

DETERMINANTS OF RIDE-HAILING DRIVERS' JOB ATTITUDES: THE MEDIATING ROLE OF JOB SATISFACTION

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ABSTRACT

This study examines the determinants of job attitudes among ride-hailing drivers in the context of a green mobility platform, Green SM, in Ho Chi Minh City. Prior research has primarily focused on conventional ride-hailing services, with limited attention to drivers operating on electric vehicle-based platforms. To address this gap, the study develops an integrated framework based on perceived value theory and job satisfaction theory. Using survey data from 700 ride-hailing drivers and applying PLS-SEM, the results show that perceived financial benefits and costs are the strongest predictors of job satisfaction. Job satisfaction serves as a central mediating mechanism linking job-related factors to job attitudes. Working conditions and perceived social value also have significant effects, while occupational safety and health show a weaker but positive influence. The model explains 63.1% of the variance in job satisfaction and 67.4% in job attitudes. This paper contributes to the literature by demonstrating economic evaluation and accumulated work experience jointly shape job attitudes in green platform-based labor. From a practical perspective, platform operators should improve income stability, enhance transparency in operational mechanisms, and strengthen drivers' social recognition to support long-term engagement.

Keywords: Job attitude, ride-hailing drivers, platform labor, job satisfaction, gig economy.

1. INTRODUCTION

Platform-based labor has expanded rapidly in urban services over the past decade. These platforms create flexible employment arrangements that extend beyond traditional labor market structures [1]-[3]. As a result, on-demand transportation services have become a rapidly growing sector, attracting a large number of workers through ride-hailing platforms [4]. With relatively low entry barriers, ride-hailing has become a popular source of income in the digital economy.

Despite the advantages of flexible working time and income opportunities, the app-based work environment also brings new challenges. Ride-hailing drivers are managed through algorithmic systems, where decisions related to trip allocation, performance evaluation, and reward-penalty mechanisms are based on operational data and rating systems [5]. In addition, drivers face various occupational risks, such as traffic accidents, service pressure, and income instability caused by changes in market demand and platform policies [4], [6]. Therefore, the work environment is not only flexible but also uncertain.

These conditions may lead to differences in how drivers evaluate their work. In this context, job attitude is reflected in drivers' perceptions of career prospects, job value, and overall evaluation of their work experience. Previous studies show that individuals'

perceptions of their work are influenced by both psychological factors and job-related conditions [7], [8]. In platform-based labor, autonomy is often accompanied by algorithmic control, which increases monitoring and dependence on rating systems [4], [5]. When the criteria for task allocation and performance evaluation are not transparent, perceived fairness may decrease, which negatively affects job satisfaction and job attitudes.

At the international level, many studies have focused on platform workers, especially in digital services and ride-hailing sectors [4], [9]. However, most studies examine separate aspects such as autonomy, algorithmic management, or income instability, rather than providing an integrated perspective. As a result, limited attention has been given to the combined effects of economic, organizational, and social factors on job attitudes through psychological mechanisms, particularly in new forms of platform-based labor.

In Vietnam, the ride-hailing market has grown rapidly and has become an important part of the urban transport system. The market size is estimated at around USD 1 billion and is expected to exceed USD 2.5 billion by 2030 [10], [11]. This growth has increased the number of drivers participating in platform-based work, but it has also created challenges related to income instability, occupational risks, and changing work patterns. Although some recent studies have examined drivers' working conditions in Vietnam, empirical research on ride-hailing drivers remains limited [12].

The emergence of green ride-hailing platforms such as Green SM introduces a new context for platform-based labor. Unlike conventional ride-hailing platforms, Green SM operates as a large-scale electric mobility system that integrates platform-based labor with environmentally sustainable transportation. This model represents an emerging form of platform work in which economic, organizational, and social dimensions are simultaneously embedded in drivers' daily labor experience. Compared to conventional ride-hailing services, drivers in this context may evaluate their work not only based on economic outcomes and working conditions but also based on social recognition, including the environmental mission of the platform.

To address this research gap, this study examines the determinants of job attitudes among ride-hailing drivers in Ho Chi Minh City. Special attention is given to the mediating role of job satisfaction in the relationship between job-related factors and job attitudes. An integrated framework is developed by combining perceived value theory and job satisfaction theory to explain how job-related factors influence drivers' attitudes. In this approach, job attitudes are understood as psychological evaluations based on both cognitive and experiential aspects of work. Job satisfaction has long been recognized as an important psychological outcome of work experiences and is likely to influence employees' job attitudes.

The findings contribute by clarifying the role of economic evaluation in shaping job satisfaction and by explaining how job satisfaction mediates the relationship between different job-related factors and job attitudes. The findings provide additional evidence for understanding job attitude formation in the gig economy, especially in a developing digital context. Significantly, by focusing on a dominant green mobility platform such as Green SM, the study highlights how new platform models, particularly green mobility services, may influence workers' perceptions and attitudes by enhancing the social value associated with their occupation, including its environmental contribution, extending beyond the boundaries of traditional ride-hailing services.

2. LITERATURE REVIEW AND RESEARCH MODEL

2.1. Theoretical Background

The evolution of digital labor markets has fundamentally restructured work organization through intermediary platforms [1], [3]. In the ride-hailing sector, this transformation is

characterized by the replacement of traditional supervision with algorithmic management. This system relies on real-time data and feedback loops to govern task distribution and performance monitoring [2], [5], [6]. While offering workers a degree of autonomy, such digital oversight introduces systemic uncertainties regarding income stability and operational transparency [4], [13]. This duality of flexibility and unpredictability serves as the primary environmental stimulus shaping driver perceptions.

To conceptualize how drivers evaluate this environment, this paper integrates two core theoretical lenses. First, Perceived Value Theory provides a basis for understanding the trade-offs inherent in platform work. From this perspective, drivers conduct a cognitive cost-benefit analysis, weighing financial incentives against the physical and psychological costs of labor [14]. This internal evaluation is a critical precursor to their overall professional assessment.

Second, Job Satisfaction Theory is employed to capture the emotional response to these work experiences. Satisfaction is defined here as a subjective state reflecting an individual's fulfillment within their role [15]. Within organizational behavior literature, job satisfaction functions as a pivotal mediator; it translates external job conditions into internal psychological stances [7], [8].

By combining these theories, the study establishes an integrated framework to explain how job-related determinants, including economic, physical, and social dimensions, shape the professional evaluations of ride-hailing drivers. In emerging platform contexts such as green mobility systems, this framework is particularly relevant, as drivers' work experiences are simultaneously shaped by economic incentives, organizational mechanisms, and broader social and environmental value considerations.

2.2. Job Attitude and Job Satisfaction

Job attitude refers to an individual's overall evaluative orientation toward their occupation, reflecting perceived value and development prospects [16]. In organizational and career research, job attitude is conceptually related to organizational commitment to the occupation [17]. Job satisfaction, defined as a positive emotional state resulting from work evaluation [15], serves as a key mediating mechanism linking job conditions to attitudinal outcomes [7], [8].

In the platform work environment, ride-hailing drivers' attitudes are shaped by actual work experiences, including working conditions, income stability, and occupational risks [4], [6]. When these conditions are perceived as favorable, individuals develop more positive job attitudes. According to organizational behavior research, job-related factors influence attitudes through two primary pathways: a direct evaluative link and an indirect emotional pathway mediated by job satisfaction [7]. In the platform context, where algorithm-driven management and flexibility coexist [1], job satisfaction is expected to play a central role. When important expectations related to income, working environment, and social recognition are met, satisfaction increases, which in turn reinforces favorable job attitudes [7], [8]. Hence, the following hypothesis is proposed:

H3: Job satisfaction positively influences the job attitudes of ride-hailing drivers.

2.3. Job-related factors influencing job satisfaction and job attitudes

2.3.1. Working Conditions

The working conditions of ride-hailing drivers are shaped by the operational environment, the degree of autonomy over working time, and the management mechanisms implemented by digital platforms. A key characteristic of this labor model is its high level of flexibility, allowing individuals to regulate their working hours and labor intensity. This flexibility is often considered more advantageous than traditional forms of employment [2],

[4]. From a job design and organizational behavior perspective, such flexibility enhances autonomy, which contributes to individuals' overall assessment of their job and is associated with higher levels of job satisfaction [7], [18].

However, this flexibility is accompanied by the pervasive influence of algorithmic control. Core operational processes, including order allocation, performance monitoring, and reward–penalty mechanisms, are largely governed by real-time data and customer feedback [5]. In many cases, limited transparency in these systems creates information asymmetry, reducing drivers' sense of control and fairness [13]. Opaque deactivation policies or unpredictable changes in trip allocation may erode trust and undermine the perceived quality of the work environment [5], [13].

Empirical studies suggest that the transparency, consistency, and fairness of management systems play a critical role in shaping drivers' work experiences [4], [6]. When workers perceive operational processes as fair and predictable, they are more likely to develop positive evaluations of their working conditions, thereby enhancing job satisfaction. Conversely, unpredictable systems may diminish satisfaction and lead to less favorable job attitudes. In addition to this indirect effect, working conditions also exert a direct influence on job attitudes by shaping individuals' immediate perceptions of fairness, control, and work environment. Accordingly, the following hypotheses are proposed:

H1a: Working conditions positively influence the job satisfaction of ride-hailing drivers.

H2a: Working conditions positively influence the job attitudes of ride-hailing drivers.

2.3.2. Perceived Financial Benefits and Costs

Income represents a central factor in shaping workers' assessment of the economic value of their job. Within the platform-based work environment, although drivers have the flexibility to adjust their working time to increase earnings, their income is often subject to significant uncertainty. Actual earnings depend on fluctuations in market demand, competitive pressure among drivers, and periodic policy adjustments implemented by the platform [19]. In addition, work-related costs, such as fuel, maintenance, and vehicle depreciation, directly affect drivers' net financial outcomes. Empirical evidence suggests that earnings in the gig economy are highly variable and influenced by both market dynamics and platform-specific mechanisms [20], [21].

Perceived value theory proposes that individuals evaluate an object or experience by comparing what they receive with what they sacrifice. Originally developed in consumer behavior research, perceived value reflects an overall assessment based on the trade-off between perceived benefits and perceived costs [22]. Building on this conceptualization, subsequent studies operationalized perceived value as a multidimensional construct applicable to different evaluation contexts [9]. Among ride-hailing drivers, the balance between financial benefits and incurred costs becomes a key determinant of job satisfaction. When drivers perceive that their net earnings meet or exceed expectations, they are more likely to experience higher satisfaction and develop more positive attitudes toward their job. Conversely, when costs outweigh perceived benefits, dissatisfaction may arise, leading to less favorable job attitudes. In addition to this indirect effect, perceived financial benefits and costs may also directly shape job attitudes, as individuals tend to form immediate judgments based on economic returns.

Empirical studies further indicate that financial satisfaction and perceived earnings adequacy play a critical role in shaping workers' perceptions in the gig economy [20], [21]. Income volatility and uncertainty may reduce satisfaction and weaken overall job attitudes, whereas stable and adequate earnings tend to enhance both satisfaction and more favorable evaluations of work. Even small increases in fuel or maintenance costs can significantly affect net earnings, making the benefit–cost balance a key concern for drivers [20], [21]. Consequently, perceived financial benefits and costs are expected to influence both job satisfaction and job attitudes.

H1b: Perceived financial benefits and costs positively influence the job satisfaction of ride-hailing drivers.

H2b: Perceived financial benefits and costs positively influence the job attitudes of ride-hailing drivers.

2.3.3. Occupational Safety and Health

The work of ride-hailing drivers is inherently associated with various occupational risks due to their continuous exposure to dynamic urban traffic environments. These risks include traffic accidents, air pollution, adverse weather conditions, and prolonged working hours, all of which may negatively affect both physical and psychological well-being. Within platform-based labor markets, drivers are typically classified as independent contractors rather than formal employees, resulting in limited access to institutionalized occupational safety protections. Consequently, responsibility for managing safety risks is largely shifted to individual workers, increasing perceived vulnerability and job-related stress [1], [4].

From a theoretical perspective, the Job Demands–Resources (JD-R) model suggests that high job demands, such as safety risks and work pressure, can lead to strain and reduced well-being. This, in turn, lowers job satisfaction and weakens overall job attitudes [8]. In this sense, perceptions of occupational safety play an important role in shaping how individuals assess the quality of their work experience, thereby influencing their level of job satisfaction. Empirical evidence further indicates that exposure to unsafe working conditions and a lack of organizational support are significantly associated with lower job satisfaction and more negative work-related attitudes [23].

These safety challenges are further intensified by prolonged sitting, time pressure from customer ratings, and the lack of accident insurance. Unlike formal employees, ride-hailing drivers cannot rely on employer-provided health coverage, which increases their sense of vulnerability [1], [4]. When safety conditions are perceived as acceptable and manageable, drivers are more likely to maintain positive attitudes toward their work. Conversely, exposure to unmanaged risks may reduce satisfaction and lead to less favorable job attitudes. In addition to this indirect effect, perceived occupational safety may also directly influence job attitudes, as individuals form overall judgments based on perceived risk exposure and personal security.

Hence, occupational safety and health are expected to influence both job satisfaction and job attitudes.

H1c: Occupational safety and health positively influence job satisfaction of ride-hailing drivers.

H2c: Occupational safety and health positively influence the job attitudes of ride-hailing drivers.

2.3.4. Perceived Social Value

Beyond economic considerations, the perceived social value of a profession plays an important role in shaping how individuals perceive and assess their work. According to value theory, individuals are influenced not only by material outcomes but also by the social meaning and recognition associated with their activities [24]. In this sense, perceived social value reflects the extent to which a job is respected, recognized, and socially appreciated.

Within urban mobility services, ride-hailing drivers contribute to improving mobility and providing flexible transport solutions. Their work is therefore embedded within broader social and community interactions. Empirical evidence suggests that workers' experiences are shaped not only by financial returns but also by how their occupation is perceived by customers, family members, and society at large.

Recognition and respect from others can enhance intrinsic motivation, reinforce professional identity, and increase job satisfaction. From the perspective of self-determination theory, social recognition can satisfy individuals' psychological needs for competence and relatedness [25]. Accordingly, perceived social value influences individuals' evaluations of the non-economic aspects of their work, thereby shaping their level of job satisfaction. When individuals perceive that their work carries positive social value, they are more likely to develop favorable job attitudes.

In an emerging green ride-hailing platform such as Green SM, the environmental mission may further enhance social recognition compared to conventional ride-hailing services. However, stigma associated with "gig work" in some social contexts may offset this positive perception. In addition to its influence on job satisfaction, perceived social value may also directly shape job attitudes, as individuals form overall judgments based on social recognition and perceived societal contribution.

Based on these arguments, perceived social value is expected to positively influence both job satisfaction and job attitudes.

H1d: Perceived social value positively influences job satisfaction of ride-hailing drivers.

H2d: Perceived social value positively influences the job attitudes of ride-hailing drivers.

2.4. The Mediating Role of Job Satisfaction

Building upon these theoretical perspectives, the paper proposes that job satisfaction mediates the relationships between job-related factors and job attitudes. According to organizational behavior research, job satisfaction functions as an affective bridge, translating objective and perceived work conditions into relatively stable job attitudes [7], [8]. Within the platform labor environment, while factors such as working conditions, financial returns, safety, and social value directly shape individuals' evaluations, their impact is substantially channeled through the emotional fulfillment or frustration experienced by drivers [1], [4].

Specifically, favorable job-related conditions – such as high autonomy, adequate net earnings, manageable risks, and strong social recognition – are expected to enhance drivers' job satisfaction. This positive emotional state, in turn, reinforces more favorable job attitudes [6], [15]. Conversely, when these conditions are unfavorable, resulting dissatisfaction may lead to less positive job attitudes. By integrating these pathways, the study clarifies how job satisfaction mediates the relationship between job-related factors and job attitudes.

Based on this reasoning, the following mediation hypotheses are proposed:

H4a: Job satisfaction mediates the positive relationship between working conditions and job attitudes of ride-hailing drivers.

H4b: Job satisfaction mediates the positive relationship between perceived financial benefits and costs and job attitudes of ride-hailing drivers.

H4c: Job satisfaction mediates the positive relationship between occupational safety and health and job attitudes of ride-hailing drivers.

H4d: Job satisfaction mediates the positive relationship between perceived social value and job attitudes of ride-hailing drivers.

2.5. Research model

Based on the literature review and the proposed hypotheses, this research develops a quantitative research model to examine the determinants of job attitudes among ride-hailing drivers in the platform economy. In this model, job-related factors, including working conditions, perceived financial benefits and costs, occupational safety and health, and perceived social value, are expected to influence both job satisfaction and job attitudes.

In addition to these direct effects, the model incorporates the mediating role of job satisfaction, through which job-related factors indirectly affect job attitudes. This structure allows for a more comprehensive examination of how work-related conditions shape drivers' attitudes through both direct evaluation and affective processes. The proposed research model is presented in Figure 1.

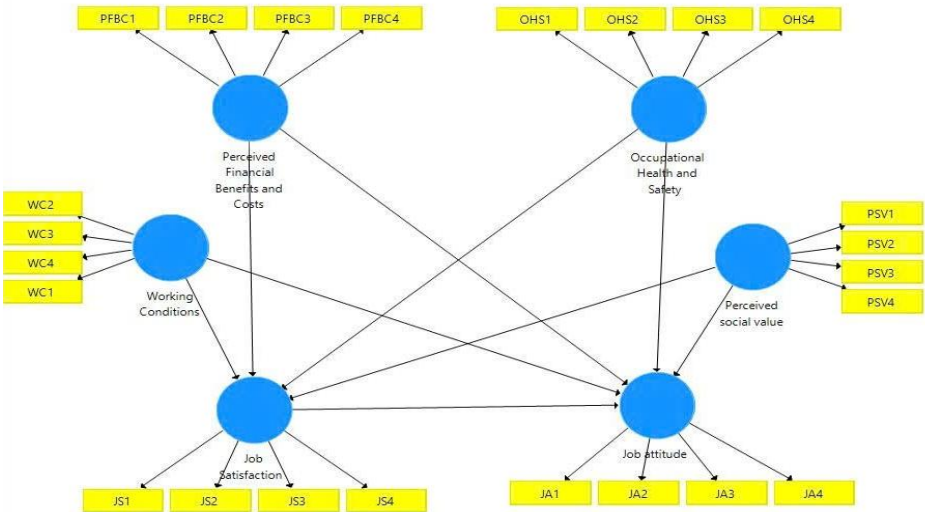


Figure 1. Proposed Research Model. Source: Author's compilation.

3. DATA AND RESEARCH METHODS

3.1. Scale and Questionnaire Design

In this research, observed variables were measured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree) to capture respondents' level of agreement with statements related to the constructs in the research model. The analytical framework includes six main constructs: working conditions, perceived financial benefits and costs, occupational safety and health, perceived social value, job satisfaction, and job attitudes.

Each construct was operationalized through four observed items, resulting in a total of 24 measurement items. These items were adapted from prior validated scales (see Table 1). However, rather than adopting a single existing scale for each construct, we drew upon multiple relevant scales and theoretical frameworks to ensure comprehensive coverage of each construct's multidimensional nature. To maintain conceptual convergence, we followed a systematic process: (1) identifying key dimensions of each construct from the literature; (2) selecting items from existing scales that best reflected those dimensions; (3) adapting the wording to the ride-hailing context (e.g., replacing 'supervisor' with 'platform algorithm', 'office environment' with 'driving conditions'); and (4) conducting a preliminary review to eliminate redundant or inconsistent items. This process ensured that items from different sources cohered around a unified definition of each construct.

Specifically, the measurement of working conditions was adapted from the Job Characteristics Model and subsequent work design research, as well as platform labor studies [4], [7], [18]. Perceived financial benefits and costs were conceptualized based on perceived value theory [9], while the measurement items were adapted to the ride-hailing context to capture drivers' evaluations of financial rewards relative to work-related costs. Occupational safety and health items captured perceived risks and working conditions based on the Job Demands–Resources framework and occupational safety research [4], [8], [23]. Perceived social value was conceptualized based on value theory and self-determination theory, while

the measurement items were developed and adapted to reflect drivers' perceptions of social recognition and societal contribution in the ride-hailing context [24], [25].

Job satisfaction was adapted from established scales in organizational behavior research, particularly those focusing on overall job evaluation and emotional responses to work [15], [26]. Job attitudes were measured based on organizational commitment and job attitude literature, focusing on overall evaluative orientation toward the occupation [16], [17].

Before the official survey, a preliminary review was conducted with three subject matter experts (two transportation researchers and one platform manager) to assess the clarity, content validity, and contextual appropriateness of the questionnaire. Minor wording adjustments were made following their feedback. This process ensured that the combined items from multiple sources maintained conceptual convergence and were relevant to the ride-hailing driver context. The measurement items and their corresponding constructs are summarized in Table 1.

Table 1. Measurement Items and Constructs

Construct	Measurement Items	Key References
Working Conditions (WC)	WC1, WC2, WC3, WC4	[4], [7], [18]
Perceived Financial Benefits and Costs (PFBC)	PFBC1, PFBC2, PFBC3, PFBC4	[9]
Occupational Safety and Health (OSH)	OSH1, OSH2, OSH3, OSH4	[4], [8], [23]
Perceived Social Value (PSV)	PSV1, PSV2, PSV3, PSV4	[9], [24], [25]
Job Satisfaction (JS)	JS1, JS2, JS3, JS4	[15], [26]
Job Attitudes (JA)	JA1, JA2, JA3, JA4	[16], [17]

**Note: The listed references are the original sources of the scales that were adapted. Items were not used verbatim but were modified for the ride-hailing context. The adaptation process is described in Section 3.1. * Source: Author's compilation.*

3.2. Data Collection

Data were collected using a convenience sampling approach from ride-hailing drivers operating on the Green SM platform in Ho Chi Minh City. The survey was administered online using structured, closed-ended questions designed to capture respondents' perceptions of the constructs in the research model.

Participation in the survey was voluntary, and respondents were assured of anonymity to comply with ethical research standards. The data collection process targeted active drivers with practical experience in platform-based transportation services. After data screening and cleaning to remove incomplete or inconsistent responses, a total of 700 valid observations were retained for analysis.

3.3. Data Analysis Methods

This study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3 software to test the proposed hypotheses. PLS-SEM is considered appropriate for complex models with multiple constructs and is widely used in behavioral and management research [27].

The analysis procedure follows a two-stage approach. First, the measurement model is evaluated in terms of reliability and validity. Internal consistency reliability is assessed using Cronbach's alpha and composite reliability (CR), while convergent validity is examined

through the average variance extracted (AVE). Discriminant validity is evaluated to ensure that constructs are empirically distinct [27].

Second, the structural model is assessed to examine the relationships among constructs. Bootstrapping is applied to estimate path coefficients and test the statistical significance of both direct and indirect effects. The explanatory power of the model is evaluated using R^2 values, and the mediating role of job satisfaction is examined within the proposed framework [27].

4. RESEARCH RESULTS

4.1. Descriptive Statistics

Descriptive statistics provide an overview of respondents' perceptions across key job-related factors. Perceived financial benefits and costs show the highest mean values (3.561–3.627), indicating that income-related aspects are the most positively evaluated by drivers. In contrast, working conditions, occupational safety and health, and perceived social value exhibit lower mean values (approximately 2.7–2.8), suggesting perceived limitations in the working environment and exposure to job-related risks.

Despite these challenges, job satisfaction and job attitudes remain moderately positive, with mean values ranging from 3.276 to 3.309 and 3.353 to 3.397, respectively. This indicates that drivers maintain an overall favorable evaluation of their job experience.

4.2. Measurement Model Assessment

The measurement model was assessed in terms of reliability and validity. As shown in Table 2, all observed variables have high outer loadings, ranging from 0.843 to 0.898, exceeding the recommended threshold of 0.70 [27]. This supports indicator reliability.

Table 2. Reliability and Convergent Validity

Construct	Cronbach's Alpha	rho_A	CR	AVE
WC	0.908	0.909	0.936	0.784
PFBC	0.872	0.872	0.912	0.723
OSH	0.903	0.907	0.932	0.774
PSV	0.903	0.904	0.932	0.775
JS	0.886	0.886	0.921	0.745
JA	0.891	0.892	0.924	0.754

Note: CR = Composite Reliability; AVE = Average Variance Extracted; rho_A = Dijkstra–Henseler's rho. Data analysis results from the primary survey (n=700). Source: Author's calculation.

Internal consistency reliability is also established. Cronbach's Alpha values range from 0.872 to 0.908, while composite reliability (CR) values range from 0.912 to 0.936. All values exceed the threshold of 0.70, indicating strong consistency among the measurement items.

Convergent validity is confirmed, as the average variance extracted (AVE) values range from 0.723 to 0.784. All values are above the minimum threshold of 0.50, showing that the constructs explain a substantial proportion of the variance in their indicators.

Discriminant validity was evaluated using the Fornell–Larcker criterion, as presented in Table 3. The square root of AVE for each construct is greater than its correlations with other constructs. This confirms that each construct is empirically distinct from the others.

Table 3. Discriminant Validity (Fornell–Larcker Criterion)

Construct	WC	PFBC	OSH	PSV	JS	JA
WC	0.885					
PFBC	0.390	0.850				
OSH	0.264	0.312	0.880			
PSV	0.340	0.372	0.334	0.880		
JS	0.573	0.647	0.440	0.556	0.863	
JA	0.557	0.613	0.435	0.563	0.781	0.868

Note: Diagonal elements (in bold) represent the square root of AVE. Source: Author's calculation.

Multicollinearity among predictor constructs was assessed using the variance inflation factor (VIF). The VIF values range from 1.196 to 2.710, well below the threshold of 5, indicating that multicollinearity is not a concern.

4.3. Structural Model Assessment and Hypothesis Testing

Before testing the research hypotheses, the structural model was evaluated using model fit and predictive quality indices, including SRMR, NFI, and R^2 , following established guidelines [27]. The SRMR value of 0.034 is below the recommended threshold of 0.08, indicating a good model fit. The NFI value of 0.925 also indicates an acceptable level of fit.

As presented in Table 4, the model explains 63.1% of the variance in job satisfaction ($R^2 = 0.631$) and 67.4% of the variance in job attitudes ($R^2 = 0.674$). These values indicate substantial explanatory power for both endogenous constructs.

Table 4. Coefficient of Determination (R^2)

Endogenous Variable	R^2	R^2 Adjusted
Job Satisfaction (JS)	0.631	0.629
Job Attitudes (JA)	0.674	0.672

Note: R^2 indicates the explanatory power of the structural model for endogenous constructs. Source: Author's calculation.

The structural relationships were assessed using the bootstrapping method with 5,000 resamples. The results are summarized in Table 5. All path coefficients are statistically significant, although their magnitudes differ across constructs.

For job satisfaction, perceived financial benefits and costs have the strongest effect ($\beta = 0.388$; $p < 0.001$), followed by working conditions ($\beta = 0.293$; $p < 0.001$) and perceived social value ($\beta = 0.260$; $p < 0.001$). Occupational safety and health also show a positive but smaller effect ($\beta = 0.154$; $p < 0.001$). These results support hypotheses H1a, H1b, H1c, and H1d.

For job attitudes, job satisfaction has the strongest effect ($\beta = 0.451$; $p < 0.001$). Perceived financial benefits and costs ($\beta = 0.173$; $p < 0.001$), perceived social value ($\beta = 0.167$; $p < 0.001$), working conditions ($\beta = 0.152$; $p < 0.001$), and occupational safety and health ($\beta = 0.087$; $p < 0.001$) also have significant positive effects. These findings support hypotheses H2a, H2b, H2c, H2d, and H3.

Table 5. Results of Hypothesis Testing

Hypothesis	Path	β	t-value	p-value	Supported
H1a	WC $\rightarrow$ JS	0.293	11.121	< 0.001	Yes

H1b	PFBC → JS	0.388	14.322	< 0.001	Yes
H1c	OSH → JS	0.154	5.474	< 0.001	Yes
H1d	PSV → JS	0.260	9.572	< 0.001	Yes
H2a	WC → JA	0.152	5.390	< 0.001	Yes
H2b	PFBC → JA	0.173	5.879	< 0.001	Yes
H2c	OSH → JA	0.087	3.375	< 0.001	Yes
H2d	PSV → JA	0.167	5.905	< 0.001	Yes
H3	JS → JA	0.451	11.542	< 0.001	Yes

Note: β = Standardized Path Coefficient. Significant at $p < 0.001$. Source: Author's calculation.

4.4. Effect Size and Predictive Relevance

The effect size of each exogenous construct was assessed using the f^2 index to evaluate the relative impact of predictors on the endogenous construct, following established guidelines [27].

For job satisfaction, perceived financial benefits and costs show the largest effect ($f^2 = 0.309$). Working conditions ($f^2 = 0.184$) and perceived social value ($f^2 = 0.143$) also show moderate effects. Occupational safety and health has a smaller effect.

For job attitudes, job satisfaction shows a moderate effect size ($f^2 = 0.230$). Other job-related factors have relatively small effect sizes.

The predictive relevance of the model was evaluated using the Stone–Geisser Q^2 index. All Q^2 values are greater than zero, ranging from 0.489 to 0.571. These results indicate that the model has strong predictive relevance for the endogenous constructs [27].

4.5. Mediation Analysis

The mediating role of job satisfaction was examined using the bootstrapping method with 5,000 resamples and bias-corrected confidence intervals, following recommended procedures in PLS-SEM analysis [27]. The results are presented in Table 6.

Table 6. Results of Mediation Analysis

Indirect path	Indirect Effect (β)	t-value	p-value	95% Confidence Interval	Direct Effect (β , p-value)	Mediation Type
WC → JS → JA	0.132	7.867	< 0.001	[0.100 , 0.166]	WC → JA ($\beta = 0.152$; $p < 0.001$)	Partial
PFBC → JS → JA	0.175	8.799	< 0.001	[0.138 , 0.218]	PFBC → JA ($\beta = 0.173$; $p < 0.001$)	Partial
OSH → JS → JA	0.069	4.896	< 0.001	[0.043 , 0.100]	OSH → JA ($\beta = 0.087$; $p < 0.001$)	Partial
PSV → JS → JA	0.117	7.269	< 0.001	[0.088 , 0.151]	PSV → JA ($\beta = 0.167$; $p < 0.001$)	Partial

Note: β = Standardized Coefficient; CI = Confidence Interval. Bootstrapping performed with 5,000 resamples. Source: Author's calculation.

All indirect effects are statistically significant ($p < 0.001$), and the confidence intervals do not include zero. Working conditions, perceived financial benefits and costs, occupational safety and health, and perceived social value all show significant indirect effects on job attitudes through job satisfaction.

The direct effects of these factors on job attitudes also remain statistically significant. This indicates that job satisfaction acts as a partial mediator, as job-related factors influence job attitudes both directly and indirectly through satisfaction.

5. DISCUSSION AND MANAGERIAL IMPLICATIONS

5.1. Discussion

The research investigates the factors shaping job attitudes among ride-hailing drivers in Ho Chi Minh City, with a focus on the mediating role of job satisfaction. The findings show that all examined job-related factors significantly influence job satisfaction, which in turn shapes drivers' job attitudes.

The prominence of financial evaluations suggests that income-related considerations remain the primary basis upon which drivers assess platform work [19], [20]. For drivers, income stability and the balance between earnings and expenses are central to their work experience. In contrast, occupational safety and health have a weaker effect. This suggests that safety concerns are relevant, but they are not the main driver of satisfaction. This pattern reflects the nature of gig work, where immediate financial outcomes often outweigh longer-term or less visible job conditions [4], [9].

The analysis also shows that job satisfaction has the strongest influence on job attitudes. This finding suggests that satisfaction accumulates through drivers' work experiences and gradually shapes their overall occupational attitudes. Consequently, job attitudes are influenced not only by current working conditions but also by the cumulative work experiences reflected in job satisfaction.

At the same time, job-related factors have direct effects on job attitudes. This indicates that drivers form their attitudes through two pathways. First, they evaluate specific job conditions directly. Second, they develop broader attitudes based on their overall level of satisfaction. This suggests that job attitude formation in platform-based work is both immediate and experience-based.

These results are consistent with the characteristics of platform-based labor. Drivers operate in an environment shaped by algorithmic management, flexible schedules, and fluctuating income. They continuously adjust their perceptions based on these conditions, which gradually form more stable attitudes. In the context of a large-scale green mobility platform such as Green SM, these dynamics are further shaped by the integration of economic incentives and socially valued environmental contributions. The strong role of financial factors reflects the performance-driven nature of platform operations. At the same time, perceived social value becomes more important due to the platform's environmental mission and its public visibility.

Overall, job attitudes in the gig economy are shaped by the interaction of work-related conditions, with job satisfaction playing a central role. This highlights the need to consider both direct and indirect mechanisms when examining job attitude formation in platform-based work.

5.2. Managerial Implications

Building on these findings, the study offers several important managerial implications for ride-hailing platforms, particularly in the context of emerging green mobility services such as Green SM. Improving drivers' job attitudes requires a balanced approach that addresses economic, organizational, and social aspects of platform-based work, with job satisfaction playing a central role.

First, perceived financial benefits and costs have the strongest influence on job satisfaction and also affect job attitudes indirectly. This indicates that platform operators should prioritize improving drivers' economic outcomes. For Green SM, this involves not only

increasing income levels but also improving income stability and transparency. Practical actions may include optimizing fare structures, reducing unexpected costs, and designing incentive systems that are clear and predictable. Since drivers are highly sensitive to the balance between effort and reward, reducing financial uncertainty can significantly improve both satisfaction and attitudes.

Second, working conditions are another important factor influencing drivers' perceptions. The results show that autonomy, flexibility, and fairness strongly affect job satisfaction. In platform systems such as Green SM, where algorithmic control plays a central role, improving transparency and fairness is essential. Platforms should clearly communicate how ride allocation, performance evaluation, and reward mechanisms work. Improving consistency in these processes can reduce uncertainty and strengthen drivers' trust, which in turn enhances their work experience.

Third, perceived social value also plays an important role in shaping both job satisfaction and job attitudes. This suggests that drivers are motivated not only by income but also by social recognition and the meaning of their work. As an electric mobility platform, Green SM creates a valuable opportunity. The platform can strengthen drivers' sense of purpose by highlighting their contribution to environmentally sustainable transportation. Initiatives such as public recognition programs, branding drivers as "green mobility contributors," and sharing environmental impact information may enhance perceived social value and promote more positive attitudes.

Fourth, although occupational safety and health have a smaller effect, they remain an essential foundation. Ride-hailing drivers face traffic risks and long working hours, making safety a key responsibility for platforms. For Green SM, providing insurance coverage, safety training, and fatigue management measures can help maintain driver well-being. While these factors may not strongly increase satisfaction, their absence can negatively affect drivers' perceptions and weaken other management efforts.

Finally, the mediating role of job satisfaction highlights the importance of managing the overall driver experience rather than focusing on individual factors. Since job-related factors influence job attitudes both directly and indirectly through satisfaction, platform strategies should take an integrated approach. For Green SM, this means improving financial conditions, ensuring fair and transparent operations, and strengthening social recognition at the same time. By doing so, the platform can enhance job satisfaction and support more stable and positive attitudes among drivers.

In summary, effective management of ride-hailing drivers requires a combination of economic incentives, fair and transparent platform operations, and meaningful social positioning. This approach is particularly relevant for environmentally oriented ride-hailing platforms like Green SM, where both economic and non-economic factors contribute to building a more sustainable and engaged driver workforce.

6. RESEARCH LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite its contributions, this study has several limitations that should be considered when interpreting the findings and guiding future research.

First, the data were collected from drivers operating on a single ride-hailing platform, Green SM, in Ho Chi Minh City. This context provides a meaningful representation of platform-based labor in urban transportation services, especially within an emerging green mobility model. However, drivers' experiences may differ across platforms and geographical settings. Variations in platform governance, compensation policies, and local socio-economic

conditions may limit the generalizability of the findings [4], [6]. Future studies should expand data collection across multiple platforms and regions to improve external validity.

Second, this research uses a cross-sectional survey design based on self-reported data. While this approach allows the examination of relationships between job-related factors and job attitudes at a specific point in time, it does not capture how these relationships may change over time. In the platform economy, where working conditions and market dynamics are highly variable, drivers' attitudes may evolve with experience and changing conditions [1], [9]. Future research could use longitudinal or time-series designs to better understand how job attitudes develop over time.

Third, the constructs in the paper were measured using adapted and context-specific items rather than fully standardized scales. This approach improves relevance to the ride-hailing context and captures the complexity of platform-based work. However, it may reduce measurement precision and limit comparability with other studies. Future research should further refine and validate measurement scales designed specifically for gig and platform-based labor.

Fourth, the research model focuses on a selected set of job-related factors, including working conditions, perceived financial benefits and costs, occupational safety and health, and perceived social value. Although these factors explain a substantial portion of variation in job attitudes, other platform-specific elements may also be important. These include algorithmic transparency, perceived autonomy, and the quality of driver–customer interactions [5], [13]. Future studies could incorporate these variables to provide a more comprehensive understanding of job attitudes in the platform economy.

Based on these limitations, future research may benefit from mixed-method approaches that combine quantitative analysis with qualitative methods such as in-depth interviews or case studies. These approaches can provide deeper insights into drivers' experiences. In addition, examining differences among drivers, such as demographic characteristics, dependence on platform income, or involvement in green mobility services, may further improve understanding of labor dynamics in the digital economy.

7. CONCLUSION

This research examined the determinants of job attitudes among ride-hailing drivers in Ho Chi Minh City, focusing on the green mobility platform Green SM. Among the examined antecedents, financial evaluations proved to be the most influential determinant, followed by working conditions and perceived social value, while occupational safety and health have a weaker but positive influence. Job satisfaction emerged as the primary mediating construct in explaining drivers' job attitudes.

Theoretically, the paper contributes to platform labor literature by integrating perceived value and job satisfaction theories, demonstrating that economic evaluation remains the dominant driver, but social and organizational factors also play significant roles. For green platforms like Green SM, the environmental mission can enhance social value, further differentiating them from conventional ride-hailing services.

From a practical perspective, improving drivers' job attitudes requires a balanced management approach that ensures income adequacy, operational transparency, social recognition, and basic safety protections. Platforms that successfully integrate these elements are more likely to foster sustainable driver engagement.

These findings suggest that improving drivers' job attitudes is important for promoting a more sustainable and supportive model of platform-based work.

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