1-hour account suspension at 25 points, a 3-day suspension at 50 points, up to a 7-day suspension at 100 points, and culminating in permanent termination of the partnership at 150 points. Despite these rules, work flexibility still provides a sense of satisfaction because drivers have the freedom to decide when to work, how long to work, and their preferred operational area before accepting orders. In other words, as long as drivers are able to maintain their performance, meet delivery time targets, and minimize violations, work flexibility actually enhances their sense of satisfaction by providing both freedom and a sense of control over their work. This situation indicates that drivers' job satisfaction stems not only from the freedom granted to them but also from their ability to manage their work independently within the constraints of applicable operational rules.

Based on the results of the hypothesis test, work-life balance (WLB) does not affect the job satisfaction of ShopeeFood drivers in Semarang. In this case, Hypothesis 5 is rejected and is consistent with the research by Nadhilah *et al.* (2024), Agnesta & Hasanah (2023), Maharani *et al.* (2023), and Endeka *et al.* (2020). According to Nadhilah *et al.* (2024), although WLB creates a positive and supportive environment, its impact on job satisfaction is not significant. WLB does not affect job satisfaction because employees remain satisfied with their compensation and benefits despite the work-life imbalance (Maharani *et al.*, 2023). Based on the questionnaire results, ShopeeFood drivers in Semarang are generally able to maintain a balance between their work roles (fulfilling orders, meeting targets, and serving customers) and their personal roles. However, this balance does not directly increase job satisfaction, as drivers still feel satisfied even when, under certain conditions, the balance is not entirely ideal. In other words, drivers can still feel satisfied as long as the job provides perceived benefits, such as income and flexibility, even if the balance between work and personal life is not always optimal. This phenomenon can be explained through the Job Demands–Resources (JD-R) Theory, which states that the impact of job resources such as flexibility does not always directly influence attitudinal outcomes when they are not perceived as a primary factor in an individual's work experience (Trysanti & Pratikto, 2026). In this context, flexibility as a job resource has not been able to play a dominant role in enhancing job satisfaction, as drivers are more strongly influenced by the fulfillment of work-related needs such as income rather than work-life balance itself (Pamungkas & Wartini, 2025). This indicates that drivers' job satisfaction is more influenced by their perception of the benefits of the job than by the role balance itself. Although WLB helps maintain physical and psychological well-being, these factors are not the primary determinants of job satisfaction. Thus, changes in role balance do not necessarily lead to changes in job satisfaction levels, as drivers tend to remain satisfied as long as their primary needs in the job are met.

Based on the hypothesis test results, compensation has a significant positive effect on the job satisfaction of ShopeeFood drivers in Semarang; therefore, Hypothesis 6 is accepted. This finding is consistent with the studies of Aditya and Deviasri (2024), Alim and Prabowo (2023), and Asfiah *et al.* (2022), which indicate that adequate compensation enhances job satisfaction. The questionnaire results also show that a clear and transparent commission system, supported by incentives, provides drivers with a greater sense of income security, thereby increasing their job satisfaction. In addition, there are supplementary point-based daily incentives that serve as additional benefits rather than primary expectations. Income also tends to increase in line with the number of completed orders; for example, completing 10–15 orders can generate earnings of approximately IDR 150,000–250,000, while completing more than 21 orders may result in earnings exceeding IDR 350,000. This condition provides drivers with a sense of security and certainty regarding their income. Through this commission-based compensation system, drivers feel that their efforts are recognized and rewarded in a direct and transparent manner. Job satisfaction arises not from pressure to achieve specific targets, but rather from the clarity of the reward system and the alignment between effort and earnings. This is reflected in drivers' feelings of enjoyment, pride, and comfort in carrying out their work. Therefore, from the perspective of the Job Demands–Resources (JD-R) theory, the compensation system can be positioned as a job resource that helps balance job demands and provides positive reinforcement for employees' work experiences (Trysanti & Pratikto, 2026). The presence of this resource plays a role in reducing the impact of work-related stress and strengthening perceptions of reward fairness within the organization (Pamungkas & Wartini, 2025). Compensation serves as an important factor in enhancing the job satisfaction of ShopeeFood drivers in Semarang City, as it provides clarity, fairness, and greater control over the income they earn.

Based on the hypothesis testing results, job satisfaction has a significant positive effect on the performance of ShopeeFood drivers in Semarang City. Accordingly, Hypothesis 7 is accepted. This finding is consistent with previous studies conducted by Pramana & Listyawati (2025), Ritonga *et al.* (2025), Wahyudin *et al.* (2025), Ananda *et al.* (2024), Alim & Prabowo (2023), and Oktaviani *et al.* (2020). Job satisfaction plays an important role in improving performance and the quality of services provided (Ananda *et al.*, 2024). According to Alim & Prabowo (2023), when drivers feel appreciated by passengers and receive adequate support and protection from the company, their level of job satisfaction increases, which in turn has a positive impact on their performance and productivity. Based on the questionnaire results, ShopeeFood drivers in Semarang City demonstrate a high level of job satisfaction, as reflected in their feelings of happiness, pride, security, and comfort while performing their work. This satisfaction is closely related to the work system, which provides flexibility and a clear compensation structure through commission-based earnings from each completed order. From the perspective of the Job Demands–Resources (JD-R) Theory, job satisfaction can be understood as the result of

adequate job resources that help reduce the impact of high job demands (Trysanti & Pratikto, 2026). When job resources such as flexibility and fair compensation systems are sufficiently available, they not only reduce work-related stress but also contribute to improved employee performance (Pamungkas & Wartini, 2025). The direct relationship between the effort invested and the income earned makes drivers feel that their work is valuable and appreciated, thereby fostering a strong sense of job satisfaction. The impact of this job satisfaction can be seen in the improved performance of ShopeeFood drivers, including service quality, the number of completed orders, responsibility, teamwork, and initiative at work. Drivers who are satisfied with their jobs tend to perform more effectively because they possess strong intrinsic motivation, rather than working solely to meet specific demands or targets. Therefore, job satisfaction serves as an important factor in enhancing the performance of ShopeeFood drivers in Semarang City, as it generates work motivation that originates from within the individuals themselves.

Based on the hypothesis test results, job satisfaction mediates the effect of work flexibility on the performance of ShopeeFood drivers in Semarang; therefore, Hypothesis 8 is accepted. This finding is consistent with the studies of Ananda *et al.* (2024) and Mahendra and Kurniawati (2024), which show that work flexibility enhances job satisfaction, which subsequently improves performance. The questionnaire results also indicate that the freedom to determine working hours, duration, and work location creates a more positive work experience, thereby increasing drivers' job satisfaction. Nevertheless, such freedom remains under the platform's control through the implementation of a penalty point system and Estimated Time of Arrival (ETA) requirements as mechanisms for monitoring driver performance (Shopee, 2026). Any violation, such as excessive order cancellations, results in the accumulation of penalty points that lead to progressive sanctions, ranging from a warning at 1 point, a 1-hour account restriction at 25 points, a 3-day suspension at 50 points, a 7-day suspension at 100 points, and potentially termination of the partnership upon reaching 150 points. In addition, once an order is accepted, drivers are required to complete the delivery process within the ETA determined by the system based on factors such as distance, traffic conditions, and delivery stages. Despite these regulations, drivers still retain considerable autonomy in deciding when, how long, and where they work before accepting orders. This condition enables drivers to feel a greater sense of control over their work, which in turn enhances their job satisfaction. In line with the Job Demands–Resources (JD-R) Theory, work flexibility as a job resource helps drivers manage job demands, thereby enhancing job satisfaction, which subsequently improves performance (Trysanti & Pratikto, 2026; Pamungkas & Wartini, 2025). Thus, work flexibility does not directly improve performance but does so indirectly through increased job satisfaction.

Based on the hypothesis test results, job satisfaction does not mediate the effect of work-life balance on the performance of ShopeeFood drivers in Semarang; therefore, Hypothesis 9 is rejected. This finding is consistent with the studies of Aditya and Deviastri (2024), Assyahidah *et al.* (2024), and Wulandari and Hadi (2021), which indicate that work-life balance affects performance directly rather than through job satisfaction. The questionnaire results also show that although drivers experience high levels of work-life balance and job satisfaction, they are still able to perform optimally regardless of their level of job satisfaction. From the perspective of the Job Demands–Resources (JD-R) Theory, individual performance is largely influenced by the balance between job demands and available resources, such as the ability to manage work and personal life roles (Trysanti & Pratikto, 2026). When these resources are sufficient, the indirect effect through job satisfaction becomes less dominant, as performance changes can occur directly through the mechanism of managing job demands (Pamungkas & Wartini, 2025). This finding indicates that the effect of work-life balance on performance is direct rather than being mediated by job satisfaction. Drivers who are able to maintain a balance between their work and personal lives tend to have more stable physical and mental conditions, which directly enhance their work quality, sense of responsibility, initiative, and work output. Therefore, job satisfaction does not function as a mediating mechanism in this relationship, as driver performance is influenced more by their ability to manage the balance between work and personal life directly.

5 | CONCLUSIONS AND FUTURE WORK

Based on the research findings, work flexibility does not have a direct effect on the performance of ShopeeFood drivers in Semarang City, even though it allows for flexibility in managing working time, location, and targets. In contrast, work-life balance and compensation have a significant positive effect on performance, with work-life balance enhancing efficiency and accuracy, while compensation in the form of wages, incentives, facilities, and bonuses boosts performance. Work flexibility and compensation also influence job satisfaction, which in turn improves performance, indicating that job satisfaction acts as a mediating variable. However, work-life balance does not affect job satisfaction and therefore is not mediated by it; instead, it has a direct effect on performance. In practical terms, these findings suggest that ShopeeFood should strengthen a fairer and more competitive incentive system, provide more responsive driver support services, and establish more transparent and measurable work targets to optimize driver performance and job satisfaction. This study has limitations in its geographical scope, which is confined to Semarang City, the use of purposive sampling, reliance on respondents' perceptions, and a

cross-sectional design that captures data at only one point in time. Future research is recommended to expand the research area, use more representative sampling techniques, and include additional variables such as work motivation, job stress, social support, or organizational justice to obtain a more comprehensive understanding.

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