

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Influence of Occupational Safety and Job Satisfaction on the Performance of inDrive Drivers in Surabaya

Yuli Indra Aditia¹, Kustini Kustini²

^{1,2} Department of Management, Faculty of Economics and Business, Universitas Pembangunan Nasional Veteran Jawa Timur, Surabaya, Indonesia. Email: yuliadit295@gmail.com¹, kustini.ma@upnjatim.ac.id²

ARTICLE HISTORY

Received: July 10, 2026

Revised: July 31, 2026

Accepted: July 31, 2026

DOI

<https://doi.org/10.52970/grmilf.v6i3.2506>

ABSTRACT

This study aims to analyze the influence of occupational safety and job satisfaction on the performance of inDrive drivers in Surabaya City. The rapid development of the online transportation industry has created challenges in managing driver performance, particularly due to time pressure from the inDrive application's timer feature and dissatisfaction with the platform's operational procedures, including the 13.31% commission deduction policy. A quantitative approach was employed by distributing questionnaires to 90 active inDrive drivers in Surabaya City. The sample size was deemed sufficient for Partial Least Squares Structural Equation Modeling (PLS-SEM), which was employed to examine the relationships among the study variables using SmartPLS software. The findings indicate that occupational safety and job satisfaction both have a positive and significant influence on driver performance, with the model explaining 65.2% of the variance in driver performance ($R^2 = 0.652$). These results highlight that maintaining safe working conditions and ensuring satisfaction with the platform's operational system are essential for improving driver performance, particularly in providing timely and reliable services to customers.

Keywords: Driver Performance, inDrive, Job Satisfaction, Occupational Safety, Online Transportation.

I. Introduction

The development of digital technology has significantly changed work patterns, including the birth of the gig economy sector, which is characterized by independent contract-based employment relationships through digital platforms, flexible working hours, low levels of job security, and a payment system based on work units (Woodcock Jamie, 2020). This situation creates new job opportunities as well as challenges in human resource management, especially related to occupational safety, satisfaction, and workforce performance on digital platforms. One rapidly growing sector of the gig economy is online transportation, which allows people to order vehicles anytime and anywhere through internet-based applications. Based on We Are Social data cited by (Yonatan, 2025), Indonesia ranks first as the country with the most online transportation users in the world, with 66.7% of internet users aged 16 and over using this service monthly. This figure far exceeds other countries such as Singapore (58.3%) and Brazil (57.7%), indicating that online transportation has become a fundamental necessity in Indonesian society. This growing reliance on gig-based transportation work aligns with broader patterns observed among online motorcycle taxi drivers across

Indonesian cities, where platform-mediated employment continues to expand despite persistent challenges related to job security and working conditions (Kurnia & Ginting, 2026). Among the various competing platforms, according to a (Aditiya, 2023), Gojek dominates with a share of 54.4%, followed by Grab (29.9%), Maxim (12.3%), and inDrive with only 2.4%. This condition indicates a significant challenge for inDrive in increasing its competitiveness by improving the performance of its drivers. The expansion of online transportation platforms has also been shown to contribute to broader employment opportunities in Indonesia (Fakhriyah, 2020).

Driver performance is a crucial factor in determining service quality and customer satisfaction levels. (Adinda et al., 2023) stated that performance represents the level of work outcomes produced by individuals in performing their responsibilities and achieving organizational targets. In the context of online transportation, driver performance can be reflected in the ability to provide quality service, thereby achieving good customer ratings and maintaining a consistent number of orders. Based on initial observations of ten inDrive drivers in Surabaya, performance variations were found based on order volume and customer ratings. Twenty percent of drivers were categorized as having excellent performance, 10% as good, 50% as moderate, and 20% as poor. These findings indicate that driver performance still varies, and is suspected to be influenced by various factors, such as occupational safety and job satisfaction.

Table 1. Indrive Driver Performance Data March 2026

Responden	Number of Orders	Average Rating	Performance Category
R – 1	446	4,98	Very good
R – 2	77	4,75	Medium
R – 3	388	4,98	Very good
R – 4	235	4,89	Medium
R – 5	15	4,55	Bad
R – 6	319	4,92	Good
R – 7	25	4,61	Bad
R – 8	250	4,85	Medium
R – 9	114	4,85	Medium
R – 10	180	4,82	Medium

The variation shown in Table 1 illustrates that even among a small group of drivers, performance outcomes differ substantially in terms of order volume and customer rating, reinforcing the need to empirically examine the factors such as occupational safety and job satisfaction that may explain these disparities. Driver ratings are one of the factors influencing customer driver selection. Drivers with high ratings tend to be more easily selected because they are perceived to provide better service. Furthermore, drivers with high ratings also tend to be higher in driver recommendations than drivers with lower ratings. This indicates that customer ratings play a crucial role in the likelihood of securing orders, which can influence the performance of inDrive drivers. One factor suspected of influencing driver performance is occupational safety. Online transportation drivers operate with high mobility on the road, thus facing a relatively high risk of accidents. According to data from the Indonesian National Police (Polri) published by (Alfathi, 2025), East Java Province had the highest number of traffic accidents in Indonesia in 2024. This situation indicates that occupational safety remains a challenge for online transportation drivers.



Figure 1. Data on Provinces with the Highest Number of Traffic Accident Victims in 2024

In the data above, East Java recorded the highest number of traffic accident victims in Indonesia, showing that road safety remains a major concern, especially in areas with high traffic mobility. This condition is also reflected among InDrive drivers in Surabaya. A pre-survey found that some drivers are experiencing workplace accidents at varying frequencies throughout 2025, ranging from one to two incidents to three to five incidents. Reported accidents include being hit by another vehicle, colliding with a vehicle in front due to sudden braking, falling due to slippery road conditions, falling while driving, being hit by a car, being rolled by another vehicle when overtaking, and colliding with another motorcycles. The occurrence of repeated accidents among several drivers shows that the occupational safety risks remain relatively high and cannot yet be fully controlled. These findings reinforce the relevance of Occupational Safety as a factor affecting driver performance in this study.

These safety risks are also related to the inDrive app's operational system, which implements a timer or countdown feature during the passenger pickup process. This feature gives drivers a specific time limit to reach the pickup location, potentially encouraging them to drive faster during heavy traffic. This can increase the risk of workplace accidents and impact driver performance. This finding is supported by research by (Alamsyah et al., 2025), which states that occupational safety influences employee performance. Besides Occupational Safety, another factor that influences the performance of online transportation drivers is job satisfaction, which is also influenced by income, application systems, and the nature of the work. Job satisfaction is the pleasant or unpleasant feelings an individual experiences regarding their work. This is important to consider because it can encourage employees to care more about their work and increase work productivity, thus impacting performance (Ifrah, 2023). According to Frederick Herzberg's Two-Factor Theory, job satisfaction is influenced by hygiene factors (extrinsic) and motivating factors (intrinsic). Hygiene factors such as salary, working conditions, and work relationships do not directly improve performance, but if not met, can lead to job dissatisfaction (Sunarya, 2022).

For inDrive drivers in Surabaya, job satisfaction is related to the working conditions they face, such as the app-based work system, interactions with customers, and rewards received from each trip. Different levels of job satisfaction have the potential to affect drivers' work enthusiasm and consistency in carrying out their activities as inDrive drivers. In terms of job satisfaction, a pre-survey showed that 60% of drivers felt that their wages were not commensurate with the responsibilities they carried out, and 80% used platforms other than inDrive. In addition, inDrive applies a service fee deduction of 11.99% plus 1.32% VAT, bringing the total deduction to 13.31% per order, causing drivers' net income to vary from Rp180,202 to Rp3,935,984 per month. Many studies have examined the factors influencing the performance of online transportation drivers. However, most studies have only examined job satisfaction or Occupational Safety separately. Furthermore, research specifically examining inDrive drivers is still relatively limited, particularly given the distinct operational system characteristics of other online transportation platforms, such as the fare negotiation mechanism and the timer feature for passenger pickup. Therefore, this study integrates Occupational Safety and job satisfaction variables to explain the performance of inDrive drivers in Surabaya.

Based on the issues identified in this research, this study aims to analyze the impact of workplace safety and job satisfaction on the performance of inDrive drivers in Surabaya. This research was conducted to determine whether occupational safety and job satisfaction influence driver performance within the online transportation sector. These variables are crucial for understanding the factors contributing to enhanced driver performance amidst challenges related to traffic safety and platform operational policies. Based on the discussion above, the objective of this study is (1) to analyze the impact of occupational safety on the performance of inDrive drivers in Surabaya, and (2) to analyze the impact of job satisfaction on the performance of inDrive drivers in Surabaya. The findings are expected to provide empirical evidence regarding the determinants of driver performance and offer practical insights for online transportation platforms to improve occupational safety, enhance job satisfaction, and optimize driver performance.

II. Literature Review and Hypothesis Development

2.1 Occupational Safety

Occupational safety refers to the protection provided to workers against potential hazards arising during work activities. According to (Hasibuan, 2017), occupational safety encompasses preventive efforts to minimize the risk of accidents caused by work equipment, operational processes, materials, and the work environment, thereby creating a safer and more conducive workplace. This concept is supported by Heinrich's Domino Theory, which explains that workplace accidents occur through a sequence of interconnected events involving unsafe acts and unsafe conditions. Eliminating or controlling these factors can prevent accidents and reduce work-related risks (Aristriyana & Ferdian, 2022). Within the app-based online transportation industry, this theory is particularly relevant because accidents are not solely caused by driver error but may also result from a chain of conditions originating from the platform's operational design. For example, the pickup timer feature creates time pressure that may encourage some drivers to engage in unsafe behaviors, such as speeding, in order to avoid cancellations, lower ratings, or other negative consequences. Therefore, controlling this operational factor is expected to interrupt the chain of accident causation before it develops into unsafe acts or workplace accidents. In the context of online transportation drivers, occupational safety is particularly important because drivers perform their work in highly dynamic road environments and are exposed to traffic accidents, time pressure, and safety risks while serving customers. Therefore, maintaining occupational safety is expected to improve drivers' performance by enabling them to perform their duties more safely and effectively. This is consistent with (Tahapary & Laksono, 2025), who found that safety-related behaviors and motivation play a critical mediating role in translating safety-oriented practices into compliance and performance outcomes, reinforcing the notion that occupational safety is not merely a protective measure but an active contributor to work effectiveness. Based on (Utami, 2017), occupational safety in this study is measured using three indicators: (1) communication and support, (2) work pressure, and (3) safety rules.

2.2 Job Satisfaction

Job satisfaction refers to an employee's emotional state that reflects positive or negative feelings toward their job as a result of evaluating various aspects of work. According to (Indah Wahyuni & Eko Cahyono, 2022), job satisfaction arises from employees' assessments of workload, work environment, and compensation received. A high level of job satisfaction encourages employees to perform more effectively, thereby improving productivity and organizational performance. This concept is supported by Herzberg's Two-Factor Theory, which explains that job satisfaction is influenced by hygiene factors and motivator factors. Hygiene factors, such as wages, operating procedures, and job characteristics, do not directly enhance motivation but serve to prevent job dissatisfaction and support better employee performance (Ginting, 2026). For gig-based drivers, such as inDrive partners, hygiene factors are particularly important because, unlike salaried

employees, their income and working conditions are largely determined by the platform's policies and algorithms rather than through negotiated employment terms. Consequently, drivers are more sensitive to perceived fairness in wages, commission deductions, and operating procedures. Consistent with Herzberg's Two-Factor Theory, improvements in these hygiene factors may not necessarily increase motivation, but inadequate conditions can lead to dissatisfaction and ultimately reduce driver performance. In the context of online transportation drivers, job satisfaction is influenced by the wage system, application operating procedures, and the flexible yet uncertain nature of gig work. Therefore, job satisfaction is expected to play an important role in enhancing drivers' motivation and performance. Based on (Ifrah, 2023), job satisfaction in this study is measured using three indicators: (1) wages, (2) operating procedures, and (3) job characteristics.

2.3 Performance

Employee performance reflects an individual's level of success in carrying out assigned tasks and responsibilities, as evidenced by the quality and quantity of work in accordance with standards established by the organization. (Silaen et al., 2021) stated that, performance represents an employee's ability to complete work effectively and contribute to the achievement of organizational goals. (Ubaidillah, 2018) further explains that performance reflects not only individual or group work outcomes but also the execution of responsibilities in accordance with assigned authority, organizational objectives, and ethical standards. In the context of online transportation drivers, performance is reflected in drivers' ability to deliver high-quality services, complete transportation orders efficiently, and provide timely services to customers. Therefore, driver performance is expected to be influenced by occupational safety, which supports safe working conditions, and job satisfaction, which encourages motivation and work consistency. Based on indicators used (Tampubolon et al., 2022), employee performance in this study is measured using three indicators: (1) work quality, (2) work quantity, and (3) timeliness.

2.4 Relationship Between Variables

a. The Relationship Between Occupational Safety and Performance

Occupational safety plays a crucial role in enhancing employee performance by creating a safe work environment and minimizing work-related risks. Drivers who work under safe conditions are more likely to maintain concentration, perform their duties effectively, and deliver higher-quality services to customers. According to Herzberg's Two-Factor Theory, occupational safety is categorized as a hygiene factor related to working conditions and job security. Although hygiene factors do not directly enhance motivation, they prevent job dissatisfaction and support better employee performance (Ginting, 2026). Empirical evidence further supports this relationship. (Mahdi et al., 2023), (Harahap et al., 2025), and (Sari & Wardani, 2025) found that occupational safety has a positive effect on employee performance. A safer work environment reduces accident risks, enhances employees' sense of security, and enables them to work more efficiently and productively. Therefore, it can be concluded that better workplace safety leads to higher performance among drivers.

b. The Relationship Between Job Satisfaction and Performance

Job satisfaction is one of the factors that play a role in improving employee performance. Drivers who are satisfied with their jobs tend to demonstrate greater responsibility, deliver better service quality, and maintain higher levels of performance. According to Herzberg's Two-Factor Theory, job satisfaction is influenced by hygiene factors, such as wages, operating procedures, and working conditions, which function to prevent job dissatisfaction and create a more stable work environment that supports improved performance (Suprayetno et al., 2025). Empirical evidence further supports this relationship. (Pratama & Asmadi, 2025) found that job satisfaction has an effect on employee performance. Satisfaction derived from

income, work flexibility, working conditions, compensation, and workplace relationships enhances employees' motivation, discipline, and commitment to their work.

It is worth noting that the empirical studies cited above were largely conducted within conventional, fixed-workplace industries or fixed-fare platform systems, where formal employment protections and standardized operating procedures are more firmly established. inDrive drivers, by contrast, operate without such institutional safeguards and under a fare negotiation mechanism that introduces additional income uncertainty. This contextual difference suggests that the mechanisms linking occupational safety and job satisfaction to performance may operate somewhat differently in gig-based, negotiation-driven transportation work, underscoring the relevance of examining these relationships specifically within the inDrive context.

2.5 Conceptual Framework

Based on the research background, the identified research problem, and the proposed conceptual framework, the hypotheses of this study are presented as follows:

H1: Occupational Safety has a positive effect on the performance of inDrive drivers in Surabaya.

H2: Job satisfaction has a positive effect on the performance of inDrive drivers in Surabaya.

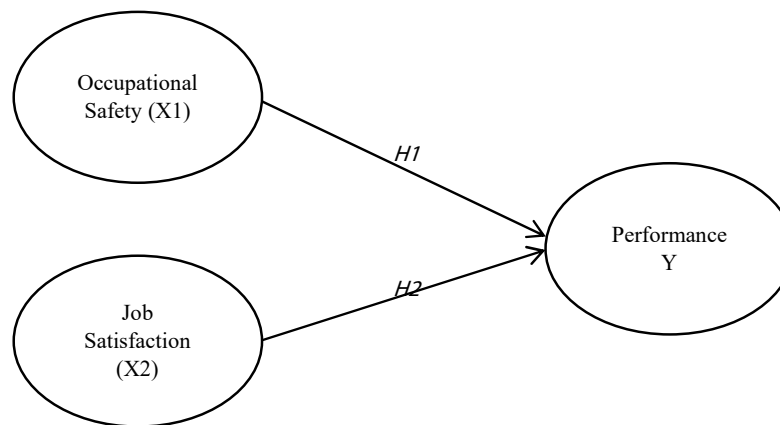


Figure 2. Conceptual Framework

III. Research Method

This study employs a quantitative, cross-sectional survey design with a causal-associative approach, aimed at testing the hypothesized causal relationships between occupational safety, job satisfaction, and driver performance as formulated in H1 and H2. This design was selected because it enables the simultaneous measurement of the independent variables and the dependent variable at a single point in time, which is appropriate for testing the statistically significant relationships proposed in the conceptual framework. While a cross-sectional design does not allow for the control of external variables through experimental manipulation, this study addresses potential external influences by restricting the sample to active inDrive drivers with a minimum of three months of service, thereby reducing variability caused by inexperience.

The study's population is made up of inDrive drivers in Surabaya who have been in business for a minimum of three months. Purposive sampling, a non-probability sample technique, was used. In accordance with the recommendation of (Hair et al., 2021), the sample size was determined using a ratio of five to ten respondents per research indicator. This ratio-based approach is widely adopted in PLS-SEM studies within

the social and management sciences, as it balances statistical power with the practical constraints of primary data collection (Hair et al., 2021). In addition, the use of a five-point Likert scale in this study follows the guidelines proposed by (Sugiyono, 2023), who states that the Likert scale is appropriate for measuring individuals' perceptions, attitudes, and opinions toward social or organizational phenomena, making it suitable for capturing drivers' perceptions of occupational safety, job satisfaction, and performance. Based on the nine indicators employed in this study, a total of 90 respondents were obtained.

Data was collected through online questionnaires distributed using Google Forms through social media. Screening questions were entered to confirm the respondent's status as an active InDrive driver in Surabaya with a minimum of three months of Service, and unqualified responses were issued. Data collection was conducted during the month of June 2026. The collected responses were screened for completeness before being analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software, where reflective constructions were evaluated using measures of reliability and validity, while formative constructions were assessed using outer weights and multicollinearity.

IV. Result and Discussion

4.1. Respondent Characteristics

Male respondents constituted the majority of the sample, accounting for 87.8% of all participants. In terms of age, the dominant group was aged 20–25 years (46.7%), indicating that most inDrive drivers in Surabaya are in the productive age range. Regarding education, most respondents were Senior High School graduates (48.9%). In terms of length of work, the dominant group had been working as inDrive drivers for 1–2 years (35.6%), suggesting that most respondents already possess sufficient experience in understanding the operational system of the platform. Regarding employment status, the majority of respondents considered their work as inDrive drivers as a secondary occupation (75.6%), reflecting the flexible nature of the platform that allows drivers to earn additional income without disrupting their main activities.

4.2. Data Analysis

a. Outer Loading

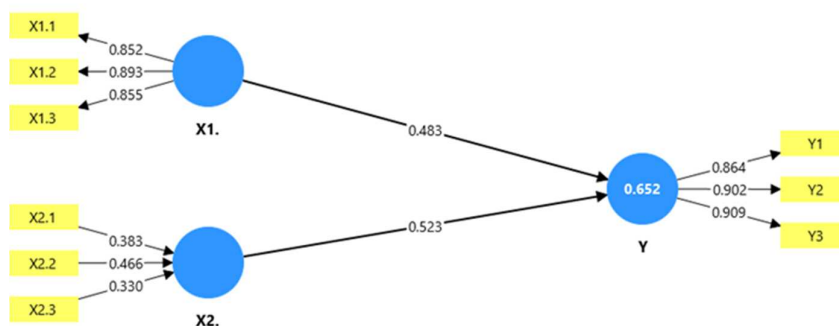


Figure 3. PLS-SEM Measurement and Structural Model

Based on the PLS output figure above, the measurement model demonstrates satisfactory results across all reflective constructs. For the Occupational Safety variable (X1), all indicators recorded loading factor values above the recommended threshold of 0.70, with Work Pressure (X1.2) showing the highest loading factor (0.893), followed by Safety Rules (X1.3) at 0.855 and Communication and Support (X1.1) at 0.852. Similarly, all indicators of the Driver Performance variable (Y) exceeded the threshold of 0.70, with Timeliness (Y3) recording the highest loading factor (0.909), followed by Work Quantity (Y2) at 0.902 and Work Quality

(Y1) at 0.864. These findings indicate that the reflective constructs satisfy the requirements for convergent validity and reliably represent their respective latent variables.

Regarding the Job Satisfaction variable (X2), which was modeled as a formative construct, the evaluation was based on outer weight values rather than loading factors. All formative indicators showed significant contributions ($p < 0.05$), indicating that they adequately form the construct. Among them, Operating Procedures (X2.2) recorded the highest outer weight (0.466), followed by Wage (X2.1) at 0.369 and Nature of Work (X2.3) at 0.330, suggesting that Operating Procedures contributed the most to the formation of the Job Satisfaction construct. To further evaluate the measurement model, collinearity among the formative indicators was assessed using the Variance Inflation Factor (VIF). The results are presented in Table 2.

Table 2. Collinearity Statistics

Variabel	Indicator	VIF
Occupational Safety (X1)	X1.1	1.926
	X1.2	2.279
	X1.3	1.800
Job Satisfaction (X2)	X2.1	1.874
	X2.2	1.803
	X2.3	1.547
Performance (Y)	Y1	2.003
	Y2	2.575
	Y3	2.615

As shown in Table 2, all Variance Inflation Factor (VIF) values for the formative indicators of the Job Satisfaction construct are below the recommended threshold of 5.00, indicating that multicollinearity is not a concern. These results confirm that each formative indicator provides a distinct contribution to the construct and can be retained for further analysis. Having established the absence of collinearity among the formative indicators, the evaluation of the measurement model was continued by assessing the reliability and convergent validity of the reflective constructs, as presented in Table 3..

Table 3. Reliability Test

Indicator	Cronbach's alpha	Composite Reliability	Average Variance Extracted
Occupational Safety (X1)	0.834	0.900	0.751
Driver Performance (Y)	0.871	0.921	0.795

The measurement model assessment for all reflective constructs yielded results that meet the established standards for both reliability and convergent validity. Regarding the Occupational Safety variable (X1), the internal consistency evidence was strong, with Cronbach's Alpha standing at 0.834, Composite Reliability at 0.900, and an AVE value of 0.751. A comparable pattern emerged for the Driver Performance variable (Y), which returned a Cronbach's Alpha of 0.871, Composite Reliability of 0.921, and AVE of 0.795. Given that each of these figures clears the respective benchmarks a minimum of 0.70 for reliability indices and 0.50 for AVE as outlined by (Hair et al., 2021) the reflective constructs employed in this investigation are deemed to possess adequate reliability and to meet the requirements for convergent validity. Taken together, these outcomes affirm that the selected indicators consistently and accurately reflect their underlying latent constructs, lending credibility to the measurement framework prior to structural analysis.

b. Inner Model

Table 4. R-Square Results

	R-square
Performance (Y)	0.652

As shown in Table 4, the Driver Performance construct (Y) has an R-square value of 0.652, indicating that Occupational Safety and Job Satisfaction explain 65.2% of the variance in driver performance. This result demonstrates moderate explanatory power, suggesting that both variables make substantial contributions to variations in the performance of inDrive drivers in Surabaya. The remaining 34.8% of the variance may be explained by other factors that were not included in this study. To further evaluate the contribution of each exogenous construct, the effect size (f-square) assessment further reinforces the evaluation of the structural model. The Occupational Safety construct (X1) produced an F-Squared value of 0.613 in relation to Driver Performance (Y), while the job satisfaction construct (X2) showed a relatively stronger contribution with an f-Squared value of 0.720. Following the guidelines (Hair et al., 2021), both values indicate that each independent variable makes a substantial contribution to explaining driver performance. Following the evaluation of the structural model, hypothesis testing was conducted using the bootstrapping procedure to examine the significance of the proposed relationships between the constructs. The results of the hypothesis testing are presented in Table 5.

Table 5. Path Coefficients and P-Values

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Occupational Safety (X1) → Kinerja (Y)	0.483	0.502	0.104	4.624	0.000
Job Satisfaction (X2) → Kinerja (Y)	0.523	0.507	0.102	5.114	0.000

Based on the test results, both hypotheses in this study were accepted. The first hypothesis indicates that workplace safety has a positive and significant effect on driver performance. This finding suggests that the better the workplace safety perceived by inDrive drivers, the higher the performance they achieve in carrying out their work. Furthermore, the second hypothesis shows that job satisfaction has a positive and significant effect on driver performance. This indicates that increased job satisfaction among drivers contributes to improved performance in their roles as inDrive partners.

4.3. Discussion

a. The Effect of Occupational Safety on Performance

Based on the results of this study, workplace safety affects the performance of inDrive drivers in the city of Surabaya. Among the indicators, Work Pressure recorded the highest factor loading, suggesting that the time pressure generated by inDrive application timer feature is the most dominant aspect shaping the occupational safety construct. This timer system encourages some drivers to exceed safe speeds amid Surabaya's congested traffic conditions, thereby increasing accident risks. The respondent profile predominantly male drivers aged 20–25 years further reinforces this finding, as this demographic exhibits high work mobility while remaining particularly vulnerable to safety risks. The relationship between occupational safety and performance is evident in the Timeliness indicator, which recorded the highest factor loading among all performance indicators. Drivers who receive adequate safety communication and support from the platform tend to be more confident in their driving behavior, enabling them to complete orders on time without compromising road safety. These results align with (Mahdi et al., 2023), who found that occupational

safety positively affects driver performance, although in the context of reward and punishment mechanisms within a more conventional employment setting. The present study offers a more platform-specific explanation by isolating the inDrive timer feature as a distinct safety-related stressor unique to gig-based transportation work. This finding is further supported by Heinrich's Domino Theory, which posits that controlling any single risk factor in the accident chain directly enhances work effectiveness and employee performance (Aristriyana & Ferdian, 2022).

b. The Effect of Job Satisfaction on Performance

Based on the results of this study, job satisfaction influences the performance of inDrive drivers in the city of Surabaya. The results suggest that drivers who experience greater job satisfaction tend to demonstrate higher levels of performance in fulfilling their responsibilities as inDrive partners. Among the observed indicators, operational procedures emerged as the most influential factor, indicating that drivers' satisfaction is strongly associated with the operational policies implemented by the platform. Although the nature of work received the highest mean score, reflecting drivers' appreciation of the flexibility offered by inDrive, operational procedures contributed the most to overall job satisfaction. This suggests that drivers place greater emphasis on fair and transparent operational policies, as these directly influence their motivation, consistency, and ability to complete orders on time. This finding is also consistent with (Indah Wahyuni & Eko Cahyono, 2022), who reported a similar effect among Grab drivers in Surabaya, reinforcing the generalizability of job satisfaction as a performance determinant within the city's online transportation sector. However, the specific hygiene factors driving satisfaction may differ across platforms, given that inDrive's fare negotiation mechanism and commission structure differ from Grab's fixed-fare system. Furthermore, the results support two-factor theory, which explains that the fulfillment of hygiene factors, such as organizational policies and operational procedures, enhances job satisfaction and ultimately improves employee performance (Ginting, 2026). The findings imply that online transportation platforms should continuously evaluate and improve their operational systems to maintain driver satisfaction and achieve better service performance. Taken together, these findings indicate that occupational safety and job satisfaction represent complementary determinants of driver performance in app-based ride-hailing services. While occupational safety enables drivers to perform their duties under safer working conditions, job satisfaction supports positive work attitudes toward the platform. Therefore, platforms should pay attention to both aspects to support consistent and sustainable driver performance.

V. Conclusion

In line with the research objective of examining the effects of occupational safety and job satisfaction on the performance of inDrive drivers in Surabaya, this study concludes that both occupational safety and job satisfaction have a positive and significant influence on driver performance. Better occupational safety creates a safer working environment that enables drivers to perform their duties more effectively while minimizing work-related risks, whereas higher job satisfaction encourages greater responsibility, better service quality, and more consistent work performance. These findings suggest that occupational safety and job satisfaction are important determinants of driver performance in the gig economy. Therefore, digital transportation platforms such as inDrive should strengthen occupational safety by adjusting the pickup timer feature according to real-time traffic conditions. In addition, the platform should improve job satisfaction by increasing the transparency of fare components. These strategies are expected to improve driver productivity, service quality, and the sustainability of platform-based transportation services. This study has several limitations that should be acknowledged. First, the sample was limited to 90 inDrive drivers in Surabaya selected through purposive sampling, which may not fully represent drivers in other cities with different traffic conditions or platform policies. Second, the cross-sectional design captures drivers' perceptions at a single point in time. Third, this study relies on self-reported perceptual data, which may be subject to social

desirability bias. Finally, the unexplained variance of 34.8% suggests that other factors beyond occupational safety and job satisfaction may further explain variations in driver performance.

References

- Adinda, T. N., Firdaus, M. A., Agung, S., Manajemen, P. S., Bisnis, E., & Khaldun, U. I. (2023). Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan. 1, 134–143.
- Aditiya, I. M. (2023). Layanan Ojek Online Pilihan Masyarakat Indonesia. GoodStats. <https://goodstats.id/infographic/layanan-ojek-online-pilihan-masyarakat-indonesia-jbPbU>
- Alfathi, B. R. (2025). Jatim dan Jateng Jadi Daerah Paling Rawan Kecelakaan Lalu Lintas. GoodStats. <https://data.goodstats.id/statistic/jatim-dan-jateng-jadi-daerah-paling-rawan-kecelakaan-lalu-lintas-tTdkT>
- Aristriyana, E., & Ferdian, D. (2022). Identifikasi Potensi Bahaya Menggunakan Metode Job Safety Analysis Pada Konveksi CV. Jasa Karya Nusantara Banjarsari. Jurnal Industrial Galuh, 4(1). <https://doi.org/https://doi.org/10.25157/jig.v4i1.3008>
- Fakhriyah, P. (2020). Pengaruh Layanan Transportasi Online (Gojek) Terhadap Perluasan Lapangan Kerja Bagi Masyarakat. JURNAL COMM-EDU, 3, 34–41.
- Ginting, M. B. B. (2026). Literature Review : Teori Dua Faktor Herzberg dan Kinerja Karyawan. 5(1), 275–288.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM).
- Harahap, J. B., Febri, E., & Tarigan, N. M. R. (2025). Pengaruh Keselamatan dan Kesehatan Kerja (K3) dan Kepuasan Kerja Terhadap Kinerja Karyawan PT . Sinar Perdana Caraka Riau. 5(1), 17403–17413.
- Hasibuan, R. (2017). Pengaruh Kesehatan Dan Keselamatan Kerja, Pelatihan Dan Kerja Tim Terhadap Kinerja Tenaga Medis Di Rumah Sakit Budi Kemuliaan Batam. Jurnal Dimensi, 6(2), 323–340. <https://doi.org/https://doi.org/10.33373/dms.v6i2.1054>
- Ifrah, A. (2023). Pengembangan Alat Ukur Kepuasan Kerja dalam Pengaturan Kerja Teleworking. 9623, 671–682.
- Indah Wahyuni, S., & Eko Cahyono, K. (2022). Pengaruh motivasi, kepuasan kerja dan fleksibilitas kerja terhadap kinerja driver grab di surabaya.
- Kurnia, R., & Ginting, S. (2026). The Role of Social Support in the Relationship Between Job Insecurity and Turnover Intention Among Gen-Z Online Motorcycle Taxi Drivers in Pontianak City. Golden Ratio of Human Resources Management, 6(2), 547–562. <https://doi.org/https://doi.org/10.52970/grhrm.v6i2.2274>
- Mahdi, R. F. EL, Setiawati, I., Hesty, R., & Puspitasari, U. (2023). Pengaruh Reward , Punishment , Dan Keselamatan Kerja Terhadap Kinerja Driver. Manabis (Jurnal Manajemen Dan Bisnis), 2(1), 1–9. <https://doi.org/https://doi.org/10.54259/manabis>
- Pratama, R. G., & Asmadi, I. (2025). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Driver Online Cengkareng Timur. 4(3), 3507–3516.
- Sari, D. A. P., & Wardani, E. S. (2025). Pengaruh K3 (Keselamatan Kesehatan Kerja) Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Maxley Bumi Serpong Damai (BSD) Tangerang. 3(8), 627–638.
- Silaen, N. R., Syamsuriansyah, Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyruroh, A., Satriawan, D. G., Lestari, A. S., Arifudin, O., Rialmi, Z., & Putra, S. (2021). Kinerja Karyawan. Sugiyono. (2023). Metode Penelitian Kuantitatif Kualitatif dan R&D (Cetakan Ke).
- Sunarya, F. R. (2022). Implementasi Teori Motivasi Frederick Herzberg Dalam Sebuah Organisasi. 9(3), 909–920. <https://doi.org/10.15408/sjsbs.v9i3.25915>
- Suprayetno, D., Kusmayadi, I., Suryatni, M., Nururly, S., & Nurmayanti, S. (2025). Pengaruh Hygiene Factor dan Motivator Terhadap Kepuasan Kerja dan Kinerja Karyawan Pada Mitra Kerja PT . PLN (PERSERO) Unit Induk Pembangunan (UIP) Nusa Tenggara. 6(1), 45–50.
- Tahapary, K. Y., & Laksono, A. R. (2025). The Effect of Safety Leadership on Safety Compliance : The Mediation

- Role of Safety Behaviors and Safety Motivation. *Golden Ratio of Human Resources Management*, 5(2), 436–448. <https://doi.org/https://doi.org/10.52970/grhrm.v5i2.1328>
- Tampubolon, E. P., Salmah, N. N. A., & Mafra, N. U. (2022). Pengaruh Keselamatan Kesehatan Kerja (K3) dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Pacific Global Utama Desa Tanjung Lalang Kabupaten Muara Enim. 19, 154–163.
- Ubaidillah. (2018). Peran Motivasi Sebagai Mediasi Terhadap Hubungan Pengawasan Dan Kinerja Karyawan (Studi Kasus Pada Pt. Asuransi Central Asia Cab. Jambi). *EKSIS: Jurnal Ilmiah Ekonomi Dan Bisnis*, 9(2), 161–164. <https://doi.org/http://dx.doi.org/10.33087/eksis.v9i2.144>
- Utami, N. D. (2017). Pengaruh keselamatan kerja terhadap kinerja karyawan melalui lingkungan kerja (studi pada divisi industri pt. barata indonesia gresik). 5, 1–8.
- Woodcock Jamie, G. M. (2020). The Gig Economy.
- Yonatan, A. Z. (2025). Indonesia Jadi Pengguna Transportasi Online Terbesar 2024. GoodStats. <https://goodstats.id/article/indonesia-jadi-pengguna-transportasi-online-terbesar-2024-sn07c>