Job Satisfaction among Food Delivery Drivers in Hanoi, Vietnam

Original Research Article

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ABSTRACT

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| --- |
| This study aims to evaluate the job satisfaction of ShopeeFood delivery drivers in Hanoi, Vietnam, and to identify key factors influencing their satisfaction. The analysis is based on survey data collected in 2024 from 136 ShopeeFood drivers operating in Hanoi. Data were obtained through face-to-face interviews using a structured questionnaire employing a five-point Likert scale. After data cleaning, the responses were analyzed using SPSS software for both descriptive statistics and regression analysis. The findings reveal that over 50% of the respondents reported being satisfied or very satisfied with their income and the flexibility of working hours. Additionally, more than 48% expressed satisfaction with the welfare policies provided. However, satisfaction levels declined when environmental factors such as adverse weather conditions and the stress associated with urban traffic were considered. Regression analysis indicates that income, the nature of the work, customer behavior, and driver qualifications significantly impact overall job satisfaction. The study recommends a set of integrated solutions, including improving income and welfare policies, providing professional training, optimizing digital platforms, and fostering an engaged and supportive driver community, to enhance long-term retention and performance. |

*Keywords: Job satisfaction; Shopeefood delivery; driver; Hanoi,*

1. INTRODUCTION

The service industry has experienced rapid expansion, particularly in major urban centers of Vietnam such as Hanoi and Ho Chi Minh city. The widespread adoption of food delivery applications like ShopeeFood, GrabFood, and GoFood has not only transformed consumer behavior but also generated thousands of new employment opportunities. Among these, the role of delivery drivers, commonly referred to as “shippers”, has emerged as a popular choice for many laborers. These drivers also play a crucial role in addressing last-mile delivery challenges in a densely populated and economically active city like Hanoi.

However, for technology-based enterprises employing this delivery model, a key challenge lies in maintaining the motivation and engagement of their driver workforce (Le Thi Thu Thuy et al., 2022). Behind the growth and allure of the digital economy lie serious concerns regarding job quality, working conditions, and driver satisfaction, particularly as these drivers often operate informally without adequate labor protections (Bui Ton Hien et al., 2022).

Job satisfaction has long been recognized as a critical determinant of employee performance, organizational commitment, and retention (Locke, 1990; Spector, 1997). In the context of the digital transformation and the Gig economy, where employment is characterized by flexibility, instability, and lack of long-term commitment, job satisfaction has become an increasingly complex and vital area of study (Kässi & Lehdonvirta, 2018). For delivery drivers, satisfaction is influenced by multiple factors beyond income, including job flexibility, platform policies, interactions with customers, and the physical and psychological pressures of navigating urban environments (Chen et al., 2019).

As Vietnam’s capital, Hanoi represents both a high-potential and highly demanding market for food delivery services. ShopeeFood, as one of the dominant platforms in the city, has rapidly gained market share. Hanoi’s dense population, high consumption levels, and urban congestion pose significant challenges for delivery drivers. These drivers often endure long hours, adverse weather conditions, and elevated risks of traffic accidents. Additionally, they must manage complex interactions involving customers and platform support services. Such conditions directly impact their job satisfaction and work attitudes (Wu et al., 2019).

Despite their pivotal role in the logistics supply chain, delivery drivers, especially those working with ShopeeFood, remain underrepresented in academic research in Vietnam. Most domestic studies to date have centered on technological innovation or consumer behavior, with limited attention paid to the human resources dimension, particularly job satisfaction among frontline drivers. This oversight represents a significant research gap. A deeper understanding of delivery drivers' working conditions and satisfaction is essential for developing sustainable and effective workforce policies for technology platforms.

In response to this need, this study seeks to answer the main research question *“what factors affect job satisfaction of Shopeefood delivery drivers in Hanoi?”*. The research objective is to propose strategies for improving driver satisfaction, thereby contributing to the enhancement of human resource quality in the gig-based delivery industry. The rest of this article is structured as follows: research methodology; findings and discussion; and conclusions with policy recommendations.

2. methodology

**2.1 Data Collection**

The study employs a mixed-method approach, utilizing both secondary and primary data to ensure a comprehensive and objective assessment of ShopeeFood drivers’ job satisfaction in Hanoi.

Secondary data were obtained from credible sources, including ShopeeFood’s official website, online service review platforms such as TripAdvisor and Foody, and relevant academic literature. Additional data were sourced from books, peer-reviewed journals, and specialized websites related to the delivery and Gig economy sectors. The primary aim of collecting secondary data was to establish a solid theoretical foundation regarding the factors influencing job satisfaction among ShopeeFood drivers.

Primary data were collected through interviews with 150 ShopeeFood drivers operating in Hanoi. A semi-structured questionnaire was developed to facilitate face-to-face interviews, allowing respondents to elaborate on their experiences. The questionnaire focused on evaluating drivers’ satisfaction levels and explored influencing factors such as working hours, job environment, and individual demographic characteristics. This method enabled the collection of in-depth insights and contextual understanding to complement the quantitative survey data (Creswell, 2017).

Table 1. Five-Point Likert Scale Used in the Study

| **Level** | **Evaluation Criteria** | **Response Score** | **Quality Interpretation** |
| --- | --- | --- | --- |
| 1 | Most Dissatisfied | 1 | 1.00 – 1.79: Very low |
| 2 | Dissatisfied | 2 | 1.80 – 2.59: Low |
| 3 | Neutral | 3 | 2.60 – 3.39: Average |
| 4 | Satisfied | 4 | 3.40 – 4.19: High |
| 5 | Most Satisfied | 5 | 4.20 – 5.00: Very high |

*Source: Compilation author (2025)*

In the semi-structured questionnaire, a five-point Likert scale was employed to measure drivers’ job satisfaction. This scale enabled respondents to indicate their level of agreement with each statement, ranging from 1 - “Most Dissatisfied” to 5 - “Most Satisfied” (Table 1). The use of a five-point Likert scale is widely accepted in satisfaction-related studies, as it enhances the feasibility of data collection and analysis, while also facilitating the interpretation of satisfaction levels among survey participants (Panumasvivat et al., 2025; Joshi et al., 2015).

**2.2 Analytical Framework**

To date, numerous definitions of job satisfaction have been employed in academic research. One of the earliest and most widely cited definitions describes job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person to truthfully say, ‘I am satisfied with my job’. According to this view, job satisfaction is influenced not only by external environmental factors but also by internal perceptions and emotions experienced by the employee (Hoppock, 1935).

Another perspective defines job satisfaction as an employee’s perception of the effort exerted and success achieved in their job. It is closely linked to labor productivity and the individual’s sense of well-being. In this sense, job satisfaction implies that the employee is performing a job they enjoy, performing it effectively, and receiving appropriate recognition or rewards for their efforts. Furthermore, job satisfaction is also associated with enthusiasm and emotional fulfillment derived from the work itself. It is considered a key driver of recognition, income, promotion, and ultimately, personal and professional fulfillment (Kaliski, 2007).

From a more localized perspective, job satisfaction has been defined as the degree to which employees are satisfied with the rewards they receive from their work. This includes both tangible rewards (e.g., salary) and intangible elements (e.g., recognition), and is often viewed as a reflection of intrinsic motivation (Nguyen Thi Thu Ha, 2014). According to Le Thai Phong (2015), satisfaction represents an emotional state regarding various aspects of work. These aspects, such as the nature of the job, promotion opportunities, leadership quality, peer relationships, and compensation, directly influence employees' attitudes and perceptions within the workplace.

**Customer**

**attitude**

**Driver characteristics**

**Working environment**

**Competition from other platforms**

**Job satisfaction of Shopeefood drivers**

**Income**

**Welfare regime**

**Nature of work**

**Fig. 1. Analytical framework for job satisfaction of Shopeefood drivers**

**Các chế độ phúc lợi**

*Source: Compilation author (2025)*

Building upon the various definitions of job satisfaction discussed above, this study concentrates on evaluating the job satisfaction of ShopeeFood delivery drivers across three core dimensions: satisfaction with income, satisfaction with welfare policies, and satisfaction with the nature of delivery work (Fig 1). These dimensions provide a structured approach to understanding the drivers' overall satisfaction within the context of platform-based Gig work. In addition to these core aspects, the study also investigates several external and internal factors that may influence job satisfaction. These include: customer attitude, individual characteristics of the drivers, working environment conditions (such as traffic congestion and weather conditions), and competitive pressure from other delivery platforms (Le Trong Hieu et al., 2024).

**2.3 Analysis Methods**

*Descriptive Statistics*: After data collection, a total of 136 valid questionnaires were retained for analysis. The data were coded and processed using SPSS software, applying multivariate statistical analysis techniques. To assess both overall job satisfaction and satisfaction with individual job components, the study utilized two key measures: the frequency distribution across satisfaction levels and the mean satisfaction score for each component.

*Quantitative Model*: To further examine the determinants of job satisfaction among ShopeeFood drivers, regression analysis was employed to quantify the impact of various influencing factors. This analytical approach follows established methodologies in prior research, the following regression model was constructed (Pham Thu Hang & Pham Thi Thanh Hong, 2015; Hair et al., 2017; Nguyen Thi Hong Dao et al., 2024):

Y = β1 X1 + β2 X2 + β3 X3 + β4 X4 + β5 X5 + ε

Where:

* Y: Job satisfaction of ShopeeFood drivers
* X1​: Income
* X2​: Nature of work (workload, task characteristics, and job autonomy)
* X3​: Working environment (traffic conditions, weather challenges)
* X4​: Competition (competitive pressure from other delivery platforms and apps)
* X5: Customer attitude (drivers' perception of respect, cooperation, and fairness from customers)
* X6​: Driver age (demographic variable capturing age-related effects on satisfaction)
* X7: Driver education level (highest level of formal education attained)

**Table 2. Description of independent variables in the regression model**

| **Variable** | **Description** | **Measurement Unit** |
| --- | --- | --- |
| X1 | Average monthly income of drivers (including salary and bonuses) | Million Vietnam Dong |
| X2 | Nature of work | 1–5 Likert scale |
| X3 | Working environment | 1–5 Likert scale |
| X4 | Competition from other delivery platforms (e.g., Bee, Grab, etc.) | 1–5 Likert scale |
| X5 | Customer attitude toward drivers | 1–5 Likert scale |
| X6 | Driver's age group | 1 = <25 (Young), 2 = 25–35 (Adult), 3 = >35 (Middle-aged) |
| X7 | Driver's education | 1 = Below High School, 2 = High School, 3 = University or higher |

*Source: Compilation author (2025)*

3. results and discussion

**3.1 Demographic Characteristics of ShopeeFood Drivers**

Based on 136 valid survey responses, the results indicate several notable demographic characteristics among ShopeeFood drivers in Hanoi. In terms of age distribution, the majority of drivers fall within the 18–25 age group, accounting for 68% of the sample. This is followed by the 25–35 age group at 31%, while only 1% of respondents are over 35 years old (Table 3). These figures suggest that the ShopeeFood delivery workforce is predominantly composed of young individuals, many of whom are likely students working part-time. This demographic is characterized by greater flexibility in working hours, fewer long-term commitments, and a short-term income orientation, often seeking work opportunities to support daily living expenses.

**Table 3. Demographic characteristics of ShopeeFood drivers**

| **Indicators** | **Category** | **Frequency**  **(n=136)** | **Percentage**  **(%)** |
| --- | --- | --- | --- |
| Age | 18–25 years | 92 | 68% |
|  | 25–35 years | 42 | 31% |
|  | Over 35 years | 2 | 1% |
| Gender | Male | 128 | 94% |
|  | Female | 8 | 6% |
| Education Level | Below High School | 40 | 29% |
|  | High School | 84 | 62% |
|  | University or Higher | 12 | 9% |
| Work Experience | Less than 2 years | 62 | 46% |
|  | More than 2 years | 74 | 54% |

Source: Survey data, 2024

In terms of gender distribution, male drivers overwhelmingly dominate the workforce, accounting for 94%, while female drivers represent only 6% of the sample (Table 3). This significant disparity reflects the physical and operational demands of the job, which requires strength, flexibility in working hours, and high mobility - factors that tend to align more closely with male labor profiles. Additionally, concerns regarding personal safety serve as a substantial barrier discouraging many women from participating in this type of work.

With respect to educational attainment, the majority of ShopeeFood drivers possess a high school diploma, representing 62% of the respondents. This indicates that the nature of delivery work, while increasingly integrated with digital platforms, does not require a high level of formal education or specialized skills, making it an accessible employment option for individuals with moderate qualifications. This pattern aligns with the Gig Economy job classification framework proposed by Hauben et al. (2020), which identifies four main types of platform-based work:

* Type 1: Low-skilled, on-site work (e.g., ride-hailing or food delivery services such as Uber, Lyft, Deliveroo);
* Type 2: High-skilled, on-site work (e.g., home repair, healthcare, and domestic services through platforms like Book a Tiger, Helping);
* Type 3: Low-skilled, online work (e.g., microtask platforms like Amazon or Click-worker);
* Type 4: High-skilled, online work (e.g., digital freelance work in design, translation, marketing, or consulting via Gengo, TaskRabbit, or Upwork).

Overall, the demographic profile of ShopeeFood drivers mirrors that of workers employed by other delivery platforms in Vietnam, such as GrabFood and Gojek. Previous studies have consistently found that platform-based delivery drivers are predominantly male, aged between 20 and 35, and have at least a high school education (Pham Van Hieu, 2023; Le Thi Thu Thuy et al., 2022). This suggests a broader trend in Vietnam’s technology-enabled delivery sector, which appears to attract a young, male, and relatively well-educated workforce, particularly those seeking flexible, short-term income opportunities.

**3.2 Job Satisfaction of ShopeeFood Drivers in Hanoi**

**3.2.1 Satisfaction with income**

Statistics derived from a sample of 136 ShopeeFood drivers reveal that the most common income range falls between 5 to 10 million VND per month, comprising approximately 53% of the respondents. The second-largest group includes drivers earning over 10 million VND/month, accounting for more than 26%, while the remaining 21% earn less than 5 million VND/month (Fig 2). The low-income group typically consists of students or part-time drivers, who often divide their time between delivery work and academic pursuits or another primary job. These individuals generally work fewer hours, leading to lower monthly earnings. On average, ShopeeFood drivers earn around 7.5 million VND per month, a level of income considered sufficient to cover basic living expenses in a major urban area like Hanoi. This figure is consistent with previous research findings, which estimate the average income of motorcycle-based technology drivers in Hanoi at approximately 7 million VND/month, excluding costs such as fuel and platform service fees (Thanh Tung, 2022). These findings highlight the viability of food delivery as a short-term income source, particularly for younger workers seeking flexibility, while also emphasizing the need for better social protection and labor policy frameworks to support this emerging segment of the Gig economy.

**Fig. 2. Monthly income structure of ShopeeFood drivers**

Source: Survey data, 2024

The income structure of ShopeeFood drivers is largely inherited from the operational model of the Now application. Under this system, a driver’s earnings are calculated based on the following formula: 90% of the delivery fee plus performance-based bonuses, with the platform retaining a 10% management fee. The base delivery fee is set at 15,000 VND for distances under 3 kilometers, with an additional 5,000 VND charged for each subsequent kilometer. Drivers also receive bonuses determined by their performance tier and daily accumulated points. Under favorable conditions and with consistent effort, drivers can earn up to 1 million VND per day, especially those in the highest performance category.

Research findings show that ShopeeFood drivers generally express satisfaction with their income, with an average rating of 3.47 on a 5-point Likert scale. More than 50% of drivers reported feeling either “satisfied” or “very satisfied” with their current income level (Table 4). Furthermore, 77% of respondents stated that this income constitutes a living wage, particularly when compared to other part-time jobs such as waitstaff or tele-sales, which typically yield only 2.5 to 4 million VND per month. These results highlight that food delivery, especially through platforms like ShopeeFood, is perceived as a viable and relatively rewarding job option, particularly for those seeking flexibility and competitive short-term earnings.

Table 4. Income satisfaction of ShopeeFood drivers

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator** | **Level of satisfaction** | | | | | **Mean score** |
| Most Dissatisfied  (1) | Dissatisfied  (2) | Neutral  (3) | Satisfied  (4) | Most Satisfied  (5) |
| Salary is commensurate with my ability | 10 | 13 | 55 | 34 | 24 | 3.36 |
| I can make a living from this income | 18 | 14 | 26 | 35 | 43 | 3.52 |
| Income is comparable to other companies | 24 | 20 | 40 | 28 | 24 | 3.06 |
| **Overall satisfaction with income** | **13** | **21** | **33** | **27** | **42** | **3.47** |

Source: Survey data, 2024

When compared to the income levels of workers on other technology-based delivery platforms such as Bee or Baemin, the combined satisfaction and high satisfaction rate among ShopeeFood drivers is only slightly above 38%. According to the drivers, these competing platforms typically retain 20–30% of the delivery fee and offer lower bonus incentives. In contrast, the ShopeeFood platform deducts only 10% of the delivery fee and offers a relatively attractive bonus scheme, indicating that ShopeeFood's policy framework provides more favorable earning conditions for its drivers.

Despite the fact that over 50% of ShopeeFood drivers report being satisfied or very satisfied with their current income, nearly 10% remain very dissatisfied. Dissatisfaction is often attributed to external working conditions such as severe traffic congestion during peak hours and extreme weather, both of which negatively impact delivery efficiency and income potential. Many drivers have recommended that ShopeeFood consider increasing allowances or delivery fees during peak times to better reflect the operational challenges encountered on the job.

In conclusion, ShopeeFood drivers are able to achieve relatively stable and competitive incomes, particularly when they demonstrate high work commitment and effective time management. The platform’s low commission rate and generous bonus policy stand out as key competitive advantages when compared to other delivery services, and contribute positively to enhancing driver satisfaction in the gig-based delivery industry.

**3.2.2 Satisfaction with welfare policies**

Welfare and social security systems play a crucial role in enhancing employee satisfaction and retention, particularly within precarious forms of employment such as platform-based Gig work. Informal workers, including technology-based delivery drivers, are often excluded from formal labor protections and face significant exposure to occupational and income-related risks. As freelancers, they are not legally required to contribute to social insurance schemes, which in turn prevents them from accessing essential benefits. This absence of formal social protection renders them vulnerable in cases of illness, maternity, work-related accidents, or occupational diseases, all of which can occur unexpectedly and significantly disrupt their livelihoods (Pham Van Hieu, 2023).

In the case of ShopeeFood drivers in Hanoi, this study found that the current welfare provisions offered by the platform are perceived as relatively favorable, flexible, and practical. In addition to performance-based bonuses, ShopeeFood provides an accident insurance package worth up to VND 60 million, along with free civil liability insurance for motorbikes, hospitalization allowances, outpatient medical coverage, and emergency support of up to VND 100 million per month for exceptional or critical cases (see Table 5). These support mechanisms serve not only to partially offset the lack of formal social insurance, but also to improve job satisfaction and perceived job security among drivers operating under inherently unstable conditions.

**Table 5. Summary of welfare policies for ShopeeFood drivers**

|  |  |  |
| --- | --- | --- |
| **Welfare policy** | **Value** | **Beneficiary** |
| |  | | --- | | Accident Insurance | | |  | | --- | | VND 60 million | | |  | | --- | | 100% of active drivers covered | |
| |  | | --- | | Night Shift Allowance | | |  | | --- | | VND 8,000/order | | |  | | --- | | Applies to orders after 9:30 pm | |
| |  | | --- | | Weather and Peak Hour Surcharge | | |  | | --- | | VND 1,000 – 5,000/order | | |  | | --- | | For deliveries during extreme heat (>37°C) or peak traffic hours | |
| |  | | --- | | Holiday Bonus | | |  | | --- | | VND 500,000/day | | |  | | --- | | 100% coverage on national holidays | |

Source: Survey data, 2024

In addition to core earnings, ShopeeFood drivers also benefit from a range of supplementary allowances and bonuses, including night shift compensation, bad weather surcharges, and holiday incentives, which contribute to both increased income and enhanced work motivation. These welfare policies reflect a comprehensive approach that considers not only drivers’ earnings but also their health, working conditions, and overall well-being.

According to the survey results, drivers reported a moderate level of satisfaction with the current welfare regime (Fig 3). The item "bonuses commensurate with work performance" received an average score of 3.32 on a 5-point Likert scale, while "reasonable allowances" was rated slightly lower, at 3.07. Furthermore, 75% of respondents expressed satisfaction with the bad weather compensation policy, although 25% noted delays in the system's surcharge updates during adverse weather conditions. Significantly, 52% of drivers agreed that bonus and allowance distribution is fair and transparent, indicating confidence in ShopeeFood’s reward coordination mechanisms. This level of perceived fairness is particularly important in the context of gig work, where algorithmic governance and opaque incentive structures often cause dissatisfaction.

**Fig. 3. Satisfaction of ShopeeFood drivers with welfare policies**

Source: Survey data, 2024

When compared to other delivery platforms operating in Vietnam, such as Grab, Gojek, and Baemin, ShopeeFood's welfare policy exhibits notable advantages. For instance, Grab’s order dispute system is perceived as burdensome, requiring drivers to provide complex verification in cases of failed deliveries. In contrast, ShopeeFood offers a streamlined and driver-friendly support process, allowing quick refunds without the need to visit a physical office—enhancing convenience and reducing driver frustration. These findings are consistent with Do Ly Hoai Tan’s (2019) study on Grab drivers in Ho Chi Minh City, which found that despite relatively stable incomes, many drivers were dissatisfied due to inconsistent bonus structures and vague benefit policies. The lack of transparency in these areas was identified as a key driver of dissatisfaction and a major contributor to workforce turnover within the technology-based delivery sector.

Overall, ShopeeFood’s welfare policies are perceived not only as above average, but also as flexible and human-centered, contributing meaningfully to the quality of life of its drivers. These policies play an essential role in retaining a stable workforce and help cultivate a positive corporate image within Vietnam’s growing freelance and Gig economy community.

**3.2.3 Satisfaction with the nature of work**

ShopeeFood driver jobs are increasingly attracting the general labor force and students due to outstanding features such as: flexible time, low skill requirements, stable income, and the ability to quickly access work. The nature of the job is mainly based on receiving orders via the application, traveling to the restaurant, and then delivering to customers. The factor of not being bound by working hours helps many drivers consider this as a main job or a side job that fits their personal schedule.

Table 6. Satisfaction of ShopeeFood drivers with the nature of work

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Indicator** | **Level of satisfaction** | | | | | **Mean**  **Score** |
| Most Dissatisfied  (1) | Dissatisfied  (2) | Neutral  (3) | Satisfied  (4) | Most Satisfied  (5) |
| The job is appropriate for my qualifications | 8 | 8 | 40 | 50 | 30 | 3.63 |
| The job allows me to make good use of my personal abilities | 4 | 15 | 50 | 46 | 21 | 3.48 |
| The job is challenging and interesting | 14 | 18 | 38 | 42 | 24 | 3.32 |
| Working hours are reasonable and flexible | 8 | 20 | 40 | 34 | 34 | 3.49 |
| Overall satisfaction with the nature of work | 6 | 17 | 42 | 41 | 30 | 3.53 |

Source: Survey data, 2024

Survey results indicate a generally positive level of satisfaction with the nature of the work among ShopeeFood drivers. The criterion "work suited to qualifications" received a relatively high average score of 3.63. The indicator "job allows the use of personal capabilities" scored 3.48, suggesting that most drivers are familiar with operational procedures and job requirements, and are able to proactively apply their individual competencies to improve performance. The criterion related to "challenging and interesting work" received a slightly lower average score of 3.32, yet still reflects that the nature of the job offers opportunities to explore the city, interact with a diverse range of customers, and gain unique social experiences. Notably, the flexibility of working hours is highly appreciated, with a mean score of 3.49, making it particularly attractive to freelance and part-time workers.

The survey also reveals that 64% of drivers do not express concern about unemployment, as this job is viewed as a viable substitute or supplement to primary income sources. It provides greater employment flexibility and resilience, especially in the context of an uncertain and fluctuating labor market. These findings are consistent with prior research, which shows that most platform-based drivers choose this line of work because it is low-barrier, easy to access, and capable of generating rapid income (Pham Van Hieu, 2023; Do Ly Hoai Tan, 2019). However, these studies also emphasize that job satisfaction tends to decline significantly in situations of sudden workload surges or under extreme environmental conditions, especially when support policies from the platform are lacking.

In summary, the nature of work at ShopeeFood is considered well-suited for workers with general qualifications and for flexible labor groups such as students. It represents a practical employment solution that not only contributes to reducing unemployment but also enables individuals to generate part-time income while maintaining a sense of autonomy and motivation at work.

**3.3 Factors Affecting ShopeeFood Driver Satisfaction**

Although ShopeeFood offers a flexible working platform, a variety of bonus schemes, and responsive support services, several external factors continue to affect drivers' overall job satisfaction. Traffic congestion, adverse weather conditions, intensified competition from other delivery platforms, and customer attitudes are frequently cited as key elements that negatively impact work efficiency, ultimately leading to reductions in both income and job morale (Liang et al., 2017; Scheiber, 2017). To quantitatively assess the influence of these external factors on the job satisfaction of ShopeeFood drivers, the study employed a regression analysis model, as detailed in the research methodology section. The results of the model estimation are presented in Table 7.

**Table 7. Results of regression model**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Independent Variable | **Unstandardized Coefficients** | **Std** | **Standardized Coefficients** | T | P-value |
| Constant | 0.242 | 0.207 |  | 0.81 | 0.419 |
| Income (X1) | 0.188 | 0.066 | 0.229 | 3.355 | 0.001\*\*\* |
| Nature of Work (X2) | 0.230 | 0.056 | 0.257 | 3.403 | 0.000\*\*\* |
| Working Environment (X3) | 0.181 | 0.072 | 0.193 | 1.042 | 0.212 |
| Competition (X4) | 0.556 | 0.079 | 0.654 | 1.235 | 0.206 |
| Customer Attitude (X5) | 0.178 | 0.145 | 0.211 | 2.955 | 0.082\* |
| Driver Age (X6) | 1.226 | 0.954 | 1.398 | 1.069 | 0.187 |
| Driver Education (X7) | - 0.124 | 0.145 | - 0.148 | 2.539 | 0.025\*\* |
| R2 = 0.638; |  | Adjust R2 = 0.616 | |  |  |
| F = 108.686 (Sig. = 0.000) | |  |  |  |  |

Source: Survey data, 2024

*Note: \*\*\*p < 0.01, \*\*p < 0.05, \*p < 0.1*

The regression estimation results presented in Table 7 indicate that the adjusted R² value is 0.616, suggesting that the independent variables in the model explain approximately 62% of the variation in the dependent variable, job satisfaction. The F test statistic of 108.686 with a significance level of p < 0.01 confirms that the model is statistically significant and well-fitted to the data at the 1% confidence level.

Among the variables included, those found to have a statistically significant impact on the job satisfaction of ShopeeFood drivers are: income, nature of work, customer attitude, and driver education. The standardized beta coefficients provide a comparative basis for assessing the relative importance of each factor influencing satisfaction. Notably, the variable "nature of work" exhibits the strongest positive influence (β = 0.257), followed by "income" (β = 0.229) and "customer attitude" (β = 0.211). These results highlight that job characteristics, financial returns, and interpersonal customer interactions are the primary determinants of satisfaction among ShopeeFood drivers.

Other variables, such as working environment, technological competition, and driver age, were not statistically significant in the model. However, from a practical perspective, these factors may still exert influence and warrant qualitative analysis or further investigation, especially under specific operational conditions (e.g., extreme weather or platform competition during high demand).

*Competition from other applications*

Vietnam's online food delivery market witnessed the highest growth of 26% from 1.4 billion USD in 2023 to 1.8 billion USD in 2024, in which Grab Food and ShopeeFood accounted for 95% of the market share. Grab Food held 48% of the market share, ShopeeFood followed closely behind with 47% of the market share. The remaining market share belonged to Bee (4%) and Gojek (1%). However, Gojek officially withdrew from the Vietnamese market in September 2024. This growth was driven by factors such as expanding customer segments, service areas, and synergies with other business activities of the platforms (Minh Huyen, 2025). However, competition between technology applications directly affects the income of ShopeeFood drivers. When other platforms like Grab launch big promotions, ShopeeFood's order volume may decrease, causing drivers to lose a stable source of income. In addition, the attraction of applications with larger order volumes causes many drivers to tend to "jump ship", making it difficult to maintain a stable driver resource.

*Working environment*

Traffic is one of the factors that has a clear negative impact on drivers' performance and job satisfaction (Do Thi Thuy Hien et al., 2021). Hanoi currently has more than 7.7 million vehicles in circulation, plus about 1.2 million from other provinces, creating a serious overload situation, especially during rush hour. Severe congestion causes delivery times to be extended, especially during holidays and rush hour, reducing income and affecting drivers' psychology. In addition to traffic conditions, weather conditions are also one of the important factors affecting drivers' satisfaction and health. Air quality in Hanoi regularly records an AQI index of 150 - 250, a dangerous level, seriously affecting the respiratory tract. In addition, Hanoi's unique weather, including peak heat of 40°C in the summer and extreme cold in the winter, also makes delivery work difficult and directly affects the spirit and health of workers, increasing the risk of accidents, making drivers feel unsafe at work.

4. Conclusion

This study has examined and clarified the job satisfaction of ShopeeFood drivers in Hanoi across multiple dimensions, including income, welfare policies, the nature of the work, and the working environment, with specific attention to external factors such as traffic conditions, weather, and competition from other technology platforms. The findings reveal that while most drivers’ express satisfaction with their income levels and flexible working hours, their overall satisfaction is still significantly influenced by external constraints such as congestion, extreme weather, occupational safety concerns, and intense platform competition.

In response to these challenges, the study proposes a set of integrated and actionable recommendations aimed at enhancing driver satisfaction and sustaining a stable labor force:

- Comprehensive training programs should be implemented to improve drivers’ practical competencies, including safe driving, goods handling, and customer communication skills. These not only help reduce operational risks but also enhance service quality and customer satisfaction.

- Regarding income and job stability, ShopeeFood should establish a more competitive compensation structure comprising base pay, fuel allowances, performance-based bonuses, and flexible scheduling policies. A transparent performance evaluation system is also essential to ensure fairness and recognize individual contributions.

- In terms of technology, the platform should continue to upgrade its application infrastructure, with emphasis on user interface optimization, GPS accuracy, and intelligent order management tools. The creation of a real-time technical support channel will enable drivers to address issues promptly, thereby minimizing disruptions in service delivery.

- Finally, building a positive driver community is vital. ShopeeFood should invest in engagement activities such as peer exchange programs, online forums, and achievement-based reward systems. These initiatives promote solidarity, motivation, and long-term commitment among drivers.

**COMPETING INTERESTS DISCLAIMER:**

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

Disclaimer (Artificial intelligence)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

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