Journal of Economics
AND MANAGEMENT SCIENTIES
https://jems.ink
ISSN 2655-1934 (print), 2655-6685 (online)

The Effect of Compensation, Work Discipline, and Work Motivation on Performance (A Study of Brand X Mobile Coffee Riders in Surabaya)

Dini Aprilia Rismasari[1], and Bowo Santoso[2]*

[1,2] *Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia*

Journal of Economics and Management Scienties is licensed under a Creative Commons 4.0 International License.

ARTICLE HISTORY
Received: 06 July 26
Final Revision: 19 July 26
Accepted: 23 July 26
Online Publication: 30 September 26

KEYWORDS
Compensation, Work Discipline, Work Motivation, Performance, Mobile Coffee

A B S T R A C T

This research is motivated by the importance of human resource management in improving performance in partnership-based work systems, especially for Brand X mobile coffee riders in Surabaya. Therefore, this study aims to analyze several factors that can affect rider performance, such as compensation, work discipline, and work motivation. The population in this study includes all active Brand X riders, totaling 119 riders. The sampling method used is nonprobability sampling with purposive sampling technique. The research sample consists of 98 active riders who have worked for at least 1 month. The analysis method used in this study is Partial Least Square (PLS). The results of the study indicate that compensation have a positif and significant effect on rider performance, work discipline has a negative and insignificant effect on the performance, and work motivation have a positive and significant effect on rider performance of Brand X mobile coffee riders in Surabaya. These findings suggest that improving rider performance can be achieved more effectively through the implementation of a fair and proportionate compensation system that reflects rider's actual working conditions, as well as through initiatives aimed at strengthening work motivation. In contrast, work discipline policies should be designed in accordance with the characteristics of a flexible partnership-based employment system.

KATA KUNCI
Kompensasi, Disiplin Kerja, Motivasi Kerja, Kinerja, Kopi Keliling

CORRESPONDING AUTHOR
bowo.santoso.mnj@upnjatim.ac.id

DOI
10.37034/jems.v8i4.528

A B S T R A K

Penelitian ini dilatarbelakangi oleh pentingnya pengelolaan sumber daya manusia dalam meningkatkan kinerja pada sistem kerja berbasis kemitraan, khususnya pada *rider* kopi keliling Brand X di Surabaya. Oleh karena itu, penelitian ini bertujuan untuk menganalisis beberapa faktor yang dapat memengaruhi kinerja *rider*, seperti kompensasi, disiplin kerja, dan motivasi kerja. Populasi dalam penelitian ini mencakup seluruh *rider* aktif Brand X yang berjumlah 119 *rider*. Metode pengambilan sampel yang digunakan adalah *nonprobability sampling* dengan teknik *purposive sampling*. Sampel penelitian terdiri dari 98 *rider* aktif yang telah bekerja minimal selama 1 bulan. Metode analisis yang digunakan dalam penelitian ini adalah *Partial Least Square* (PLS). Hasil penelitian menunjukkan bahwa kompensasi berpengaruh positif dan signifikan terhadap kinerja *rider*, disiplin kerja berpengaruh negatif dan tidak signifikan terhadap kinerja *rider,* dan motivasi kerja berpengaruh positif dan signifikan terhadap kinerja *rider* kopi keliling Brand X di Surabaya. Temuan ini mengindikasikan bahwa peningkatan kinerja rider lebih efektif dilakukan melalui penyediaan sistem kompensasi yang adil dan proporsional sesuai dengan kondisi kerja serta upaya peningkatan motivasi kerja, sementara penerapan disiplin kerja perlu disesuaikan dengan karakteristik sistem kerja berbasis kemitraan yang fleksibel.

1. Introduction

Changes in the demographic structure of the population have become an important aspect of economic development and employment. In 2025, Statistics Indonesia reported that the productive-age population reached 196.25 million people, accounting for approximately 68.94% of the total population [1]. This condition reflects the substantial potential of the country's human resources while simultaneously indicating an increase in the size of the labor force. However, if this increase is not accompanied by the creation of sufficient employment opportunities, it may lead to higher unemployment rates [2]. In response to this challenge, Micro, Small, and Medium Enterprises (MSMEs) serve as a strategic solution due to their significant capacity to absorbs labor and support the national economy. MSMEs contribute more than 60% of Indonesia's Gross Domestic Product (GDP), employ nearly 97% of the workforce, and account for more than 64 million business units [3].

As the sector continues to evolve, many micro, small, and medium-sized enterprises (MSMEs) have adopted a partnership-based employment model in which workers are engaged as business partners rather than permanent employees. While this partnership model provides greater flexibility and broader opportunities for negotiating compensation arrangements. However, it also increases the risk of income disparities and perceived unfairness in compensation systems if not managed effectively.

Compensation systems for MSME partners have therefore become a critical issue affecting both worker performance and well-being, which a study demonstrated that fair and adequate compensation enhances work motivation, which in turn contributes to improved employee performance [4]. However, given the limited financial resources that characterize many MSMEs, compensation is often determined as a percentage of business revenue, with labor costs ideally accounting for approximately 15–20% of total revenue [5]. As a result, partner workers are exposed to considerable income variability, as their earnings largely depend on sales performance and fluctuations in business activity.

In addition to compensation related issues, work discipline and work motivation represent significant challenges in managing MSME partner workers, whose employment arrangements are characterized by high flexibility and minimal supervision. Work discipline plays an essential role in fostering consistent and responsible work behavior, which directly influences employees' performance outcomes [6]. Furthermore, a study argued that work motivation is a critical factor mediating the relationship between external factors and employee performance [7].

The characteristics of partner workers, who are not bound by permanent employment contracts and have the flexibility to enter or leave the partnership at any time, create unique challenges in fostering long-term commitment and maintaining consistent work discipline. Consequently, such working arrangements may lead to higher absenteeism rates and inconsistencies in service quality, which can ultimately affect organizational performance. One of the MSME sectors that has experienced rapid growth is the mobile coffee industry.

According to data from the Indonesian Specialty Coffee Association (AKSI), coffee consumption in Indonesia has increased by an average of 8.22% annually, reaching 288,360 million kilograms in November 2025. This growth has driven the emergence of mobility-based business models that enable businesses to reach consumers across various locations, particularly in major cities such as Surabaya. As the second-largest metropolitan city in Indonesia, characterized by a high population density and a highly mobile society, Surabaya represents a promising market for the growth of the mobile coffee industry.

One of the businesses operating in this segment is Brand X, which runs a mobile coffee business by engaging riders as work partners. This partnership system provides flexibility in working hours and employment continuity. However, the ease of entry and exit, without rigorous recruitment procedures or formal employment contracts, has contributed to a low level of workforce retention.

This situation is reflected in the frequent turnover of riders, which occurs almost every week. Such a condition indicates that structural issues remain within the work system, preventing the establishment of medium-to long-term work commitment among riders. Within Brand X's operations, this condition is reflected in the performance of its riders. Rider performance is remained within the work system, preventing the establishment of medium-to long-term work commitment among riders.

Based on the sales target achievement data on Table 1, a declining trend in rider performance can be observed. In the sales category below Rp 1,8xx,xxx, where riders were not eligible to receive incentives, the number of riders continued to increase from week to week, indicating that an increasing proportion of riders were unable to achieve the minimum sales target. This situation suggests that rider performance during the observed period was influenced by both the lack of preparedness among newly recruited riders and the inconsistent work performance of some existing riders, resulting in a growing number of riders who failed to meet the minimum requirements for incentive eligibility.

Table 1. Number of Riders Achieving Weekly Sales Targets in January 2026

Sales Performance	Week 1	Week 2	Week 3	Week 4
< Rp 1,8xx,xxx	20	27	32	34
Rp 1,8xx,xxx – Rp 2,xxx,xxx	33	35	31	26
Rp 3,xxx,xxx – Rp 4,xxx,xxx	34	31	28	36
Rp 4,xxx,xxx – Rp 5,xxx,xxx	19	14	19	18
> Rp 6,xxx,xxx	8	7	5	5
Total Riders	114	114	115	119

Considering these dynamics, it can be understood that rider performance does not operate in isolation but is influenced by various internal and external factors. One of the most prominent factors is the compensation system implemented by the company. The compensation system provided to Brand X riders consists of several components, including daily wages, sales target-based incentives, monthly bonuses, and health benefits through participation in Indonesia's National Health Insurance (BPJS) program.

The incentives system is implemented using a tiered structure based on weekly sales target achievement, riders who generate weekly sales revenue below Rp 1,8xx,xxx receive only a daily wage without any additional incentives. Incentives are granted once riders achieve a minimum weekly sales revenue of Rp 1,8xx,xxx, at a rate of 5% of sales revenue. The incentive rate subsequently increases to 11% at the next sales tier, 14% at the third tier, and 15% when weekly sales reach Rp 6,xxx,xxx.

This progressive incentive structure creates considerable differences in compensation among riders. In particular, the substantial increase in the incentive rate from 5% at the initial tier to 11% at the subsequent tier indicates that income growth is not linear but depends heavily on riders' ability to surpass specific sales thresholds. Consequently, relatively small differences in sales achievement may result in substantial differences in incentive earnings, potentially giving rise to perceptions of inequity, particularly among riders who fail to meet the required sales targets due to external factors.

In addition to incentives, the company also provides monthly bonuses. Because the bonus system is likewise threshold-based, riders are placed in a highly competitive environment in which small differences in sales achievement determine bonus eligibility, thereby further widening income disparities among riders. Such a compensation structure has the potential to create disparities in motivation and influence rider retention, particularly among riders who consistently remain in the lower performance categories.

This condition is consistent with the findings which argue that the failure of pay-for-performance systems may result from inappropriate design, poor implementation, or a lack of alignment with the work context [8]. Therefore, this phenomenon provides an important basis for examining the role of compensation in influencing the performance of Brand X riders in Surabaya. Another factor that influences rider performance is work discipline, particularly in terms of attendance.

Under its operational system, riders are given the flexibility to determine their own working days each week. In other words, riders are not required to work on fixed days but are free to choose their working schedules according to their individual circumstances and preferences. Nevertheless, the management establishes a minimum attendance requirement as a benchmark for work discipline, requiring riders to work at least six days per week.

Based on the attendance summary data on Table 2, where X is number of riders meeting the attendance standard and Y is number of riders not meeting the attendance standard, rider attendance exhibited relatively fluctuating patterns from week to week. This indicates that not all riders were able to maintain consistent attendance throughout the observation period. One possible factor contributing to this condition is the adaptation process of newly recruited riders to the existing work system, during which their attendance consistency may still be developing.

Table 2. Summary of Rider Attendance in January 2026

Week	Total Riders	X	Y
First	114	84	30
Second	114	82	32
Third	115	80	35
Fourth	119	98	21

The work discipline of Brand X mobile coffee riders therefore remains dynamic and has not yet reached a stable level. Although attendance improved during certain weeks, several riders still failed to meet the minimum attendance requirement established by the company. Within a partnership-based working system that offers flexible working schedules, this condition warrants particular attention because attendance discipline may affect both operational continuity and riders' ability to achieve their sales targets.

In addition to work discipline, another factor that may influence the performance of mobile coffee riders is work motivation. The nature of mobile coffee riders' work requires a relatively high level of motivation. Work motivation is defined as an individual's willingness to exert a high level of effort to achieve organizational goals, provided that such effort is capable of satisfying the individual's needs [9].

The operational demands faced by riders may influence their level of work motivation, these demands include ambitious sales targets, limited operational mobility resulting from designated selling locations that require a minimum distance of 500 meters between riders, and uncertainty regarding the number of customers on any given working day, these conditions create distinct challenges for riders in carrying out their sales activities. Such circumstances may encourage riders to adopt a work orientation focused primarily on meeting short-term needs rather than striving to achieve optimal performance outcomes. As a result, work motivation may not develop sustainably as a driving force for improving both the quality and quantity of rider performance.

Accordingly, fluctuations in attendance, reflecting inconsistent work discipline, along with riders' tendency to underutilize their available working days, suggest underlying deficiencies in work motivation that warrant further managerial attention, which findings suggest that inconsistent attendance and declining work motivation have a direct impact on riders' ability to achieve their sales targets. As the observation period progressed, an increasing number of riders experienced a decline in performance, moving into lower performance categories. Furthermore, the concentration of riders within the lower-middle performance

categories indicates that the existing compensation system and motivational conditions have not been sufficient to consistently enhance rider performance.

Although previous studies have consistently reported that compensation, work motivation, and work discipline positively influence employee performance, the existing literature reveals that research specifically examining these relationships in the context of mobile coffee riders remains very limited. Most previous studies have focused on workers in conventional Micro, Small, and Medium Enterprises (MSMEs) or online transportation drivers. Moreover, the distinctive characteristics of mobile coffee riders who perform dual roles as both drivers and sales personnel together with the dynamics of a flexible working system characterized by fluctuating attendance, unequal incentive distribution, and high workforce turnover, have not been comprehensively examined. This gap highlights the need for further research to better understand the determinants of rider performance in this unique employment context.

Based on the background presented, the objectives of this study are as follows:

a. To examine the effects of compensation on the performance of Brand X mobile coffee riders in Surabaya.

b. To examine the effects of work discipline on the performance of Brand X mobile coffee riders in Surabaya.

c. To examine the effects of work motivation on the performance of Brand X mobile coffee riders in Surabaya.

2. Research Method

This study employed a quantitative research approach, with the variables measured on an ordinal scale using a Likert scale to assess respondents' attitudes, opinions, and perceptions regarding the variables under investigation [10]. The study population consisted of all 119 Brand X mobile coffee riders in Surabaya. The sample was selected using purposive sampling based on the criterion that riders had been actively working for at least one month, ensuring that they had sufficient experience to understand the company's work system, compensation scheme, and the factors influencing work motivation.

The study utilized both primary and secondary data, primary data were collected through questionnaire surveys administered to the riders and structured interviews with the company's management, while secondary data were obtained from company documents and relevant literature. Data collection was conducted through questionnaires, structured interviews, documentation, and a literature review to obtain comprehensive data as the basis for the analysis. The data were analyzed using the Partial Least Squares (PLS) method, a structural equation modeling technique used to examine the relationships between latent variables and their corresponding measurement indicators.

3. Result and Discussion

3.1. Respondent Characteristics

Information regarding the respondent characteristics and background was obtained from their responses to a series of questions included in the questionnaire. The study population consisted of 119 riders, however not all of them were included as respondents. Based on the predetermined inclusion criterion that riders must have worked for at least one month, a total of 98 riders met the eligibility requirement and were subsequently included as respondents in this study.

Table 3. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Female	81	82.65
	Male	17	17.35
Age	17-23 years	11	11.22
	24-29 years	16	16.33
	30-35 years	20	20.41
	36-40 years	15	15.31
	> 40 years	36	36.73
Length of Employment	1-6 month	32	32.65
	7-12 month	44	44.90
	> 1 year	22	22.45

Based on the data obtained from 98 respondents, which can be seen on Table 3, the rider workforce in this study was predominantly composed of male riders, indicating that the occupation of mobile coffee rider tends to be undertaken more frequently by men than by women. In terms of age, most respondents belonged to the adult and older working-age groups, suggesting that mobile coffee riding is particularly attractive to individuals within their productive working years who seek flexible employment opportunities. Regarding length of employment, the majority of respondents had worked for Brand X for a relatively long period, indicating a reasonably good level of job continuity within the company. Nevertheless, the presence of riders with shorter employment periods also reflects a relatively dynamic pattern of workforce turnover.

3.2. Outer Model Evaluation

The measurement model (outer model) explains the relationships between the observed indicators and the latent constructs they represent [11]. Specifically, the outer model describes how each latent construct is measured through its corresponding indicators. An indicator is considered valid if it has an Average Variance Extracted (AVE) value greater than 0.5 or an outer loading value exceeding 0.5.

Based on the outer loading and AVE values presented in Table 4, all indicators for each construct exceeded the threshold of 0.5, which considered to satisfy the

criteria for convergent validity [12]. These results indicate that all indicators satisfied the requirements for convergent validity and the AVE values above 0.5, demonstrate adequate discriminant validity, indicating that the measurement model is valid and that the indicators appropriately represent their respective latent constructs.

Table 4. Results Outer Loading

Variables	Indicators	Outer Loading	AVE
Compensation	Daily Wages	0.866	0.714
	Incentives	0.888	
	Facilities	0.777	
Work Discipline	Work Attendance	0.894	0.840
	Compliance with Work Regulations	0.945	
	Compliance with Work Standards	0.909	
Work Motivation	Goal Orientation	0.863	0.826
	Work Enthusiasm	0.944	
	Sense of Responsibility	0.918	
Performance	Work Volume	0.893	0.821
	Reliability	0.939	
	Self-Initiative	0.885	

A construct considered reliable if both Cronbach's Alpha and Composite Reliability (CR) values exceed the recommended threshold of 0.7. Based on the Table 5, all constructs in this study demonstrated values above 0.7. These findings indicate that each construct exhibits a high level of internal consistency reliability. Therefore, it can be concluded that all constructs included in this study are reliable.

Table 5. Reliability Test Result

Variables	Cronbach's Alpha	CR (rho_a)	CR (rho_c)
Compensation	0.804	0.841	0.882
Work Discipline	0.906	0.955	0.940
Work Motivation	0.894	0.909	0.934
Performance	0.892	0.914	0.932

3.3. Inner Model Evaluation

The structural model (inner model) is used to describe and predict the causal relationships among latent constructs. The structural model was assessed using the coefficient of determination (R^2) and path coefficients (β) to evaluate the predictive power of the model and the hypothesized relationships among the latent construct. The R-square (R^2) value represents the proportion of variance in the dependent variable that can be explained by the independent variables.

The coefficient of determination (R^2) was 0.185, as can be seen on Table 6, indicating that the proposed model explains 18.5% of the variance in the performance of Brand X mobile coffee riders. This proportion of explained variance was accounted for by the independent variables included in the model, namely compensation, work discipline, and work motivation. The remaining 81.5% of the variance is explained by other factors not included in the present study.

Table 6. R-square

Variable	R-square	R-square adjusted
Performance	0.185	0.159

The R^2 value indicates that the performance of mobile coffee riders is a relatively complex phenomenon influenced by a wide range of operational factors and individual characteristics. The model's limited explanatory power can be understood in light of the heterogeneous characteristics of the respondents. Riders with less than six months of employment are generally still in the adaptation phase and may not yet have established stable work patterns.

Furthermore, differences in respondents' age may contribute to variations in work orientation and individual capabilities. Younger riders generally demonstrate greater adaptability and technological proficiency. However, these advantages may not necessarily be utilized effectively to expand market reach and attract new customers. In contrast, riders aged over 40 years are more likely to exhibit a stable work orientation and regard riding as their primary source of income, and therefore maintain greater consistency in work discipline and sustain higher levels of motivation to meet their household's economic needs.

This condition contributes to substantial variation in performance among riders. Some riders demonstrate high levels of motivation and strong work discipline but are still unable to achieve sales targets due to limited selling experience and insufficient sales skills. Conversely, other riders have developed a better understanding of market characteristics and established a loyal customer base, enabling them to achieve higher levels of performance despite having relatively similar levels of work motivation and discipline. Therefore, variations in the performance of mobile coffee riders are likely to be influenced more strongly by factors such as adaptability, field experience, communication skills, and the ability to build customer relationships than by the variables examined in this study, namely compensation, work discipline, and work motivation.

3.2. Hypothesis Testing Results

H1: Compensation has a positive effect on the performance of Brand X mobile coffee riders in Surabaya

The hypothesis testing results on Table 7 and Figure 1 indicate that compensation has a path coefficient (β) of 0.201 and a p-value of 0.032, which is below the significance threshold of 0.05. These findings demonstrate that compensation has a positive and statistically significant effect on rider performance. Therefore, Hypothesis 1 (H1) is confirmed.

Table 7. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (Io/STDEVI)	P Values	Results
Compensation → Performance	0.201	0.219	0.108	1.858	0.032	Confirmed
Work Discipline → Performance	-0.061	-0.063	0.162	0.373	0.355	Not Confirmed
Work Motivation → Performance	0.331	0.339	0.156	2.118	0.017	Confirmed

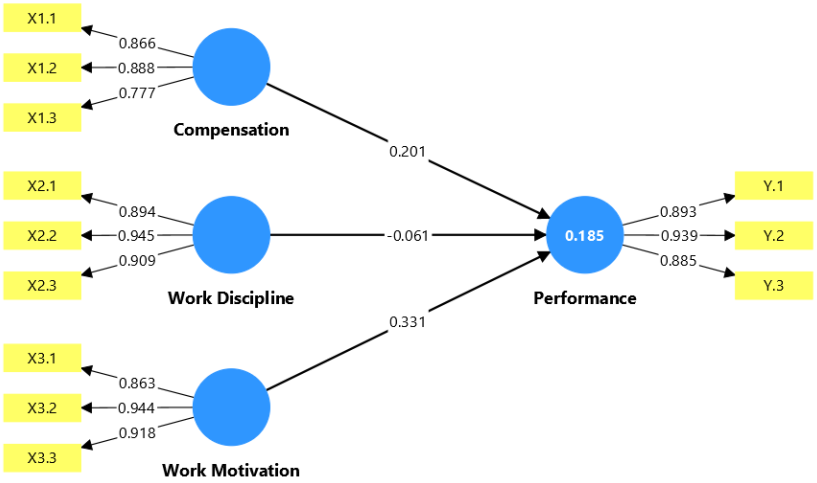


Figure 1. PLS-SEM Path Diagram

H2: Work discipline has a positive effect on the performance of Brand X mobile coffee riders in Surabaya

The hypothesis testing results indicate that work discipline has a path coefficient (β) of -0.061 and a p-value of 0.335, which exceeds the significance threshold of 0.05. These results indicate that work discipline has a negative and statistically insignificant effect on rider performance. Therefore, Hypothesis 2 (H2) is not confirmed.

H3: Work motivation has a positive effect on the performance of Brand X mobile coffee riders in Surabaya

The hypothesis testing results indicate that work motivation has a path coefficient (β) of 0.331 and a p-value of 0.017, which is below the significance threshold of 0.05. These findings demonstrate that work motivation has a positive and statistically significant effect on rider performance. Therefore, Hypothesis 3 (H3) is confirmed.

3.3. Discussion

3.3.1. The Effect of Compensation on the Performance of Brand X Mobile Coffee Riders in Surabaya

Based on the findings of this study, compensation was found to have a positive and significant effect on the performance of Brand X mobile coffee riders in Surabaya. Adequate compensation serves as an important incentive that encourages riders to perform more effectively in achieving their sales targets. When the compensation received is perceived as fair and commensurate with their contributions, riders are more likely to improve their performance.

This finding suggests that compensation functions not only as a financial reward but also as a form of recognition for employees' contributions and a psychological stimulus that motivates individuals to achieve higher levels of performance, as reflected in improved work outcomes [13]. Further analysis revealed that incentives were the most influential component in reflecting the compensation construct. Therefore, appropriate compensation is a key factor that organizations should carefully consider to sustain and improve employee performance over the long term.

This finding is consistent with Brand X's incentive system, which is based on the achievement of weekly sales targets and offers progressively higher incentive rates as sales performance increases. Such a compensation structure encourages riders to attain specific sales thresholds in order to earn higher additional income, riders who are close to meeting the minimum weekly sales target tend to intensify their selling efforts, extend their operating hours, or actively seek locations with greater customer potential to qualify for higher incentive rates. Conversely, when the opportunity to earn incentives is perceived as limited or the sales targets are considered difficult to achieve, riders are likely to reduce their selling efforts, which may ultimately lead to lower performance outcomes.

The findings of this study are consistent with study which examined the effect of compensation and motivation on employee performance at PT Melbe Tata

Boga (Reddog) in Surabaya [14]. This study demonstrated that compensation has a positive and statistically significant effect on employee performance. Furthermore, the present findings reinforce different study which investigated the effects of compensation, motivation, and work discipline on the performance of sales promotion employees at PT Kaenka Intikreasi [15]. Their results indicated that compensation has a positive and statistically significant effect on employee performance.

3.3.2. The Effect of Work Discipline on the Performance of Brand X Mobile Coffee Riders in Surabaya

Based on the findings of this study, the results do not support the proposed hypothesis, indicating that work discipline have a negative and does not have a significant effect on the performance of Brand X mobile coffee riders in Surabaya. These findings suggest that improvements in work discipline do not necessarily translate into higher levels of rider performance. In other words, although riders may demonstrate better work discipline, such improvements are not always accompanied by corresponding increases in their performance outcomes.

This finding may be explained by the nature of the rider's work, which is primarily outcome-oriented and emphasizes sales achievement rather than strict adherence to workplace regulations. In practice, compliance with work regulations mainly serves to maintain professionalism and uphold the company's image in the eyes of customers, but it does not directly contribute to increased sales performance. Consequently, riders are more likely to perceive their work success as being determined by their ability to achieve sales targets and capitalize on available market opportunities rather than by their level of compliance with workplace rules.

The findings of this study are inconsistent with study which found that work discipline has a positive and statistically significant effect on employee performance [16]. The difference in these findings may be attributed to the work systems implemented, Burger King employees worked within a more structured system and were bound by clearly defined work regulations, making work discipline an important factor in determining employee performance. In contrast, the present study was conducted in a more flexible work system, in which work discipline was not the primary factor influencing performance.

On the other hand, the present findings are consistent with study which reported that work discipline does not have a significant effect on the performance of marketing employees [17]. This finding indicates that, in occupations where performance is primarily target-oriented, performance achievement is more strongly influenced by individuals' ability to attain performance targets than by their level of compliance with workplace regulations. Accordingly, the consistency of these findings reinforces the view that work discipline does not always play a dominant role in improving employee performance, even when implemented within a more structured work system.

3.3.3. The Effect of Work Motivation on the Performance of Brand X Mobile Coffee Riders in Surabaya

Based on the findings of this study, work motivation was found to have a positive and statistically significant effect on the performance of Brand X mobile coffee riders in Surabaya. This finding indicates that work motivation plays an important role in enhancing rider performance. As riders' level of work motivation increases, they are more likely to exert greater effort in carrying out their responsibilities, leading to improved performance outcomes.

This finding is consistent with a study which argued that high levels of work motivation encourage employees to perform their tasks more effectively, ultimately resulting in better job performance [18]. Therefore, fostering work motivation should be considered a strategic priority for organizations, as it not only enhances employee performance but also encourages employees to carry out their responsibilities with enthusiasm and a strong sense of responsibility. This implication is particularly relevant in the context of mobile coffee riders, whose performance largely depends on their persistence, initiative, and willingness to sustain sales efforts despite daily operational challenges.

Further analysis revealed that work enthusiasm was the most influential dimension in reflecting the work motivation of Brand X mobile coffee riders. Given the nature of the job, which requires riders to consistently achieve sales targets, work enthusiasm plays a crucial role in sustaining their daily selling activities. Riders with high levels of work enthusiasm tend to maintain optimal performance despite facing various operational challenges, such as unpredictable customer demand, unfavorable weather conditions, and declining sales on certain days. Such individuals are less likely to become discouraged when confronted with temporary setbacks or unfavorable working conditions, they remain proactive in identifying new sales opportunities and adapting their selling strategies to improve performance.

The findings of this study are consistent with study which found that work motivation has a positive and statistically significant effect on the performance of sales employees at CV Primarasa Sejahtera [19]. Furthermore, the present findings reinforce study that likewise reported that work motivation has a positive and statistically significant effect on employee performance in the restaurant industry [16]. These

consistent findings suggest that work motivation is a key determinant of employee performance across different occupational settings, including sales and service-oriented jobs.

4. Conclusion

Based on the analysis and discussion presented in this study, it can be concluded that compensation and work motivation have positive and statistically significant effect on the performance of Brand X mobile coffee riders in Surabaya, indicating that fair compensation and higher levels of work motivation encourage riders to perform more effectively and achieve better work outcomes. In contrast, work discipline have a negative and does not have a statistically significant effect on riders' performance, suggesting that improvements in riders' work discipline do not necessarily lead to higher performance, and conversely, a decline in work discipline does not automatically result in lower performance. These findings imply that Brand X should prioritize maintaining a fair and appropriate compensation system, strengthen initiatives that sustain and enhance riders' work motivation and continue improving supervisory practices and regular guidance to ensure compliance with professional appearance standards and service quality, thereby reinforcing the company's brand image. Furthermore, Brand X is encouraged to gradually provide riders with opportunities to participate in selected sales activities, such as promotional events and large-scale sales campaigns, to enhance their selling experience and professional development.

References

[1] Badan Pusat Statistik. (2024). *Jumlah penduduk menurut kelompok umur dan jenis kelamin, 2023*. Retrieved from https://data.goodstats.id/statistic/rasio-ketergantungan-indonesia-kembali-naik-pada-2025-1AvKS

[2] Dewi, N. K. A. P. S., & Sirait, T. (2024). Pemodelan Tingkat Pengangguran Usia Muda di Indonesia Tahun 2015-2021 dengan FEM SUR. *Limits: Journal of Mathematics and Its Applications*, *21*(1), 71–79. http://doi.org/10.12962/limits.v21i1.16965

[3] Kementerian Koordinator Bidang Perekonomian Republik Indonesia. (2025). *Pemerintah dorong UMKM naik kelas, tingkatkan kontribusi terhadap ekspor Indonesia*. Retrieved form https://ekon.go.id/publikasi/detail/6152/pemerintah-dorong-umkm-naik kelas-tingkatkan-kontribusi-terhadap-ekspor-indonesia

[4] Sumarjo, W., Haerofiatna, H., Wirtadipura, D., & Tajudin, T. (2025). Compensation and employee performance: mediation of work motivation. *Enrichment: Journal of Management*, *15*(2), 43–51.

[5] Farhansyah, J. (2025). *Contoh cara menghitung gaji karyawan berdasarkan omset*. Talenta. Retrieved from https://www.talenta.co/blog/contoh-dan-cara-menghitung-gaji-karyawan-berdasarkan-omset/

[6] Ardyansyah, S., & Widodo, S. (2024). Analisis Motivasi Kerja, Disiplin Kerja, dan Kompensasi terhadap Kinerja Karyawan. *Commodities, Journal of Economic and Business*, *5*(1), 57–70. https://doi.org/10.59689/commo.v5i1.1009

[7] Larantika, D., & Wahdiniawati, S. A. (2023). Pengaruh Kompensasi, Motivasi Kerja dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan PT. Telkom Akses Bekasi. *Jurnal Akuntansi Dan Manajemen Bisnis*, *3*(2), 143–152. https://doi.org/10.56127/jaman.v3i2.845

[8] Fulmer, I. S., Gerhart, B., & Kim, J. H. (2023). Compensation and performance: A review and recommendations for the future. *Personnel Psychology*, *76*(2), 687–718. https://doi.org/10.1111/peps.12583

[9] Sutisna, A. J. (2021). Pengaruh lingkungan kerja, kepuasan kerja dan motivasi kerja terhadap kinerja. *The Asia Pacific Journal of Management Studies*, *8*(3). https://doi.org/10.55171/.v8i3.566

[10] Sugiyono, S. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Banding: Alfabeta.

[11] Putra, R. (2021). Pengaruh Kepemimpinan Dan Kompetensi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (OCB) Karyawan Sebagai Variabel Intervening Pada Perusahaan Pt. Sawah Solok. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, *2*(2), 989–1001. https://doi.org/10.38035/JMPIS.V2I2.767

[12] Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25* (9th ed.). Badan Penerbit Universitas Diponegoro.

[13] Kholik, J. R. A., Madiistriyatno, H., & Taufik, K. (2024). The Effect of Compensation and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable. *East Asian J. Multidiscip. Res*, *3*(10), 4647–4662. https://doi.org/10.55927/eajmr.v3i10.11673

[14] Valentina, S. K., & Kustini, K. (2023). The Effect of Compensation and Motivation on Employee Performance at PT Melbe Tata Boga (Reddog) Surabaya City. *Indonesian Journal of Business Analytics*, *3*(5), 1565–1574. https://doi.org/10.55927/ijba.v3i5.5398

[15] Sari, R. O., & Prijati, P. (2022). Pengaruh Kompensasi, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Pada Sales Promotion Girl PT Kaenka Intikreasi). *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, *11*(3).

[16] Amelia, R. W., & Fratiwi, F. (2023). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Restoran Burger King Jakarta Utara. *Journal Of Research And Publication Innovation*, *1*(2), 317–326.

[17] Fahmi, H. Z., & Wardani, D. (2023). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan Studi Kasus pada PT. XYZ. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, *9*(1), 95–112. https://doi.org/10.35384/jemp.v9i1.384

[18] Adinda, T. N., Firdaus, M. A., & Agung, S. (2023). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Indonesian Journal of Innovation Multidisipliner Research*, *1*(3), 134–143. https://doi.org/10.31004/ijim.v1i3.15

[19] Azizah, S. N., & Betari, G. S. (2023). Pengaruh Penghargaan dan Motivasi Terhadap Kinerja Karyawan (Studi pada Penjualan Produk CV. Primarasa Sejahtera). *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, *17*(2), 1454–1464. https://doi.org/10.35931/aq.v17i2.1974