

The Effect of Internal Conflicts, Incentive Bonuses and Safety Riding on Job Satisfaction on The Performance of ShopeeFood Drivers In Malang City

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ABSTRACT

This study examines the factors affecting the performance and job satisfaction of ShopeeFood drivers in Malang City, Indonesia, in the context of the rapid growth of Shopee's marketplace. The research focuses on several variables, including internal conflicts, incentive bonuses, safety riding, and job satisfaction. The results reveal that internal conflicts significantly affect driver performance (P value = 0.012) but do not significantly impact job satisfaction (P value = 0.327). Incentive bonuses have a significant positive effect on both driver performance (P value = 0.018) and job satisfaction (P value = 0.020). Safety riding is also found to significantly impact both performance (P value = 0.024) and job satisfaction (P value = 0.027). Furthermore, job satisfaction significantly affects driver performance (P value = 0.03). The findings suggest that while incentive bonuses and safety measures are crucial for improving both performance and satisfaction, internal conflicts play a more complex role. This research provides valuable insights for ShopeeFood and similar companies in optimizing driver performance by addressing internal conflicts and reinforcing safety measures, as well as enhancing incentive schemes to improve both job satisfaction and operational efficiency.

Keywords: internal conflict, incentive bonus, safety riding, job satisfaction and performance

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INTRODUCTION

Currently, Indonesia is experiencing very rapid technological progress, as seen from the expansion of the industry. This is what makes the competition in the business world even fiercer because different organizations are expected to have business acumen by using different tactics to market their goods. It is essential for individuals to utilize technology more effectively in this era of globalization because technology, such as the internet, has become essential to the surrounding environment.

As technology has become integrated with human needs and become a lifestyle, transportation and industrial growth have always been closely linked to technical advancements. "The era of transportation growth is manifested in the form of advances in transportation tools that always follow and support breakthroughs in transportation technology," M. Nur Nasution (2004). Currently, there are several applications such as ShopeeFood that provide services to order food as a result of technological advancements. To use this service, namely by using ShopeeFood which must be paid in cash or via Shopeepay. This cannot be prevented because it is an agreement of the international community, namely anyone of any color in the world can work anywhere according to their respective qualifications.

In 2020 Shopee added two features that are quite significant and are now widely used by the public, namely Shopeepay and ShopeeFood. With such rapid development and use,

shopee is now one of the largest marketplaces in Asia. The impact of the application system is very felt for the community. On the other hand, the government is also greatly helped by the application, because it helps create jobs for the community. Andi Riswanda (2019). The strong public interest in working as a ShopeeFood driver can be seen from the many driver associations in Malang City and from the number of drivers that continue to increase every year.

Shopeefood services are very popular with the upper middle class because they are very practical and efficient, only based on a cellphone we can access the ShopeeFood service on the Shopee application, then when we order food or drinks, the ShopeeFood Driver will pick up the food or drink we ordered, and just wait at home the driver will deliver the order we purchased. In addition to providing convenience for customers, it also provides more convenience for drivers because every driver order receives a bonus from the company.

The convenience, comfort, and sophistication of the system make ShopeeFood Driver superior, but the ShopeeFood Driver application still has weaknesses so that fraud can occur by some rogue individuals. Fraud that occurs can come from the Driver and can also be from customers. The provision of bonuses to drivers turns out to have a positive impact on drivers also has a negative impact because with this bonus, many Shopee Food drivers cheat on the ShopeeFood driver application which can be called Fake Gps.

Fake gps is a manipulative application that is made similar to the ShopeeFood driver application, where in the application has been developed by someone to cheat. The benefits are for personal gain, but in a way that is not in accordance with existing regulations. Among drivers, the fake gps application is commonly called the tuyul application or Ghost application, there are a lot of tuyul applications used by ShopeeFood Drivers, one of which is the Danboll fakegps application. However, for the Shopee Food application above, we need to register and download the application in the telegram group. And this application cannot be found on the google play store platform, or not developed on the google play store. The special thing about this application is that we don't have to bother to root our smartphone, because the application can be run on a non-rooted smartphone.

How to use the Fake application is very easy, after we download and register our account, the first thing we log in to the application then log in with the personal data that has been registered, after we successfully log in then we go to the settings, to allow the application to work. After that, we re-enter the fake Gps application to direct our location point to the restaurant where we want to take orders at the restaurant. After the location point, we direct to the restaurant we are heading to. Wait a few moments until we get an order notification from the person who ordered at the restaurant we are going to.

In the above way, we are very easy to get an order, without us having to go to the restaurant to wait for uncertainty whether we will get the order or not. Using a fake gps application is very beneficial to the income of ShopeeFood drivers, but doing such a thing is very unacceptable, right, because this act is fraudulent and unethical. Unsportsmanship between friends when carrying out work, by gaining personal benefits and of course these actions cause internal divisions in work. From this, many drivers create small groups to look for people who use prohibited applications and that is based on the incompetence of Shopee who cannot handle security on the application system.

Another mistake of the ShopeeFood company that causes conflicts is that it wants profits without caring about their human resource workforce. There are still job vacancies that are not closed. As a result, there are many new drivers, so that the competition is getting tighter, and the orders given by the company are getting smaller because the orders are divided equally. Although this is very good, because it provides jobs. However, because there are many Shopee Food drivers in Semarang, the orders given are getting fewer, so their income

decreases because it is not suitable to buy their daily needs. And from this is what causes some Shopee Food drivers to use the Fake Gps application.

Incentives are compensation that links salary to productivity. Monetary rewards are given as incentives for employees who go beyond their work. Incentives are rewards and rewards given by companies to motivate employees who are not fixed in nature to increase employee productivity and motivation (Adiati & Saroyo, 2022)

Of course, drivers must also pay attention to the condition of the motorcycle every month to go to the repair shop. The existence of incentives, of course, is very helpful for the needs of families and motorcycle needs of these drivers. Confirmed from the results of interviews, other drivers operating in Dinoyo still complained about the changing incentives which were considered to be increasingly burdensome for drivers. Drivers are worried about system updates that are so frequent that it has an impact on their daily income.

The frequent changes made can cause anxiety for drivers, Drivers are sometimes forced to work harder and erratic with longer working days as a result of the unclear system that drivers complain about. This makes drivers anxious about their daily income. Likewise, ShopeeFood's low rates and the difficulty of applying for fictitious order insurance when drivers get fictitious orders from irresponsible customers. Their great hope is that ShopeeFood does not always change the incentive scheme, especially to reduce the bonus obtained from the points that have been collected from each completed order. Because according to them, incentives have a great effect on their performance and income every day, if the targets set are still easy to achieve, of course they are more active in working every day.

For online motorcycle taxi drivers, traffic accidents experienced can be categorized as work accidents. There are many theories about the causes of work accidents, one of which is the theory of three main factors, which states that work accidents occur due to 3 main factors, namely humans, tools, and the work environment. 7 Based on the preliminary study that has been carried out, online motorcycle taxi drivers already have and use equipment that meets the standards because it is required by the service provider company. However, for human and environmental factors, there are still things that can be at risk of causing work accidents, namely safety riding behavior factors and psychological environmental factors that can cause work stress.

In the city of Malang, there are many drivers who do not comply with traffic rules and do not use attributes in accordance with the SOPs that have been implemented so that this makes drivers experience accidents, one example that can be taken is the number of shopee drivers who do not use motorcycles registered with Shopee and do not wear helmets in accordance with the driving standard.

This research was carried out in Malang City, East Java. Because he wanted to find out how much influence internal conflicts, incentive bonuses, and safety riding had on consumer satisfaction, the researcher took the title. Based on the description above, the author hopes to carry out research "The Effect of Internal Conflicts, Incentive Bonuses and Safety Riding on Job Satisfaction on the Performance of ShopeeFood Drivers in Malang City".

Rabbani, A.A. & Bagasworo, W (2024) in their research entitled The Effect of Work Stress, Incentive and Motivation Programs on the Performance of Online Motorcycle Taxi Drivers, the results of this study are an analysis showing that work stress does not have a negative effect on the performance of ShopeeFood drivers. The Incentive Program has a positive and significant effect on the performance of ShopeeFood drivers. Work motivation has a positive and significant effect on ShopeeFood driver performance

Wahid Nur Hidayat (2016) in his research entitled Internal Conflict Between Management and Gojek Surabaya Drivers, the result of this research is that there is a fictitious order game carried out by gojek drivers to get Go Food bonus points. As a result, the gojek operator suffered losses and took strict action against gojek drivers by applying fine sanctions.

However, the policy was considered detrimental to the Gojek drivers, so there was a protest to the management. To resolve the conflict, mediation was held between the two parties, as a result of which the management was willing to reactivate the suspended driver's account, but with the condition that they had to pay the fine imposed first.

Yuliana Safitri and Rudiarno (2024) in their research entitled *The Influence of Communication and Internal Conflict on Employee Performance of Pt Industrial Robotic Automation Surabaya*, the result of this study is that simultaneously communication and internal conflicts have a significant effect on employee performance. Therefore, it is recommended for companies to pay attention to the condition of communication and internal conflicts from employees so that employee performance is maintained

Khofipah Indra Para Wansa (2024) in his research entitled *The Effect of Incentives on Shopeefood Online Driver Performance Through Job Satisfaction as an Intervening Variable*. The results of this study are The results of the study concluded that 1) incentives have a positive and significant effect on performance, 2) incentives have a positive and significant effect on job satisfaction, 3) job satisfaction has a positive and significant effect on performance, 4) job satisfaction positively and significantly mediates the effect of incentives on performance.

Rahmat Kevin Suyono (2023) in his research entitled *The Influence of Work Environment and Incentives on Employee Performance at Fif Bima* The results of this study are The results of the analysis using the t-test can be found that the independent variable, namely the Work Environment (X1) has a significant effect on the Performance of Employees (Y), and the Incentive (X2) has a significant effect on the dependent variable, namely Employee Performance (Y). Then the results of the analysis using the F test can be found that the two independent variables, namely Work Environment (X1), and Incentive (X2) simultaneously have a significant effect on the dependent variable, namely Employee Performance (Y)

The objectives of this research are to analyze and prove the significance of various factors affecting Shopeefood drivers in Malang City, including the impact of internal conflict on customer satisfaction, the influence of incentive bonuses and safety riding on job satisfaction, the effect of internal conflict, incentive bonuses, and safety riding on performance, and the relationship between job satisfaction and performance. The study aims to benefit PT Shopee International Indonesia by providing insights to improve the welfare of Shopeefood drivers through cash incentives and social assistance, aiding in the formulation of mutually beneficial policies. It also seeks to motivate drivers to compete healthily and enhance service efficiency and timeliness. For authors and students, the research leverages technological advancements to apply relevant theories and provides valuable knowledge for business development. Additionally, the findings are expected to serve as a resource for Universitas 17 Agustus 1945, offering new information and guidance for future research on topics related to Shopeefood driver remuneration.

METHOD

This study is an explanatory causal research that will explain the causal relationship between exogenous variables (internal conflicts, incentive bonuses and safety riding) to endogenous variables (job satisfaction and employee performance). The respondents in this study were 150 Shopeefood drivers who were selected from a population of 900 people through random sampling techniques. Furthermore, the data obtained will be analyzed using SEM with the Smart PLS program.

RESULTS AND DISCUSSION

Analysis of Research Results

Before further data analysis is carried out, a validity and reality test will be carried out to ensure that the data to be further processed is valid and variable, while the test can be explained as follows:

Validity Test

Validity is a degree of accuracy of the research measuring tool about the actual content being measured. Item validity analysis aims to test whether each question item is really valid, at least we can establish a high degree of proximity of the data obtained to what we believe in the measurement. As a measurement tool used, this analysis is carried out by correlating the item score with the total item score. If the correlation between each variable and the total number of variables as a whole is less than the significance level of 0.05, the variable is declared valid. The full validity test results are in table 1 as follows

Table 1. Validity Test

Variable	Items	<i>Pearson Correlation</i>	Sig.	Information
Internal Conflict (X1)	X1.1	0,643	0,000	Valid
	X1.2	0,636	0,000	Valid
	X1.3	0,702	0,000	Valid
	X1.4	0,673	0,000	Valid
	X1.5	0,727	0,000	Valid
	X1.6	0,717	0,000	Valid
	X1.7	0,673	0,000	Valid
	X1.8	0,627	0,000	Valid
Bonu incentives (X2)	X2.1	0,717	0,000	Valid
	X2.2	0,526	0,000	Valid
	X2.3	0,726	0,000	Valid
	X2.4	0,578	0,000	Valid
<i>Safety riding</i> (X3)	X3.1	0,777	0,000	Valid
	X3.2	0,656	0,000	Valid
	X3.3	0,701	0,000	Valid
	X3.4	0,578	0,000	Valid
	X3.5	0,777	0,000	Valid
	X3.6	0,656	0,000	Valid
	X3.7	0,701	0,000	Valid
	X3.8	0,601	0,000	Valid
Job satisfaction (Z)	Z.1	0,630	0,000	Valid
	Z.2	0,558	0,000	Valid
	Z.3	0,707	0,000	Valid
	Z.4	0,578	0,000	Valid
	Z.5	0,409	0,000	Valid
	Z.6	0,840	0,000	Valid
	Z.7	0,678	0,000	Valid
	Z.8	0,709	0,000	Valid
Driver performance (Y)	Y.1	0,603	0,000	Valid
	Y.2	0,634	0,000	Valid
	Y.3	0,622	0,000	Valid
	Y.4	0,650	0,000	Valid
	Y.5	0,595	0,000	Valid
	Y.6	0,558	0,000	Valid
	Y.7	0,703	0,000	Valid
	Y.8	0,535	0,000	Valid

Source: SPSS analysis results appendix

Based on table 1, it is shown that all the validity of the question variables for each dimension is said to be valid if the correlation with a significant value is below 0.05 or a significance of 5%. From the results above, it can be seen that the significant value of all questions is less than the predetermined significant value of 0.05. Thus, it can be concluded that every statement contained in the questionnaire can be understood by the respondents, or it can be said that the data obtained is valid.

Reality Test

Reliability tests are carried out to determine the consistency of whether the measuring instrument is reliable or not. The measuring tool has high reliability if in several measurements of the same group of subjects the results are relatively consistent. SPSS provides facilities to measure reliability with statistical tests *Cronbach Alpha* (α). A construct or variable is said to be reliable if it provides a value of *Cronbach Alpha* > 0.60. *The results of reliability data processing are in the appendix. A summary is presented in table 2 as follows:*

Table 2. Reliability Tests for Sampling

Variable	Number of Items	Cronbach's Alpha	Information
Internal conflicts (X1)	8	0,828	Reliable
Bonus incentives (X2)	4	0,760	Reliable
Safety riding (X3)	8	0,821	Reliable
Job satisfaction (Z)	8	0,772	Reliable
Driver performance (Y)	8	0,718	Reliable

Source : SPSS analysis results

From the results of the SPSS calculation, it can be seen that each variable gives an *alpha cronbach* value above 0.700. *The alpha Cronbach value* is clearly above the minimum limit of 0.60, so it can be concluded that the measurement scale of internal conflict dimensions (X1), incentive bonus (X2), *safety riding* (X3), job satisfaction (Z) and driver performance (Y) has good reliability.

Results of Data Management with SmartPLS Structural Equation Model (SEM) Analysis

The quantitative analysis used in this study is path analysis or path analysis and SEM assumption test. This path analysis model is used Structural Equation Model (SEM) analysis is a set of analysis techniques that analyze the influence of several variables on other variables simultaneously. The analysis of the Structural Equation Model (SEM) path was chosen to determine the influence of service quality, price and family support on the loyalty of karate athletes at the Yogyakarta dojo. The analysis of the Structural Equation Model (SEM) path also proves the hypothesis of this research. The results of SEM analysis are as follows:

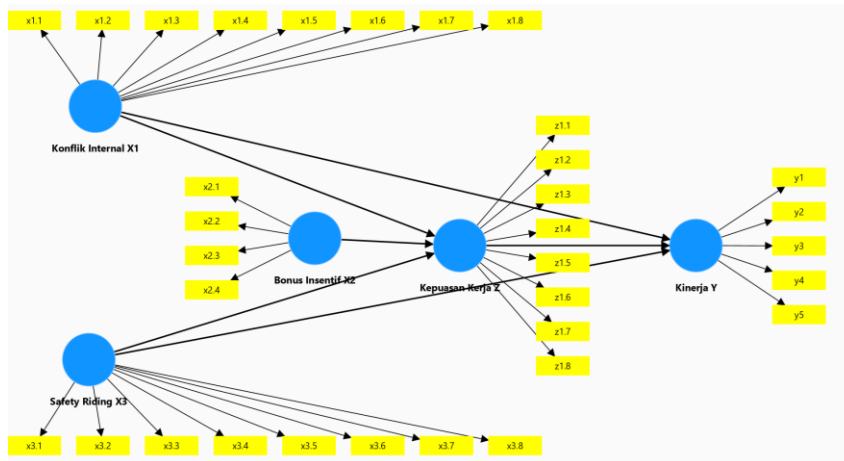


Figure 1 Structural Equation Model (SEM) Analysis

Analyzing SEM using smartPLS includes *Cronbach's alpha values*, *composite reliability*, *average variance extracted (AVE)*, R square, T statistics, and P values. These values can explain the final results of the research that is carried out in stages. An explanation of the results of the values obtained from data processing with smartPLS, as follows:

Evaluation of Measurement (Outer Model)

The outer model is a measurement model between one variable and another. In addition, the outer model specifies the relationship between variables and indicators. The results of the outer model in the smartPLS application can be seen from the value of construct reliability and validity. The construct reliability and validity values include Cronbach's alpha, composite reliability, and average variance extracted (AVE) values. The explanation of the construct reliability and validity value in this study is as follows:

Table 3. Construct Reliability and Validity Values

	Cronbach's	rho_A	Composite	Average
	Alpha		Reliability	Variance
				Extracted
				(AVE)
X1	0.828	0.836	0.885	0.659
X2	0.841	0.855	0.892	0.674
X3	0.860	0.876	0.905	0.706
Z	0.862	0.831	0.811	0.641
Y	0.818	0.821	0.880	0.649

Cronbach's alpha

Cronbach's alpha is a value that can determine whether a variable is said to be reliable or unreliable. *Cronbach's alpha* is a measure of reliability that has a value in the range of zero to one. The reliability level value of *cronbach's alpha* of at least 0.70 is said to be reliable with SmartPLS.

Based on the Construct Reliability and Validity table, it can be seen that this study has a Cronbach's Alpha value on individual characteristics variables of 0.7, work environment variables of 0.828., leadership style variables of 0.841, competency variables of 0.77 and employee performance variables of 0.860. The results show that all variables are said to be reliable and can be used for further research. The lowest Cronbach's alpha value in this study was the employee performance variable of 0.862 and the highest value was the paternalistic

leadership variable of 0.818. The diagram of Cronbach's alpha value in this study is as follows:

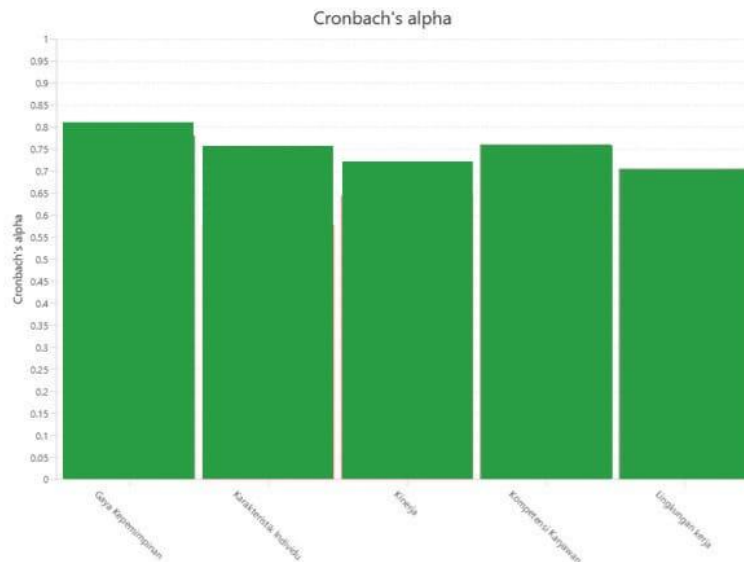


Figure 2. Cronbach's Alpha Diagram.

Composite reliability

Composite reliability That can be said to look at the internals *Consistency Reliability*. The measure of internal consistency of the indicators of a variable indicates the degree in another variable called *Consistency Reliability*. *Composite reliability* is one of the values to know the value of reliability. Value *composite reliability* high indicates the consistency value of each indicator in measuring its construction. Value *composite reliability* qualified as a determinant of variables that are said to be reliable, if the composite reliability value has a value of >0.70.

Based on the construct reliability and validity table, it can be seen that this study has a composite reliability value on the internal conflict variable of 0.85, the incentive bonus variable of 0.83, the variable *Safety Riding* 0.85, the job satisfaction variable was 0.89 and the driver performance variable was 0.75. The results state that all variables are reliable. The lowest composite reliability value in this study is the driver performance variable of 0.75 and the highest value is the job satisfaction variable of 0.89. The composite reliability value diagram obtained in this study is as follows:

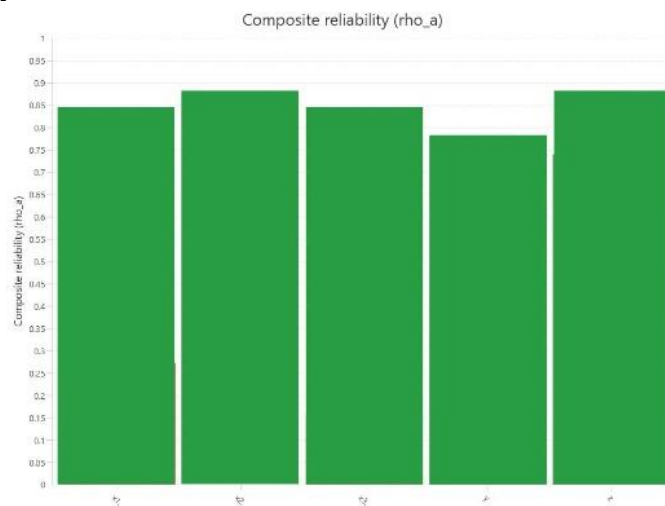


Figure 3 Composite Reliability Diagram

Average variance extracted (AVE)

AVE is a value that determines the validity value of a research instrument in SEM analysis using the smartPLS application. The AVE value describes the magnitude of the indicator that the latent variable can have, the larger the indicator in the latent variable, the greater the representation of the indicator to the latent variable. In line with Fornell and Larcker in Juliandi (2019: 73) recommend the use of AVE to measure the reliability of a construct as a criterion for assessing validity.

By table *construct reliability and validity*, it can be seen that this study has an AVE value on the X1 variable of internal conflict of 0.659, the X2 variable of incentive bonus of 0.674, the variable *Safety Riding* X3 is 0.706, the Z variable job satisfaction is 0.0641, and the Y variable is performance *Driver* by 0.649. The results state that all variables are valid and can be used as a tool to retrieve research data. The lowest AVE value in this study is the satisfaction variable and the highest value is the variable

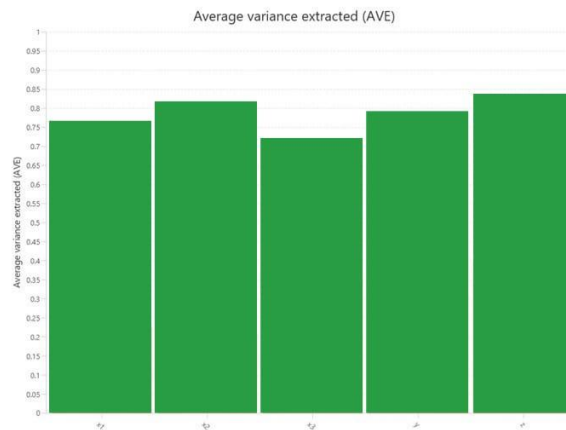


Figure 4 Extracted Variant Average Diagram (AVE)

Testing the Structural Model (Inner Model)

The inner model or inner measurement is called the structural model. An inner model is a model that specifies the relationship between latent variables. The values estimated for pathway relationships in structural models should be evaluated in terms of the strength and significance of the relationship. The inner model is nothing but the answer to the research hypotheses

Path Coefficients (bootstrapping)

Path coefficients are the value of the path coefficients or the magnitude of the relationship/influence of variables. If the value of the path coefficient is said to be positive, then the influence of a variable is said to be unidirectional. In addition, the value of an exogenous/free variable (affecting) is said to be positive, then the endogenous/bound (influenced) variable will also increase. As for the value of the path coefficient is said to be negative, the influence of a variable is in the opposite direction. The value of an exogenous/free variable is said to be negative, then the value of the endogenous/bound variable will decrease.

Bootstrapping is a procedure that solves abnormal data problems to obtain SEM results through statistical significance testing with path coefficients. Bootstrapping, in other words, can answer the research hypotheses by analyzing the value. Bootstrapping analysis can be seen from the T value of statistics compared to the T value of the table. The hypothesis is proven to be positively accepted or not, if the T value of statistics is greater than the T value of the table. In addition, it can be seen from the probability value (P values) to find out whether the value of the influence is said to be proven to be significantly accepted or not with a positive or not. P values are said to be significant, if the P values are less than

0.05 or 5% (P values < 0.05). The significance probability value (sig.) in the F test to answer all research hypotheses. The explanation of the results of path coefficients is as follows:

Table 4 Path Coefficients Results

	Original	Sample	Standard	T Statistics	P Values
	Sample	Mean	Deviation	(O/STDEV)	
	(O)	(M)	(STDEV)		
X1 -> Y	0.546	0.553	0.067	2.918	0.000
X2 -> Y	0.127	0.132	0.066	3.218	0.036
X3 -> Y	0.299	0.294	0.097	3.112	0.002
X1,2,3 -> Y	0.319	0.298	0.077	2.818	0.012

Based on the results of path coefficients, the hypothesis can be answered through R square values, T statistics, and P values. The explanation of the value of the path coefficients in this study is as follows:

R Square

R square is the value of an independent variable or independent variable that contributes to the bound variable or dependent variable. R square is also referred to as a determination coefficient that describes how far dependent data can be explained by independent data. In addition, r square is a coefficient of determination value that is useful for seeing how much influence is contributed by independent variables simultaneously (together) to the dependent variables.

- 1) R square is a measure of the proportion of variation in the value of the affected variable (endogenous) that can be explained by the influencing variable (exogenous). This is useful for predicting whether the structural model is good/bad. This study must find out the value of r square (r²) in multiple linear regression analysis to see how much the service quality and price variables contribute to satisfaction. In addition, it is also to find out how much the variables of service quality, price and family support contribute to the loyalty variable. The R square is valued between 0 and 1.00, with the provision that the closer to 1.00 (one) the better. The value of r square >0.70 is said to meet the minimum requirements, while the value of r square >0.80 is declared in the high/strong category. The result of the r square value is as follows:

Table 5. R Square Value Results

	R Square	R Square Adjusted
Z	0,674	0,682
Y	0.644	0.633

Based on the table of R square values with conditional conditions, the results of the r square value in this study can be described that the influence of variables X1,2,3 on variable Y is 0.633 and X1,2,3 on variable Z is 0.682 which means that the qualifying value in the category is rather low. The r square diagram in this study is as follows:

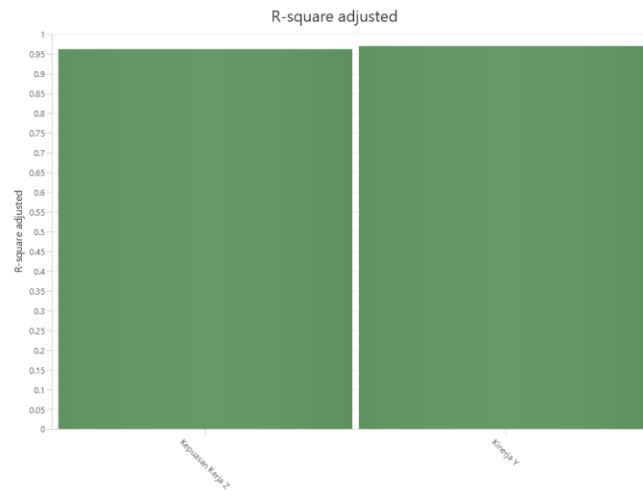


Figure 5. R Square Value Diagram

T Statistics

By table *path coefficients* (path coefficient), it can be seen that the positive probability value in the path coefficient test has answered the research hypothesis. The X1 variable has a positive effect on Y by 2,918 >1,985. The X1 variable has a positive effect on Z by 1,817 < 1,985. The X2 variable is positive for Y by 2,257 >1,985. The X2 variable is positive for Z by 3,218 >1,985. Variable X3 has a positive effect on Y by 2,772>1,985. Variable X3 has a positive effect on Y by 3,112>1,985 and there is Z against Y by 2,818>1,985. All results from data processing show that all hypotheses are proven to be accepted with positive values.

Nilai P Values

Based on the path coefficients table, it can be seen that the significance probability value (sig.) in the F test has answered the research hypothesis as a solution to the problem that occurred. The X1 variable has a positive effect on Y by 0.012 <0.05. The X1 variable has a positive effect on Z by 0.327>0.05. The X2 variable is positive for Y by 0.018<0.05. The X2 variable is positive for Z by 0.022 <0.05. The X3 variable has a positive effect on Y by 0.022 <0.05. Variable X3 has a positive effect on Y by 0.028<0.05 and there is an influence of Z on Y by 0.032<0.05. In line with the opinion of Yeung (2002: 9) stated that driver performance has a significant positive impact on the probability value. This shows that all hypotheses are proven to be accepted with significant positive values. As the basis for decision-making, the probability value < 0.05 or 5%, so it is said to have a significant effect between variables and other variables. Therefore, the requirement to be able to interpret the value of the determination coefficient in multiple linear regression analysis has been met.

Results of the Research Hypothesis Test

The hypothesis formulated in this study consists of 3 hypotheses. This can be proven by a probability value (P values) less or equal than $\alpha=5\%$ or 0.05, it can be concluded that the research hypothesis is proven to be significantly accepted/supported by the data of this study. In addition, it is possible to use the value of T statistics, where the value of T statistics is equal to or greater than the T of the table in this study. Based on SEM data analysis using SmartPLS, the results of hypothesis testing are obtained as follows:

Table 6. Research Hypothesis Test

Variable	T Statistics	P Values
X1-Y	2.918	0.012
X1-Z	1.817	0.327
X2-Y	2.257	0.018
X2-Z	3.218	0.022

X3-Y	2.772	0.022
X3-Z	3.112	0.028
Z-Y	2.818	0.032

The table above can be defined answering each research hypothesis. The research hypothesis can use the comparison between the T table (1,985) and the T statistics obtained by each hypothesis. The hypothesis is said to be proven to be accepted, if the T value of statistics is greater than the T value of the table. In addition, it can use P values (probability values). A hypothesis is said to be proven to be accepted, if the probability value (*P values*) is equal to or less than 0.50 (50%). The explanation of the results of the hypothesis test in this study is as follows:

The influence of internal conflicts on the performance of Malang City Shopefood Drivers

The first alternative hypothesis that has been put forward is that "the influence of internal conflicts on *Driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,918 > 1,985 (T table). In addition, the probability value (P values) is 0.012 < 0.05 or 5% (a). The results of the hypothesis test concluded that "There is a significant negative influence of internal conflicts on *Driver performance* .

The Effect of Internal Conflict on Job Satisfaction of Malang City Shopefood Driver

The second alternative hypothesis that has been put forward is that "the influence of internal conflicts on *Driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 1,817 < 1,985 (T table). In addition, the probability value (P values) is 0.327 > 0.05 or 5% (a). The results of the hypothesis test concluded that "There is no significant influence of internal conflict on job satisfaction.

The effect of incentive bonuses on the performance of Malang City Shopefood Drivers

The third alternative hypothesis that has been put forward is that "the effect of incentive bonuses on *driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,257 > 1,985 (T table). In addition, the probability value (P values) is 0.018 < 0.05 or 5% (a). The results of the hypothesis test concluded "There is a positive influence of incentive bonuses on driver performance significantly. Deep

The Effect of Internal Conflict on Job Satisfaction of Malang City Shopefood Driver

The fourth alternative hypothesis that has been put forward is that "the effect of incentive bonuses on *driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 3,218 > 1,985 (T table). In addition, the probability value (P values) is 0.022 < 0.05 or 5% (a). The results of the hypothesis test concluded "There is a positive effect of incentive bonuses on job satisfaction significantly.

The effect of safety riding on the performance of Malang City Shopefood Drivers.

The fifth alternative hypothesis that has been proposed is that "the effect of *safety riding* on *driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,772 > 1,985 (T table). In addition, the probability value (P values) is 0.022 < 0.05 or 5% (a). The results of the hypothesis test concluded "There is a positive influence of *safety riding* on *driver performance* significantly.

The Effect of Safety Riding Conflict on Job Satisfaction of Malang City Shopefood Drivers

The sixth alternative hypothesis that has been put forward is that "the influence of *Safety Riding* on *Driver performance*". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 3,112 > 1,985 (T table). In addition, the probability value (P values) is 0.028 < 0.05 or 5% (a). The results of the hypothesis test concluded that "There is a significant influence of *Safety Riding* incentives on job satisfaction.

The effect of job satisfaction on the performance of Malang City Shopefood Drivers.

The fifth alternative hypothesis that has been put forward is that "the effect of job satisfaction on driver performance". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,818 > 1,985 (T table). In addition, the probability value (P values) is 0.032 < 0.05 or 5% (α). The results of the hypothesis test concluded that "There is a positive influence of job satisfaction on *driver* performance significantly.

Recapitulation of hypothesis test results

The overall analysis of the hypothesis test can be concluded as follows:

Table 7. Recapitulation of hypothesis test results

Hypothesis	Explanation of the hypothesis	Hypothesis test results			Ket
		T Table	T Statistic	P Values	
H1	There is a negative influence of internal conflicts on <i>Driver performance</i>	1.985	2.918	0.327	Invalid
H2	There is a negative influence Negative influence on job satisfaction	1.985	1.817	0.027	Valid
H3	There is a positive influence of incentive bonuses on <i>Driver performance</i>	1.985	2.257	0.018	Valid
H4	There is a positive influence of incentive bonuses on job satisfaction	1.985	3.218	0.022	Valid
H5	There is a positive influence of safety riding on <i>driver performance</i>	1.985	2.772	0.022	Valid
H6	There is a positive influence of safety riding on job satisfaction	1.985	3.112	0.028	Valid
H7	There is a positive influence of job satisfaction on <i>driver performance</i>	1.985	2.818	0.032	Valid

Discussion of research results

The influence of internal conflicts on the performance of *Malang City Shopefood Drivers*

Hypothesis 1 (H1), internal conflicts have a significant effect on the performance of *Malang City Shopefood Drivers*. Based on the results of data processing in table 16, it is known

that the P value is 0.012. The results show that the P value < 0.05 can be concluded that internal conflicts have a significant effect on the performance of *Malang City Shopeefood Drivers.*, so that H1 in this study was accepted.

Based on Lewis Coser 2022, the conflict is stated by dividing it into two parts. External conflict is a conflict that occurs between two different groups, which will strengthen the conflicting group by providing clear boundaries with other groups. Meanwhile, according to Heidjrachman and Husnan (1992) in Setyowati (2017) research, performance is a work result that a person achieves in carrying out and completing the work charged to him, and performance includes work quality, reliability and work attitude. Research conducted by Yuliana Safitri and Rudiantno (2024) entitled "The Influence of Communication and Internal Conflict on Employee Performance of Pt Industrial Robotic Automation Surabaya" proves that the influence of internal conflict on performance has a significant effect.

The influence of internal conflicts on the performance of *Shopeefood Drivers* in Malang City is due to the many conflicts faced by *Shopeefood Drivers* so that the Driver's performance will be bad because of the things violated by the *Driver* himself.

The Effect of Internal Conflict on Job Satisfaction of Malang City Shopeefood Driver

Hypothesis 2 (H2), internal conflicts do not have a significant effect on the job satisfaction of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.327. The results show that the P value > 0.05 can be concluded that internal conflicts do not have a significant effect on the satisfaction of *Malang City Shopeefood Drivers.*, so that H2 in this study was rejected.

Based on Lewis Coser 2022, the conflict is stated by dividing it into two parts. External conflict is a conflict that occurs between two different groups, which will strengthen the conflicting group by providing clear boundaries with other groups. Whereas, according to Handoko (2020:193) defines job satisfaction as an employee's income that is pleasant or not regarding their work, that feeling can be seen from the good behavior of employees towards work and all things experienced by the work environment in the research of Sartika et al. (2022) entitled "Determination Of Job Satisfaction And Employee Performance: Analysis Of Communication And Work Conflicts" proves that internal conflicts on job satisfaction do not have a significant effect.

No influence of internal conflicts on job satisfaction *Driver Shopeefood* The city of Malang is caused by an influence that is not unidirectional, namely if work conflicts increase, employee job satisfaction will decrease. So that makes shopeefood drivers feel dissatisfied with what they get.

The effect of incentive bonuses on the performance of Malang City Shopeefood Drivers .

Hypothesis 3 (H3), incentive bonuses have a significant effect on the performance of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.018. The results show that the P value < 0.05 can be concluded that the incentive bonus has a significant effect on the performance of *the Malang City Shopeefood Driver.*, so that H3 in this study was accepted.

According to Sarwoto in Larasati (2018), incentives as part of the benefits, especially given to outstanding workers. Therefore, the existence of incentives can increase the enthusiasm to work in order to get incentives while according to Heidjrachman and Husnan (1992) in the research Setyowati (2017) Performance is a work result that a person achieves in carrying out, completing the work charged to him, and performance includes work quality, reliability and work attitude. In the research of Rabbani, A.A. & Bagasworo, W (2024) in their research entitled The Effect of Work Stress, Incentive and Motivation Programs on the Performance of Online Motorcycle Taxi Drivers.

Shopeefood drivers often get bonuses in the form of additional money both from *customers* and from *shopeefood*, which makes *Shopeefood drivers* more persistent in working to meet the targets set by the company.

The effect of incentive bonuses on job satisfaction of Malang City Shopeefood Drivers.

Hypothesis 4 (H4), incentive bonuses have a significant effect on job satisfaction of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.020. The results show that the P value of < 0.05 can be concluded that incentive bonuses have a significant effect on the job satisfaction of *Malang City Shopeefood Drivers.*, so that H4 in this study was accepted.

According to Sarwoto in Larasati (2018), incentives as part of the benefits, especially given to outstanding workers. Therefore, the existence of incentives can increase the enthusiasm to work in order to get incentives. Meanwhile, according to Handoko (2020:193) defines job satisfaction as an employee's income that is pleasant or not regarding their work, that feeling can be seen from the good behavior of employees towards work and all things experienced by the work environment in the research of Khofipah Indra Para Wansa (2024) in his research entitled The Effect of Incentives on Performance *Driver Online Shopeefood Through Job Satisfaction as an Intervening Variable* proves that the effect of incentive bonuses on job satisfaction has a significant effect.

With several services provided by the company to *shopeefood drivers*, it makes the drivers happier and more loyal in working as *drivers*.

The Effect of Safety riding on the performance of Malang City Shopeefood Drivers.

Hypothesis 5 (H5), *safety riding* has a significant effect on the performance of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.024. The results show that the P value of < 0.05 can be concluded that *safety riding* has a significant effect on the performance of *Malang City Shopeefood Drivers.*, so that the H5 in this study was accepted.

Sukiman (2017: 3) stated that every driver needs to instill safe driving behavior. Safe driving is the use of vehicles, such as bicycles, motorcycles, and cars with various efforts to avoid the risk of accidents. While Heidjrachman and Husnan (1992) in the research Setyowati (2017) Performance is a work result that a person achieves in carrying out and completing the work charged to him, and performance includes work quality, reliability and work attitude. Bernandin in the research Bagas Fajar Mahendra Yan Asmara 2024 entitled Factors Affecting Safe Driving Behavior (Safety Riding) in Online Motorcycle Taxi Drivers in Manado City. In the research of Raynaldo Fadel EL Mahdi, et al. (2022) entitled The Effect of Reward, Punishment, and Occupational Safety on the Performance of Grab Drivers in Semarang City, it proves that the influence of *safety riding* on performance has a significant effect.

Shopeefood drivers always use official attributes provided by the company so that in any condition they can work safely and well.

The Effect of Safety riding on Job Satisfaction of Malang City Shopeefood Drivers.

Hypothesis 6 (H6), *safety riding* has a significant effect on job satisfaction of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.027. The results show that the P value < 0.05 can be concluded that *safety riding* has a significant effect on job satisfaction performance of *Malang City Shopeefood Drivers.*, so that H6 in this study was accepted.

Sukiman (2017: 3) stated that every driver needs to instill safe driving behavior. Safe driving is the use of vehicles, such as bicycles, motorcycles, and cars with various efforts to avoid the risk of accidents. Meanwhile, according to Handoko (2020:193) defines job satisfaction as employee income that is pleasant or not regarding their work, that feeling can be seen from the good behavior of employees towards work and all things experienced by the work environment in the research of Bagas Fajar Mahendra Yan Asmara (2024) entitled The

Effect of Compensation, Health, and Occupational Safety, as well as Job Insecurity on Job Satisfaction, increased compensation and attention to health, and Occupational safety can increase job satisfaction of GrabBike partners in Malang City, proving that the influence of *safety riding* on job satisfaction has a significant effect.

Shopeefood drivers have an awareness of driving safety so that drivers always check the health of the motorcycle for the satisfaction of delivery to *customers*, besides that *drivers* also often bring safety in the form of bags to keep the orders *ordered by customers* in good condition.

The effect of job satisfaction on the performance of Malang City Shopeefood Drivers

Hypothesis 7 (H7), job satisfaction has a significant effect on the performance of *Malang City Shopeefood Drivers*. Based on the results of data processing in table 16, it is known that the P value is 0.032. The results show that the P value of < 0.05 can be concluded that job satisfaction has a significant effect on the performance of *Malang City Shopeefood Drivers*., so that H7 in this study was accepted.

According to Handoko (2020:193) defines job satisfaction as the employee's income that is pleasant or not about his or her job, that feeling can be seen from the good behavior of employees towards work and all things experienced by the work environment Spartkankan Heidjrachman and Husnan (1992) in the research Setyowati (2017) Performance is a work result that a person achieves in carrying out, completing the work charged to him, and performance includes the quality of work, reliability and work attitude. In the research of Ryan Maulana Ahmad and Mudji Kuswinar (2024) in their research entitled The Effect of Compensation and Job Satisfaction on the Performance of Gojek Drivers in the Gresik Region, it is proven that job satisfaction has a significant effect on performance.

CONCLUSION

The research concludes that internal conflicts significantly affect the performance of Shopeefood drivers in Malang City, with a P-value of 0.012, supporting the hypothesis. However, internal conflicts do not significantly impact job satisfaction, as indicated by a P-value of 0.327, rejecting the hypothesis. Incentive bonuses significantly influence both performance and job satisfaction, with P-values of 0.018 and 0.020, respectively, validating the corresponding hypotheses. Similarly, safety riding has a significant positive effect on both performance and job satisfaction, with P-values of 0.024 and 0.027, confirming its importance. Lastly, job satisfaction is found to significantly enhance performance, supported by a P-value of 0.032, underscoring the collective impact of internal conflicts, incentive bonuses, and safety riding on job satisfaction and overall performance.

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