



Work Motivation and Communication Skills Predict ShopeeFood Driver Performance

Saifudin Faris Nurachman¹, Widyastuti Widyastuti^{1*}

¹Psychology Program, Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia

*Coressponding Author Email : wiwid@umsida.ac.id

Abstract. General Background: Driver performance in application-based transportation services is a critical factor influencing service quality and operational effectiveness. Specific Background: In the context of ShopeeFood drivers in the Pandaan area, performance may be influenced by internal factors such as work motivation and communication skills. Knowledge Gap: However, limited empirical evidence exists regarding the simultaneous impact of these variables on driver performance within this specific setting. Aims: This study aims to analyze the influence of work motivation and communication skills on the performance of ShopeeFood drivers in Pandaan. Results: Using a quantitative approach with purposive sampling of 100 active drivers with more than two years of experience, data collected through Likert-scale questionnaires and analyzed via multiple linear regression (SPSS version 27) show that work motivation and communication skills simultaneously have a significant effect on performance ($p = 0.001 < 0.005$), contributing 65.0% of the variance ($R^2 = 0.650$). Novelty: This study provides empirical evidence highlighting the combined role of work motivation and communication skills in shaping driver performance in an application-based service context. Implications: The findings offer a reference for developing strategies to enhance driver performance through strengthening motivation and communication competencies in digital platform-based transportation services.

Keywords: Work motivation; Communication skills; Driver performance; ShopeeFood drivers; Application-based transportation

1 Introduction

The development of internet technology, which continues to grow every year, has encouraged the creation of various technological innovations that support convenience in daily activities[1]. This phenomenon can be seen from the increasingly advanced capabilities of smartphones with a wider range of functions, the expansion of social media networks, and the rapid growth of online commerce and transactions. These developments have also encouraged economic growth in Indonesia. As an e-commerce platform, Shopee plays a role in familiarizing Indonesians with the culture of online shopping[2]. Based on a Statista survey, Shopee is listed as the most popular e-commerce platform in Indonesia with an average of 129.3 million monthly visits in the fourth quarter of 2020[3]. The next rankings are filled by Lazada Indonesia (36.2

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million visits), Bukalapak (38.5 million visitors), and Tokopedia (114.6 million visitors). In addition to being the most popular, Shopee's e-commerce transactions also recorded a significant increase in orders in the same quarter, contributing significantly to Indonesia's economic growth[4] .

ShopeeFood was launched by Shopee as a food delivery service at the end of 2020. The service's inaugural promotion was carried out through social media channels and Shopee Indonesia's official YouTube account on September 12, 2020, which successfully attracted the attention of 4.8 million viewers. Although relatively new to the food delivery industry, ShopeeFood has become a hot topic on various social media platforms and is seen as a competitor to more established services such as GrabFood (operating since 2016) and GoFood (since 2015)[3] . In 2022, ShopeeFood faced various challenges related to driver performance, particularly in terms of delivery timeliness, which was relatively slower than its competitors. Data from iPrice Group shows that the average delivery time for ShopeeFood is 45 minutes, while GrabFood and GoFood recorded average times of 35 minutes and 40 minutes, respectively. This situation is further complicated by the implementation of a bonus cut policy that is considered low and increasingly fierce competition due to the growing number of drivers, which ultimately reduces their performance[5] . As a new platform, ShopeeFood does provide convenience, but online communication that is not face-to-face often leads to misunderstandings between consumers and drivers. This often disadvantages drivers, for example through bad reviews or one-star ratings from consumers[6] . Service quality is an aspect of performance, as declining service quality can damage a company's reputation and reduce customer satisfaction[7] . This decline in performance has significant negative consequences, not only for drivers (in the form of unstable income and wasted time), but also for consumers (who experience delays and unsatisfactory service) and companies (which face a decline in reputation and competitiveness in the market)[8] .

The importance of this research arises from the increasingly complex challenges faced by ShopeeFood drivers as the online food delivery service industry grows. Driver performance in app-based food delivery services is a critical issue that deserves more attention in today's highly competitive industry. Low driver performance can not only have negative implications for customer experience, but also impact the company's reputation and the welfare of the drivers themselves. Research shows that delivery timeliness and service quality directly affect customer satisfaction[9] . When drivers fail to meet expected performance standards, customers tend to become dissatisfied, which can lead to a loss of loyalty and a decline in demand. In a competitive corporate environment, such as Gojek and GrabFood, the importance of driver performance cannot be ignored; efficient drivers contribute to the company's image and sustainability in a market that offers many alternatives to consumers[10] . In addition, optimal driver performance also affects the company's operational efficiency and profitability, creating a mutually beneficial synergy between customers, drivers, and service providers. Therefore, in-depth research on the factors that influence driver performance is urgently needed to understand and improve the dynamics within this industry[11] .

The concept of performance in this study refers to the theory proposed by Campbell, in which *job performance* is defined as observable and controllable individual behavior that is relevant to organizational goals, not merely internal or external results, as

external factors also influence these achievements[12] . In a specific context, driver performance refers to work achievements resulting from the execution of tasks and responsibilities, including aspects such as delivery timeliness, volume of orders completed, and customer satisfaction levels[2] . Campbell further developed *Performance Theory*, which states that individual performance in an organization is influenced by several factors, namely Abilities, Motivation, and *Work Environment*[13] . The indicators commonly used to measure performance include work quality (indicating the level of accuracy, neatness, and conformity of work results with established standards), work quantity (the amount of work that can be completed by employees within a certain period of time), task execution (the ability of employees to carry out tasks in accordance with procedures), and responsibility (awareness and willingness to take responsibility for work results)[14] . A decline in performance can have a negative impact on drivers' income, which depends on daily earnings from food deliveries[15] . Many drivers experience a decline in performance, which can cause consumers to switch to other delivery services, which in turn increases competition among service providers and affects market stability[16] [17] . From the above review, Campbell's theoretical framework is used as a basis for analyzing the factors of performance.

Previous studies indicate that declining driver performance has become a common problem among workers in this sector. A survey conducted by IDEAS in 2023 of 225 drivers in the Greater Jakarta area revealed that 68.9% of them worked 9–16 hours per day, 79.6% worked 6–7 days a week, and 42.2% did not even have any days off. Despite such long working hours, their average gross monthly income is only Rp3.9 million, or equivalent to around 79% of the minimum wage in Bekasi City, indicating high work intensity but relatively stagnant economic returns. Research by Ardian and Siregar also highlights a decline in productivity, stating that from a previous average of 10–15 orders per day, drivers now only receive around 5 orders per day[18] . These findings reinforce that the issue of driver performance remains a crucial problem that requires serious attention.

To get an initial picture of this phenomenon, the researchers conducted a preliminary survey of ShopeeFood drivers to measure the respondents' performance levels by distributing an online questionnaire . The preliminary survey results were obtained from 10 respondents who are ShopeeFood drivers located in Pandaan. Seven out of 10 respondents (70%) experienced problems with the work quantity indicator, stating that "the quantity of work I do is not in line with what is required by the ShopeeFood app." In terms of work quality, 7 respondents (70%) also indicated that "their work quality does not fully comply with the rules set by ShopeeFood." Furthermore, problems were found in the task implementation indicator experienced by 6 out of 10 respondents (60%), who stated that "working as a ShopeeFood driver does not provide enough room for skill development." In the responsibility indicator, 4 out of 10 respondents (40%) found problems, stating "that they feel less responsible and less enthusiastic in completing their tasks as a ShopeeFood driver." The results of this initial survey reinforce the phenomenon of declining performance among *ShopeeFood* driver partners. The decline in driver partner performance will have a negative impact, not only on the driver partners themselves, but also on consumers and the company. Meanwhile, it is hoped that driver performance will improve so that the online food delivery service company *ShopeeFood* can continue to maintain its existence among

other competitors. As the spearhead of the service, each ShopeeFood driver has their own roles and responsibilities, which are expected to run optimally in accordance with the company's goals and vision[8] .

This study reveals that both work motivation and communication skills play complementary roles in influencing driver performance. Strong work motivation encourages drivers to be more enthusiastic in completing orders, achieving daily targets, and maintaining performance on the app above the minimum threshold to remain eligible for incentives[14] . On the other hand, effective communication skills are crucial, especially in delivery interactions between ShopeeFood drivers and consumers, to prevent misunderstandings. Therefore, mastery of interpersonal communication skills is necessary for drivers to better understand customer needs[6] . Conversely, drivers who have good communication skills but lack motivation tend to show fluctuating performance, are less responsive in communicating with customers, and have low work discipline, as explained by Putro[19] . Thus, these two independent variables have a synergistic and mutually reinforcing relationship in determining the level of driver effectiveness and productivity. This finding is in line with Campbell's theory, which asserts that motivation and ability are two of the three key factors that influence individual performance in an organization, in addition to the work environment factor[13] . In the specific context of ShopeeFood drivers, strengthening these two aspects simultaneously is essential to improve service quality, customer satisfaction, and the company's competitiveness amid fierce competition in the online food delivery service industry[2] [7] .

According to Hasibuan, work motivation is defined as a driving force that sparks individual enthusiasm for work, enabling them to collaborate effectively and integrate to achieve job satisfaction and organizational goals[20] . Some indicators for measuring work motivation include performance, rewards, self-development, and availability of opportunities[14] . Work motivation plays a crucial role for everyone, because when motivation arises, it will foster enthusiasm for work, which in turn improves driver performance[19] . The existence of work motivation enables a person to carry out their job responsibilities optimally, so that ultimately the company's goals can be achieved[21] . High work motivation among drivers has a positive impact on their performance, particularly in terms of meeting economic needs, receiving daily orders regularly, achieving bonus targets, and obtaining good ratings on the driver app. Conversely, low motivation among ShopeeFood driver partners is often caused by dissatisfaction, such as a lack of orders, failure to meet targets, or difficult interactions with customers. The accumulation of these conditions can ultimately reduce driver performance and diminish their enthusiasm for working or using the app[22] .

According to Joseph A. DeVito, *communication skills* are an individual's ability to convey and understand messages effectively, both verbally and nonverbally, in order to achieve the objectives of the communication process[23] . Aspects covered in communication skills include clarity in conveying ideas, speaking ability, writing skills, and the capacity to motivate others. The measurement indicators include communication between superiors and subordinates, interactions between drivers and supervisors, relationships between coworkers, the frequency of meetings between supervisors and drivers, and the communication media used[24] . The relationship between communication skills and performance is positive, where an increase in drivers' communication skills also encourages an increase in their performance.

Effective communication skills—such as providing clear explanations about order status to customers, willingness to listen to additional requests, and polite responses to changes in circumstances—can strengthen customer trust and improve service efficiency[25]. Conversely, poor communication skills can have a negative impact on driver performance. This is evident when customers feel dissatisfied due to unclear information or incorrect instructions, resulting in poor ratings, a decline in reputation, and reduced customer loyalty[26].

Previous research on work motivation shows a positive and meaningful relationship with driver performance in ShopeeFood services. Conceptually, work motivation is an internal drive within individuals that influences the direction, intensity, and consistency of behavior in an effort to achieve work goals[1]. In the operational context of ShopeeFood drivers, high motivation will encourage them to complete orders on time, maintain performance on the app, and strive to meet daily incentive targets. The findings of Putro and Violinda's research confirm that work motivation has a significant influence on the productivity and performance of drivers in online transportation services[19]. This indicates that the stronger a driver's work motivation, the more optimal their performance, as reflected in their discipline in accepting orders, their activity during operating hours, and their higher level of job satisfaction. Conversely, weak work motivation can hinder the achievement of targets, reduce performance on the application platform, and increase the tendency for passive work behavior, such as order rejection and indiscipline regarding working hours.

Meanwhile, previous research on communication skills also has a significant correlation with driver performance, given that this ability is an important requirement for performing tasks effectively. Based on Rakhmatillah's research, communication is understood as the process of conveying information from the sender to the receiver through a certain channel, with the hope that the message can be clearly understood by the recipient[24]. In the context of ShopeeFood drivers, communication skills include the ability to contact customers, provide optimal service, and reduce potential misunderstandings between customers and drivers. On the other hand, Ardian and Siregar found that a decline in the ability to adapt to technology and economic pressures can reduce the performance of online motorcycle taxi drivers in receiving and completing orders[18]. Good work abilities such as concentration, accuracy, and physical endurance will have a positive effect on customer satisfaction, because the service provided will be faster and more accurate[19]. Conversely, if drivers have limited communication skills, for example, difficulty using chat features or contacting customers, the risk of delivery delays and order errors will increase, thereby negatively impacting performance and ratings on the application[14] [19].

This study differs from previous studies, although work motivation and communication skills as determinants of online *motorcycle taxi* driver performance have been extensively studied before. For example, Ilmi's research examined the influence of compensation, *burnout*, and social support on the performance of ShopeeFood drivers in Malang City [7]. Meanwhile, Mahendra examined the influence of *work-life balance*, motivation, and work discipline on the performance of ShopeeFood drivers in the same location [2]. On the other hand, Pratama and Suwena specifically examined the influence of ability and motivation on the performance of Grab drivers in the Singaraja area [14]. Based on this review, the difference between this study and previous studies lies in the combination of independent variables that are

the focus, namely work motivation and communication skills simultaneously on the performance of drivers, which in previous studies tended to be examined partially or in combination with other variables. Based on this, this study aims to fill the gap and offer novelty by specifically focusing on the combination of work motivation and communication skills as the main determinants of ShopeeFood driver performance in a single research model. In addition, this study tests the relevance of Campbell's Performance Theory (1990) in the context of the app-based gig *economy*, while providing contextual practical implications for the development of strategies to improve driver performance. Thus, this study not only enriches the academic literature on the determinants of digital worker performance but also presents a new, more focused and applicable perspective.

Based on the results of the data presentation, phenomena, and theoretical review described above, this study raises the question of "how do work motivation and communication skills affect the performance of *ShopeeFood* drivers in Pandaan?" This is based on the fact that drivers' behavior in delivering orders while working has declined, which has the potential to affect the drivers' performance itself. The researcher hypothesizes that there is a positive influence between work motivation and communication skills on the performance of *Shopeefood* drivers. Thus, this study aims to gain an understanding of the extent to which work motivation and communication skills affect the performance of *Shopeefood* drivers (), particularly in completing orders on time, maintaining application performance, and achieving daily work targets in the Pandaan area.

2 Method

A quantitative approach was applied in this study, considering that the data collected was numerical and measured using a Likert scale [28]. In the research design, work motivation and communication skills served as independent variables, while the performance of ShopeeFood drivers in the Pandaan area was the dependent variable. The exact number of driver partners in the study location was unknown. Sample selection was conducted using *purposive sampling* based on specific criteria, namely drivers whose work area is in Pandaan, are actively working, and have more than two years of work experience. To determine the sample size from an unknown population, the formula proposed by *Lamesshow* Arikunto [29] was used:

$$n = \frac{Z^2 \cdot p \cdot q}{d^2}$$

Explanation:

n = sample size

Z = standard normal value (1.987)

p = population proportion estimator (0.5)

d = interval/deviation (0,10)

q = 1-p

So the sample size can be calculated as follows:

$$n = \frac{(1,987)^2 (0.5)(0.5)}{(0.1)^2} = 97,5$$

n= 97.5 rounded to 100 respondents

The instrument used was a questionnaire on work motivation and performance, with questions answered using a Likert scale ranging from "strongly agree" to "strongly disagree". The work motivation measurement was adapted from a scale developed by Abdi Santoso, consisting of 12 valid items covering four main indicators, namely performance, rewards, development, and available opportunities[14]. Examples of items used were "I try to achieve the work targets set by the *ShopeeFood* app" and "I have a good order completion rate". The reliability coefficient value is 0.896. The communication skills scale is adapted from Raedy Rakhmatillah's research, consisting of 10 valid items with indicators of communication between leaders and their subordinates, drivers and their superiors, fellow coworkers, the intensity of meetings between superiors and drivers, and communication media[24]. Example items: "Communication of information to superiors can be delivered well" and "Drivers send messages more often through messaging applications." The reliability coefficient value is 0.849. Meanwhile, driver performance measurement uses a scale also adapted from Abdi Santoso, consisting of 12 valid items[14]. Examples of performance questionnaire items include "I try to work with a sense of responsibility" and "I always provide the best service to *ShopeeFood* customers." The reliability coefficient value is 0.918.

Before the main research was conducted, the research instrument was tested (*tryout*) on 30 respondents to test the validity and reliability of the measuring instrument. The validity test results using item analysis showed that all items in the three variables met the validity criteria with an item-total correlation value > 0.3 , so that no items were discarded. Furthermore, the reliability test using Cronbach's Alpha coefficient produced a value of 0.817 for the work motivation variable (12 items), 0.744 for the communication skills variable (10 items), and 0.936 for the driver performance variable (12 items). After the instrument was declared valid and reliable for measuring the predetermined variables, the main data collection stage could be carried out. Items that did not meet the criteria in the trial were then removed, and the same final instrument was redistributed to the sample respondents. The data analysis process began after all questionnaires were collected, including steps of grouping data based on variables and respondent profiles, creating tables, presenting descriptions of each variable, and testing hypotheses[30]. Specifically, the analysis technique applied was multiple linear regression to identify the effect of independent variables on dependent variables. Before performing regression analysis, classical assumptions were tested, namely data normality and linearity tests, as well as calculating measures of central tendency () and dispersion (variability). All stages of statistical analysis were carried out using SPSS version 27 software.

3 Results and Discussion

3.1 Results

3.1.1 Assumption Tests

In this study, the researcher first conducted a series of assumption tests, namely normality, linearity, and multicollinearity tests before analyzing the data. If the data

obtained meets the criteria of normal distribution, has a linear relationship, and there is no multicollinearity, then the analysis process can proceed to the next stage.

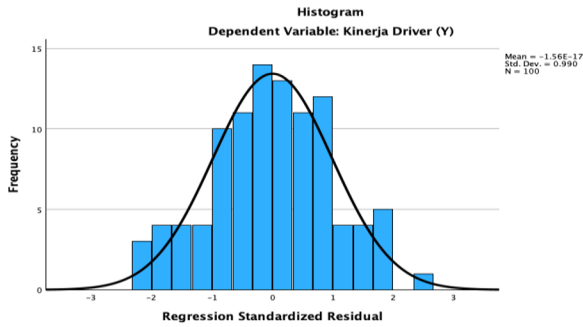


Fig. 1. Normality Test

Based on the analysis of Figure 1 above, the results of the normality test on the Standardized Residuals Histogram for driver performance, work motivation, and communication skills indicate that the data is normally distributed.

Table 1. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Motivation (X1)	.721	1.386
	Communication Skills (X2)	.721	1.386

Based on the *collinearity statistic* results, the tolerance value of 0.721 > 10 and the VIF value of 1.386 < 10, it can be concluded that there is no multicollinearity in the research data.

Table 2. Heteroscedasticity Test

Coefficients ^a		
	Sig.	Description
(Constant)	.010	No Symptoms of Heteroscedasticity
Work Motivation (X1)	.871	
Communication Skills (X2)	.584	

From Table 4 above, it can be seen that the significance of work motivation is 0.871 > 0.05 and communication skills is 0.584 > 0.05, meaning that the overall significance value is above 0.05. Therefore, based on the decision-making criteria of

the Glejser Test for Heteroscedasticity, there is no evidence of heteroscedasticity in the regression model.

Table 3. Linearity Test

Variable		Sig	Conclusion
Work Motivation (X1) on Driver Performance (Y)	<i>Deviation from Linearity</i>	0.06	Linear Data
Communication Skills (X2) on Driver Performance (Y)	<i>Deviation from Linearity</i>	0.076	Linear Data

The linearity test results show that the data meets the linearity assumption, so the analysis can proceed to the multiple linear regression stage and further hypothesis testing. In the linearity test, a significance value of *deviation from linearity* greater than 0.05 indicates that there is a significant linear relationship between the independent and dependent variables. Conversely, if the significance value of the deviation is less than 0.05, it can be concluded that a significant linear relationship between the independent and dependent variables is not fulfilled. Based on the linearity test results table, the sig value is $0.065 > 0.05$, so the data in this study can be stated to have a linear relationship between work motivation and driver performance. The sig value is $0.076 > 0.05$, so the data in this study can be stated to have a linear relationship between communication skills and driver performance.

Table 4. Determination coefficient test

Model Summary ^b				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.806 ^a	.650	.643	4.67866

Based on the results of the analysis in Table 4 above, it is known that the Adjusted R Square value is 0.650, so it can be concluded that the contribution of the influence of work motivation and communication skills variables on the driver performance variable simultaneously is 65.0%, while the remaining 35.0% is explained by other variables outside the regression model.

Table 5. Multiple Linear Regression Test (F Test)

ANOVA ^a			
Model		F	Sig.
1	Regression	90.235	<.001 ^b
	Residual		
	Total		

a. Dependent Variable: Driver Performance (Y)

b. Predictors: (Constant), Communication Skills (X2), Work Motivation (X1)

Source: data from SPSS 27 processing (2025)

Based on the results of the analysis in Table 5 above, it is known that the F value = 90.235 > 3.089 or (calculated F > table F), then a significance value of 0.001 < 0.005 is also obtained, so it can be concluded that the variables of work motivation and communication skills ly have a significant effect on the driver performance variable.

Table 6. Multiple Linear Regression Test (T-Test)

Coefficients ^a					
Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	4.426		1,664	.099
	WORK MOTIVATION (X1)	.737	.073	.713	10.087 <.001
	COMMUNICATION SKILLS (X2)	.198	.089	.156	2.212 .0229

a. Dependent Variable: DRIVER PERFORMANCE

From the results in Table 6 above, the t-test shows that the Work Motivation variable has a t-value of 10.087 > 1.984 (calculated r > table r). In addition, the significance value is <0.001, which is less than 0.05. Thus, Work Motivation has a positive and significant effect on Driver Performance. This means that the higher the work motivation of drivers, the higher their performance. The t-test results show that the Communication Skills variable has a t-value of 2.212 > 1.984 (calculated r > table r). The significance value of 0.029, which is less than 0.05, confirms that this variable is significant. Thus, Communication Skills have a positive and significant effect on Driver Performance. This means that the better a driver's communication skills, the better their performance.

4 Discussion

Based on the analysis results, an Adjusted R Square value of 0.650 was obtained, indicating that the combination of work motivation and communication skills variables explains 65.0% of the variation in driver performance. In other words, 35.0% of the variation in driver performance is explained by factors outside this model. This is in line with Rahmatilah's research, which found that high work motivation and clear and effective communication play an important role in improving driver performance through increased coordination, understanding of tasks, and enthusiasm for achieving set targets[24]. The combination of work motivation and communication forms a mutually supportive system for performance development. Other findings also show that a communicative work environment supported by strong motivation will result in more effective performance[31]. When employees receive the right motivational support, they are more likely to communicate openly, share knowledge, and collaborate, thereby creating performance among teams[32].

Partial analysis shows that work motivation has a significant effect on driver performance, indicating a positive influence. Increased work motivation is associated with improved driver performance, meaning that higher motivation among drivers will have an impact on their performance in completing their work. Several studies show that work motivation has a significant positive impact on employee performance. Supported by research by Putri and Simanihuruk, they found that employees with high motivation tend to show increased performance[33]. Research by Kurniawan and Ratnasih also shows that work motivation contributes greatly to employee performance[34]. These findings are consistent with research by Dahman, which shows that work motivation has a direct effect on increasing work productivity[35]. Motivation has a higher influence than communication on performance because motivation is an intrinsic factor, and when someone has a strong reason to achieve a goal, they tend to work harder and more efficiently. Conversely, good communication may not be enough to change behavior if there is no underlying motivation[36].

Communication skills have a significant and positive influence. Communication skills are basic abilities that every individual in an organization must have. Effective communication includes the ability to convey information clearly, listen actively, resolve conflicts constructively, and coordinate with various parties[37]. To achieve maximum performance, effective communication is needed in an organization. The more effective the communication, the more productive drivers will be in carrying out their assigned tasks. Research by Wahyuni and Sulistyanto shows that communication skills have a positive impact on performance, with job satisfaction as a mediator[38].

Based on the analysis of the data above, it shows that simultaneously, the variables of work motivation and communication skills have a significant effect on driver performance at the level of significance used. The finding that work motivation and communication skills simultaneously have a significant effect on driver performance is in line with Campbell's theory, which emphasizes that individual performance is the result of complementary factors of motivation and communication skills[39]. In the context of ShopeeFood drivers, the implication of this finding is that increasing work motivation must be accompanied by strengthening communication skills in order to optimize performance, especially in a dynamic and interactive work environment such as food delivery services. Pratama and Suwena's research on Grab drivers in Singaraja

confirms that driver performance is the result of a combination of work motivation and communication skills in carrying out operational tasks, so that both variables can be tested simultaneously in performance improvement[27] . Afif's research also shows that communication skills simultaneously have a significant effect on performance, indicating that an individual's ability to convey information, coordinate, and interact effectively plays an important role in supporting the achievement of optimal performance[37] .

This study has data limitations, such as the scope of the study being limited to the Pandaan area with a sample of 100 respondents selected purposively based on the criteria of having worked for more than two years and working in the Pandaan area, so the results cannot necessarily be generalized to other areas or include drivers with less work experience. Furthermore, this study only focuses on two independent variables, while other factors such as financial incentives, technological support, company policies, and working environment conditions are not included in the analysis model. Based on these limitations, several recommendations can be proposed for further research. It is recommended to expand the geographical coverage and sample size by involving more diverse regions and using more representative sampling techniques. The addition of other variables such as incentive systems, job satisfaction, or *burnout* can also enrich the research model. A *mixed-methods* approach that combines quantitative and qualitative data, as well as a longitudinal design, will provide a more in-depth and dynamic understanding.

5 Conclusion

Based on the analysis results, there is a significant relationship between work motivation and communication skills with driver performance. These results prove that both variables affect the performance of ShopeeFood drivers in Pandaan. Simultaneously, work motivation and communication skills contribute 65.0% to the variation in driver performance, while the remaining 35.0% is explained by other factors outside the research model. These findings indicate that the higher the level of work motivation and communication skills that drivers have, the more optimal their performance will be.

For further research, it is recommended to expand the scope of the region and sample, involve subjects from various platforms (such as Gojek or Grab), and add variables such as incentives or *burnout*. *Mixed-methods* or longitudinal approaches can also be used for a more in-depth and dynamic understanding. Companies are advised to optimize a fair and performance-based incentive system to increase the work motivation of driver partners. In addition, ShopeeFood needs to conduct ongoing communication skills training, particularly in communication with customers and handling complaints. These efforts are expected to improve driver performance, service quality, and customer satisfaction on an ongoing basis. With these steps, it is hoped that ShopeeFood driver partners will be more enthusiastic in improving their work motivation and communication skills so that their performance will be maximized.

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