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Effect of Compensation and Partner Training on The Performance of Green SM Indonesia Partners in Jabodetabek Regionng

Zacky Arrazi[1], Gunawan Baharuddin[2]

[1,2] Management Studies Program, Faculty of Economics and Business, University of Pancasila

Email: zackyarraziarrazi@gmail.com

Abstract

Partner performance is an important factor in determining the quality and sustainability of transportation services provided by Green SM Indonesia. Several factors may influence partner performance, particularly compensation and partner training. This study aims to analyze the effects of compensation and partner training on the performance of Green SM Indonesia partners in the Cinere case study. A quantitative research approach was employed using a survey method. Data were collected through questionnaires distributed to 100 active Green SM Indonesia partners and analyzed using multiple linear regression with SPSS version 31. Prior to hypothesis testing, the data met the assumptions of normality, multicollinearity, and heteroscedasticity. The findings indicate that compensation has a positive and significant effect on partner performance ($\beta = 0.440$; $t = 7.087$; $p < 0.001$), while partner training also has a positive and significant effect ($\beta = 0.338$; $t = 7.803$; $p < 0.001$). Among the independent variables, partner training demonstrates the stronger standardized effect ($\beta = 0.509$) compared with compensation ($\beta = 0.462$). The coefficient of determination (R^2) of 0.638 indicates that compensation and partner training jointly explain 63.8% of the variance in partner performance, while the remaining 36.2% is influenced by other factors outside the scope of this study. These findings suggest that improving compensation systems and strengthening training programs are essential strategies for enhancing partner performance and service quality at Green SM Indonesia.

Keywords: Compensation, Partner Training, Partner Performance, Human Resource Management, Green SM Indonesia.

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INTRODUCTION

The digitalization of Indonesia's transportation sector has grown rapidly in recent years, transforming conventional transportation services into application-based digital platforms. The emergence of online transportation services such as Gojek, Grab, Maxim, and Green SM Indonesia has improved the accessibility, efficiency, and convenience of transportation while accelerating the development of Indonesia's digital economy. According to Saepumilah et al. (2022), competition among online transportation providers has become increasingly intense, encouraging companies to continuously improve service quality, application features, and customer satisfaction. Beyond passenger transportation, online transportation companies have expanded their services to include food delivery, logistics, digital payments, and online shopping, making daily activities more convenient for the public.

The increasing adoption of digital transportation services is supported by the rapid growth of internet usage in Indonesia. Data from Statistics Indonesia (Badan Pusat Statistik) show that 72.78% of Indonesians accessed the internet in 2024, an increase from 69.21% in 2023. Likewise, APJII reported that Indonesia had 221,563,479 internet users in 2024, representing an internet penetration rate of 79.5%. Fajrin et al. (2024) stated that digital transformation in Indonesia's transportation industry accelerated after the COVID-19 pandemic, as people increasingly relied on digital services to minimize direct physical interactions. This condition has strengthened society's dependence on online transportation services and accelerated technological adaptation across the transportation sector.

Application-based transportation services allow users to access driver information, vehicle types, estimated fares, travel routes, and arrival times, making online taxis more practical, transparent, and efficient than conventional transportation. According to Putra et al. (2022), the growth of online transportation is one of the consequences of the Industrial Revolution 4.0, which has promoted the integration of digital technology into everyday life. In addition, digital platforms provide solutions to conventional transportation problems, including limited public transportation access, fare uncertainty, and service inefficiency. Green SM has also expanded its electric taxi services to several regions in Indonesia, including Bekasi, as part of its smart mobility and environmentally friendly transportation strategy (Adobo Magazine, 2025).

The rapid expansion of online transportation has intensified competition among companies. The Indonesian market remains largely dominated by Gojek and Grab, creating an oligopolistic market structure that requires emerging companies to develop

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more competitive strategies to attract customers and retain driver partners. Competition now extends beyond price to include application quality, driver-matching systems, promotional programs, incentive schemes, operational coverage, travel safety features, responsive customer service, and artificial intelligence technologies for dynamic pricing, order distribution, and real-time performance evaluation.

In this highly competitive environment, partner performance has become a critical determinant of service quality. Previous studies indicate that compensation and training are among the most important factors influencing employee performance. Hasibuan (2019) defines compensation as all forms of financial and non-financial rewards provided to employees in return for their contributions to the organization. Appropriate compensation can improve motivation, job satisfaction, loyalty, and employee retention. Meanwhile, Dessler (2020) explains that training enhances employees' knowledge, skills, and competencies to meet increasingly complex job demands. Empirical studies by Astuti (2022) and Fauzi (2023) further demonstrate that compensation and training have positive and significant effects on employee performance.

The relationship between compensation, training, and performance is particularly relevant in partnership-based transportation businesses, where service quality depends directly on driver partners. According to Statistics Indonesia (2024), land transportation activities continue to increase alongside rising public mobility, resulting in higher expectations for service quality. However, several operational challenges remain, including compensation that is perceived as inconsistent with workload and training programs that have not fully improved partner competencies. Siti Rahmawati (2024) reported that inadequate compensation systems and insufficient training negatively affect transportation partners' performance, indicating the need for better human resource management practices.

Green SM Indonesia is one of the online transportation companies operating through a partnership system while focusing on electric vehicle services. The company continues to expand its operations through fleet additions, partner recruitment, and service coverage. In September 2025, Green SM launched approximately 500 electric taxis in Bekasi, and in 2026 expanded its operations to Bandar Lampung after previously serving Jakarta, Bekasi, Surabaya, Bali, Makassar, and several other cities. According to the Ministry of Transportation, by December 2025 approximately 12,900 Green SM drivers had been registered nationwide, with around 11,700 operating in the Greater Jakarta (JABODETABEK) area. To attract and retain partners, Green SM offers a revenue-sharing scheme of up to 90% and weekly bonuses of up to IDR 450,000.

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Nevertheless, the company has not publicly disclosed the total number of active drivers and operational fleets as of mid-2026. These developments indicate the importance of implementing effective compensation and training systems to maintain partner performance and service quality amid increasing market competition.

Despite the company's rapid expansion, maintaining partner performance remains a significant challenge. Perceived inequities in compensation and less effective training programs may reduce partners' motivation and work capability, ultimately affecting service quality. Harahap (2024) argues that partnership relationships between online transportation platforms and drivers often fail to provide a sufficient sense of fairness. Compared with Bluebird drivers or GrabCar and GoCar partners, Green SM partners face additional operational challenges related to electric vehicles, including limited charging infrastructure, longer charging times, and battery degradation that may reduce operational hours. These unique conditions indicate that Green SM requires more effective human resource policies to support sustainable partner performance.

Although previous studies have extensively examined the effects of compensation and training on employee performance, empirical evidence focusing specifically on Green SM Indonesia remains limited. Given the company's reliance on partner performance as the primary determinant of service quality, investigating these relationships is both practically and academically important. Therefore, this study aims to examine the influence of compensation and partner training on the performance of Green SM Indonesia partners in the Greater Jakarta (JABODETABEK) area. The findings are expected to provide empirical evidence that can support the development of more effective managerial policies for improving partner performance and maintaining service quality in Indonesia's increasingly competitive online transportation industry.

METHODS

This study employed a quantitative research approach to examine the effect of compensation and partner training on the performance of Green SM Indonesia partners in the Cinere case study. Quantitative research is a method used to investigate specific populations or samples by collecting numerical data through research instruments and analyzing the data statistically to test predetermined hypotheses (Sugiyono, 2022). Accordingly, this study adopted a causal associative design because it aimed to determine the causal relationship between the independent variables and the dependent variable. The independent variables consisted of compensation (X_1) and partner training (X_2), while partner performance (Y) served as the dependent variable. The study sought

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to determine whether compensation and partner training influence the performance of Green SM Indonesia partners, both partially and simultaneously.

The research object comprised three main variables: compensation, partner training, and partner performance among Green SM Indonesia partners in the JABODETABEK area, with a particular focus on the Cinere operational area. Compensation was examined to evaluate the extent to which wages, incentives, allowances, and work facilities provided by the company encourage partners to perform their duties effectively. Partner training was investigated to assess how training programs improve partners' knowledge, skills, competencies, and work readiness. Meanwhile, partner performance was evaluated to measure the extent to which partners successfully accomplish their responsibilities in accordance with organizational standards, productivity targets, punctuality, and teamwork requirements. Green SM Indonesia partners were selected as research respondents because they are directly involved in the company's operational activities and therefore represent the most appropriate population for examining the relationship between compensation, training, and performance.

This study involved two independent variables and one dependent variable. Partner performance (Y) was defined as the work outcomes achieved by partners in carrying out their assigned responsibilities. This variable was measured using the dimensions proposed by Mathis and Jackson, as cited in Putri et al. (2023), namely work quality, work quantity, timeliness, and teamwork. Work quality referred to the ability of partners to produce work that meets organizational standards, demonstrates accuracy with minimal errors, and consistently achieves high-quality outcomes. Work quantity reflected partners' ability to complete assigned tasks, achieve predetermined work targets, and maintain productivity in carrying out their responsibilities. Timeliness measured the ability of partners to complete tasks according to schedule, finish assignments on time, and avoid unnecessary delays in fulfilling their responsibilities. Teamwork assessed partners' ability to collaborate effectively with colleagues, maintain good communication during operational activities, and contribute positively to achieving the organizational objectives of Green SM Indonesia.

Compensation (X_1) was defined as all forms of financial and non-financial rewards provided by the organization in return for partners' contributions and work performance. This variable was measured based on the dimensions proposed by Sinambela (2016), consisting of wages and salaries, incentives, allowances, and work facilities. The wages and salaries dimension assessed whether partners received compensation appropriate to the work performed, whether the compensation corresponded to the agreed

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employment terms, and whether payments were made on time. The incentive dimension evaluated whether additional financial rewards were provided when partners achieved work targets, whether incentives were distributed based on performance, and whether incentives motivated partners to improve their work performance. The allowance dimension examined whether partners received organizational allowances in accordance with company policies, whether these benefits supported work-related needs, and whether they enhanced partners' perceptions of organizational concern for employee welfare. The facilities dimension measured the availability of work facilities that support operational activities, the usefulness of those facilities in completing work assignments, and their suitability for partners' operational needs.

Partner training (X_2) was defined as a structured learning process designed to improve partners' knowledge, competencies, skills, and readiness to perform organizational tasks effectively. This variable was measured using the dimensions developed by Mangkunegara (2020), as cited in Pratiwi (2023), namely training objectives, training targets, instructors, participants, training materials, and training methods. The training objectives dimension evaluated the clarity of training objectives, their relevance to partners' needs, and their effectiveness in improving work competencies. The training targets dimension assessed whether the training objectives corresponded to job requirements, contributed to performance improvement, and aligned with organizational work standards. The instructor dimension measured instructors' mastery of training materials, their ability to communicate information effectively, and their capability to assist partners in understanding work-related tasks. The participant dimension examined partners' seriousness in attending training sessions, their active participation during training activities, and their ability to apply the acquired knowledge and skills in their daily work. The training materials dimension assessed the relevance of training content to work requirements, the clarity and comprehensibility of the materials, and their contribution to improving partners' professional skills. Finally, the training methods dimension evaluated the appropriateness of the instructional methods, their effectiveness in facilitating participants' understanding, and their usefulness in helping partners implement newly acquired competencies in practical work situations.

Primary and secondary data were utilized in this study. Primary data were collected directly from Green SM Indonesia partners in the JABODETABEK area through a structured questionnaire. According to Sugiyono (2022), primary data are data obtained directly from the original source or respondents. The questionnaire consisted of statements developed based on the indicators of compensation, partner training, and

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partner performance. Responses were measured using a five-point Likert scale and subsequently analyzed statistically to determine the influence of compensation and partner training on partner performance. Secondary data were obtained from books, scientific journals, previous studies, organizational documents, and other relevant written sources. According to Sugiyono (2022), secondary data are data obtained indirectly through documents or other parties. These data were used to support the theoretical framework, previous studies, operationalization of variables, and interpretation of the research findings.

The population of this study consisted of all Green SM Indonesia partners operating in the JABODETABEK area. Based on information reported by *Suara.com*, approximately 1,000 Green SM electric vehicle drivers and operational units were available at the beginning of 2026. The Cinere operational area was selected because it is characterized by relatively high mobility, supported by its proximity to residential areas, business centers, educational institutions, healthcare facilities, and transportation access connecting Depok and Jakarta. However, the exact number of Green SM partners operating specifically in Cinere is not publicly available. Therefore, respondents were selected based on predetermined criteria relevant to the objectives of the study.

The sample size was determined using the Slovin formula because the total population was known. According to Sugiyono (2022), a sample represents a portion of the population possessing characteristics that adequately represent the entire population. The Slovin formula is expressed as:

$$n = \frac{N}{1 + Ne^2}$$

where:
n= sample size
N= population size
e= margin of error.

Using a population of 1,000 respondents and a margin of error of 10% (0.10), the required minimum sample size was calculated as follows:

$$n = \frac{1000}{1 + 1000(0.10)^2} = \frac{1000}{11} = 90.90$$

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The calculation resulted in a minimum sample size of approximately 91 respondents. To improve data representation and facilitate statistical analysis, the sample size was rounded up to 100 respondents. Consequently, this study involved 100 Green SM Indonesia partners as research participants.

Respondents were selected using purposive sampling. According to Sugiyono (2021), purposive sampling is a sampling technique in which respondents are selected based on specific criteria established by the researcher to ensure that they possess characteristics relevant to the research objectives. Accordingly, only active Green SM Indonesia partners who met the predetermined inclusion criteria were included in this study.

Data were collected using a structured questionnaire, which, according to Sugiyono (2022), is one of the most efficient techniques for collecting data when the variables to be measured have been clearly identified. The questionnaire was distributed to active Green SM Indonesia drivers who had experience with the company's compensation system and training programs. Data collection was conducted through both offline and online methods. Offline distribution involved direct visits to operational locations or gathering points where respondents completed the questionnaire under the researcher's supervision to ensure compliance with the inclusion criteria. Online distribution was conducted through Google Forms, with questionnaire links shared via WhatsApp after communication had been established with prospective respondents. Before completing the questionnaire, respondents received an explanation regarding the objectives of the study and instructions for completing the instrument. They were asked to provide responses that accurately reflected their actual experiences and perceptions as Green SM Indonesia partners.

All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale was employed to measure respondents' attitudes, perceptions, and opinions regarding compensation, partner training, and partner performance, as recommended by Sugiyono (2022).

RESULTS AND DISCUSSION

Description of the Research Object

The object of this study was PT Green SM Indonesia, focusing on the Cinere Depot in Depok City. Green SM is an electric vehicle (EV)-based transportation company and part of Green and Smart Mobility Joint Stock Company (GSM), established to provide environmentally friendly, safe, and modern transportation services through the use of fully

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electric vehicles. After launching in Vietnam in April 2023, the company expanded into Indonesia in December 2024 in response to the country's growing demand for sustainable transportation.

Green SM operates through a driver-partnership system in which partners play a central role in service delivery. To support partner performance, the company provides recruitment, training, periodic performance evaluations, and a compensation system consisting of base earnings, incentives, bonuses, and operational support. Performance is evaluated based on indicators such as trip completion, punctuality, compliance with standard operating procedures (SOPs), service quality, driving safety, and customer ratings.

This research was conducted at the Cinere Depot, one of Green SM Indonesia's operational centers responsible for fleet coordination, partner training, performance evaluation, and administrative services. The depot was selected because it has a large number of active partners and is strategically located between Jakarta, Depok, Tangerang, and South Tangerang, resulting in high transportation demand and diverse operational conditions. These characteristics make Cinere an appropriate setting for examining the effects of compensation and partner training on partner performance.

Respondent Characteristics

The respondents in this study consisted of 100 active Green SM Indonesia driver partners operating in the Cinere area. They were selected because they were directly involved in the company's transportation operations and were therefore considered capable of providing reliable information regarding compensation, partner training, and partner performance.

Table 1. Respondent Characteristics by Gender

JENIS KELAMIN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	83	83.0	83.0	83.0
	Perempuan	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

As presented in Table 1, the majority of respondents were male (83.0%), while 17.0% were female. This finding indicates that Green SM Indonesia's driver partners are predominantly male, reflecting the characteristics of the company's operational workforce.

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Table 2. Respondent Characteristics by Age

USIA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25 Tahun	1	1.0	1.0	1.0
	25-30 Tahun	53	53.0	53.0	54.0
	31-40 Tahun	33	33.0	33.0	87.0
	>40 Tahun	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

As shown in Table 2, most respondents were 25–30 years old (53.0%), followed by those aged 31–40 years (33.0%), over 40 years (13.0%), and under 25 years (1.0%). These results indicate that the majority of respondents were within the productive working-age group, suggesting that they possessed sufficient physical capacity and work experience to perform their operational responsibilities.

Table 3. Respondent Characteristics by Educational Background

PENDIDIKAN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/SMK	79	79.0	79.0	79.0
	DIPLOMA	4	4.0	4.0	83.0
	SARJANA	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

As presented in Table 3, most respondents had completed senior high school or vocational high school (79.0%), while 17.0% held a bachelor's degree and 4.0% had a diploma qualification. This distribution suggests that Green SM Indonesia primarily employs partners with secondary-level educational backgrounds that are appropriate for its operational requirements.

Table 4. Respondent Characteristics by Length of Service

LAMA BEKERJA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 Tahun	24	24.0	24.0	24.0
	1-3 Tahun	39	39.0	39.0	63.0
	3-5 Tahun	28	28.0	28.0	91.0
	>5 Tahun	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

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As shown in Table 4, the largest proportion of respondents had worked for 1–3 years (39.0%), followed by 3–5 years (28.0%), less than one year (24.0%), and more than five years (9.0%). This finding indicates that most respondents had accumulated sufficient work experience to understand the company's operational procedures, organizational culture, and service standards.

Descriptive Analysis

Descriptive analysis was conducted to examine respondents' perceptions of the research variables using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Based on the calculated scale intervals, the mean scores were classified into five categories: very low, low, moderate, high, and very high.

The Partner Performance variable obtained an overall mean score of 3.33, indicating a moderate level of performance. Among the four dimensions, timeliness recorded the highest mean (3.41, high), suggesting that partners generally completed their tasks on schedule. In contrast, teamwork received the lowest mean (3.28, moderate), indicating that communication and collaboration among partners and the company still require improvement. The dimensions of work quality (Mean = 3.35) and work quantity (Mean = 3.29) also fell within the moderate category, reflecting satisfactory but improvable performance.

The Compensation variable achieved an overall mean score of 3.32, which falls within the moderate category. The incentive dimension received the highest mean score (3.41, high), indicating that incentive programs effectively motivate partners to achieve performance targets. Meanwhile, the wages and salary dimension recorded the lowest mean (3.27, moderate), suggesting that although compensation is generally considered appropriate, improvements in payment timeliness are still needed. The allowance (Mean = 3.28) and facilities (Mean = 3.31) dimensions were also rated as moderate.

The overall mean score for the Partner Training variable was 3.20, indicating a moderate level. The training methods dimension received the highest mean (3.29), suggesting that respondents found the training approach relatively easy to understand. Conversely, training materials obtained the lowest mean (3.13), indicating that the content could be made more practical and relevant to operational needs. The dimensions of training objectives (Mean = 3.21), training targets (Mean = 3.25), training instructors (Mean = 3.20), and training participants (Mean = 3.15) also fell within the moderate category.

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Overall, the descriptive findings indicate that partner performance, compensation, and partner training at Green SM Indonesia (Cinere Case Study) were perceived to be at a moderate level. Although respondents generally viewed these aspects positively, further improvements are needed, particularly in teamwork, compensation administration, and the practical relevance of training materials.

Normality Test

The normality test was conducted to determine whether the regression model satisfies the assumption of normally distributed residuals (Ghozali, 2016). In this study, normality was assessed using the Normal Probability Plot (P–P Plot) and the One-Sample Kolmogorov–Smirnov (K–S) Test. A regression model is considered to satisfy the normality assumption when the residuals follow the diagonal line in the P–P Plot and the significance value of the Kolmogorov–Smirnov test exceeds **0.05** (Ghozali, 2016).

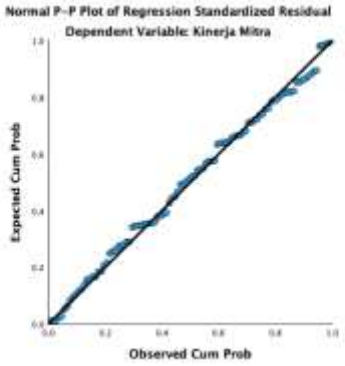


Figure 1. Normal P–P Plot of Regression Standardized Residual

Based on the Normal P–P Plot, the residual data points are distributed closely around the diagonal line and follow its direction without substantial deviations. This pattern indicates that the residuals are normally distributed, suggesting that the normality assumption has been satisfied.

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Table 5. One-Sample Kolmogorov–Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			100
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		7.30069400
Most Extreme Differences	Absolute		.054
	Positive		.054
	Negative		-.050
Test Statistic			.054
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.674
	99% Confidence Interval	Lower Bound	.662
		Upper Bound	.686

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

The results of the One-Sample Kolmogorov–Smirnov test showed a Test Statistic of 0.054 and an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the significance threshold of 0.05. Furthermore, the Monte Carlo Sig. (2-tailed) value was 0.674, also exceeding 0.05. These findings confirm that the residuals are normally distributed. Therefore, the normality assumption was fulfilled, indicating that the regression model is appropriate for subsequent regression and hypothesis testing.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables in the regression model. According to Ghozali (2016), a regression model is considered free from multicollinearity when the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) is less than 10.00. Therefore, the regression model is expected to show no strong correlation among the independent variables.

Table 6. Results of the Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.932	2.929		1.001	.319		
	Kompensasi	.440	.062	.462	7.087	<.001	.876	1.141
	Pelatihan Mitra	.338	.043	.509	7.803	<.001	.876	1.141

a. Dependent Variable: Kinerja Karyawan

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Based on Table 6, both independent variables, namely compensation and partner training, obtained a Tolerance value of 0.876 and a VIF value of 1.141. Since the Tolerance values exceed 0.10 and the VIF values are well below 10.00, the regression model does not exhibit multicollinearity.

These findings indicate that compensation and partner training are not highly correlated with each other, allowing both variables to be included simultaneously in the multiple regression model. Therefore, the multicollinearity assumption has been satisfied, and the data are appropriate for subsequent regression and hypothesis testing.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across observations. According to Ghozali (2016), a good regression model should not exhibit heteroscedasticity. In this study, heteroscedasticity was examined using a scatterplot of the standardized residuals. If the data points form a specific pattern, heteroscedasticity is indicated. Conversely, if the points are randomly scattered above and below zero on the Y-axis without forming a clear pattern, the model is considered free from heteroscedasticity.

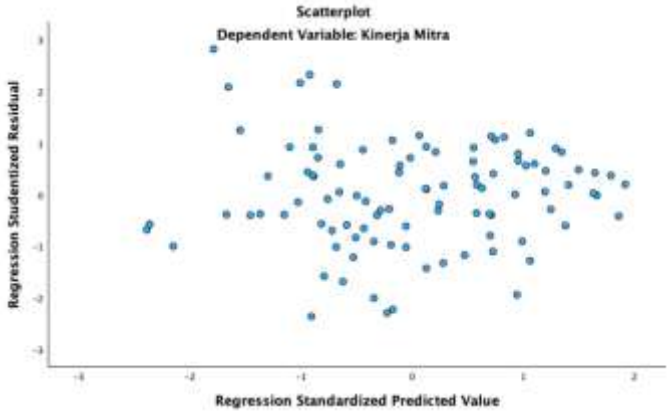


Figure 2. Scatterplot Results of the Heteroscedasticity Test

Based on Figure 2, the scatterplot shows that the residuals are randomly distributed above and below the zero line on the Y-axis. The data points do not form any discernible pattern, such as a wave-like, funnel-shaped, or systematic distribution.

Therefore, it can be concluded that the regression model does not suffer from heteroscedasticity. This indicates that the residual variance is constant across

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observations, meaning that the assumption of homoscedasticity has been satisfied and the regression model is appropriate for further analysis and hypothesis testing.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effects of the independent variables, Compensation (X_1) and Partner Training (X_2), on the dependent variable, Partner Performance (Y). This technique estimates the relationship between one dependent variable and two independent variables and predicts the value of the dependent variable based on the observed values of the predictors. The regression model used in this study is expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Table 7. Results of the Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.932	2.929		1.001	.319
	Kompensasi	.440	.062	.462	7.087	<.001
	Pelatihan Mitra	.338	.043	.509	7.803	<.001

a. Dependent Variable: Kinerja Mitra

The estimated multiple linear regression equation is:

$$Y = 2.932 + 0.440X_1 + 0.338X_2 + e$$

The constant value of 2.932 indicates that when compensation and partner training are assumed to be constant (or equal to zero), the predicted partner performance score is 2.932.

The regression coefficient for compensation is 0.440, indicating a positive relationship. This means that a one-unit increase in compensation is expected to increase partner performance by 0.440 units, assuming partner training remains constant. The calculated t-value is 7.087, with a significance level of $p < 0.001$, indicating that compensation has a positive and statistically significant effect on partner performance.

Similarly, the regression coefficient for partner training is 0.338, which also indicates a positive relationship. A one-unit increase in partner training is predicted to

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increase partner performance by 0.338 units, assuming compensation remains constant. The t-value is 7.803, with $p < 0.001$, demonstrating that partner training has a positive and significant effect on partner performance.

Based on the standardized beta coefficients, partner training ($\beta = 0.509$) has a stronger influence on partner performance than compensation ($\beta = 0.462$). This finding suggests that partner training is the most dominant factor affecting partner performance among the variables examined in this study.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to measure the extent to which the independent variables, compensation and partner training, explain the variation in the dependent variable, partner performance. A higher R^2 value indicates greater explanatory power of the regression model.

Table 8. Results of the Coefficient of Determination (Model Summary)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799[a]	.638	.631	7.376

a. Predictors: (Constant), Pelatihan Mitra, Kompensasi

b. Dependent Variable: Kinerja Karyawan

Based on Table 8, the R value is 0.799, indicating a strong and positive relationship between compensation, partner training, and partner performance.

The R Square value of 0.638 indicates that compensation and partner training jointly explain 63.8% of the variance in partner performance, while the remaining 36.2% is attributable to other factors not examined in this study, such as work motivation, work discipline, experience, work environment, leadership, and other relevant variables.

The Adjusted R Square value of 0.631 shows that, after adjusting for the number of independent variables and the sample size, the model explains 63.1% of the variance in partner performance. This adjusted value provides a more accurate estimate of the model's explanatory power.

Furthermore, the Standard Error of the Estimate is 7.376, indicating the prediction error of the regression model. A smaller standard error reflects better predictive accuracy.

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Overall, these findings demonstrate that compensation and partner training make a substantial contribution to partner performance, explaining 63.8% of its variation, while the remaining 36.2% is influenced by factors beyond the scope of this study.

Hypothesis Testing

Hypothesis testing was conducted using the t-test to examine the individual effect of each independent variable on partner performance. In this study, the null hypothesis (H_0) states that the independent variable has no significant effect on the dependent variable, whereas the alternative hypothesis (H_1) states that the independent variable has a significant effect on the dependent variable. The decision was made by comparing the calculated *t*-value with the critical *t*-value and examining the significance level. The null hypothesis was rejected when the calculated *t*-value exceeded the critical *t*-value and the significance value was less than 0.05, indicating a significant effect of the independent variable on the dependent variable.

Table 9. Results of the Partial (t) Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.932	2.929		1.001	.319
	Kompensasi	.440	.062	.462	7.087	<.001
	Pelatihan Mitra	.338	.043	.509	7.803	<.001

a. Dependent Variable: Kinerja Mitra

Based on Table 9, the partial *t*-test was performed to examine the effects of compensation and partner training on partner performance. With a sample size of 100 respondents and two independent variables, the degree of freedom was 97 (100 − 2 − 1), resulting in a critical *t*-value of 1.985 at the 0.05 significance level.

The results indicate that compensation has a calculated *t*-value of 7.087, which is greater than the critical value (7.087 > 1.985), with a significance level of $p < 0.001$. Therefore, the null hypothesis was rejected, indicating that compensation has a positive and statistically significant effect on partner performance. The positive regression coefficient ($\beta = 0.440$) suggests that higher levels of compensation are associated with improved partner performance.

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Similarly, partner training produced a calculated *t*-value of 7.803, exceeding the critical value (7.803 > 1.985), with a significance level of $p < 0.001$. Accordingly, the null hypothesis was rejected, confirming that partner training has a positive and significant effect on partner performance. The positive regression coefficient ($\beta = 0.338$) indicates that improvements in partner training contribute to higher levels of partner performance.

Overall, the findings confirm that both compensation and partner training have positive and statistically significant effects on the performance of Green SM Indonesia partners in the Cinere case study.

DISCUSSION

Effect of Compensation on Partner Performance

The findings indicate that compensation has a positive and significant effect on the performance of Green SM Indonesia partners in the Greater Jakarta (JABODETABEK) area. This suggests that a better compensation system encourages partners to perform their duties more effectively and deliver higher-quality services.

These findings are consistent with the performance theory proposed by Mathis and Jackson in Putri et al. (2023), which identifies work quality, work quantity, timeliness, and teamwork as key dimensions of individual performance. In this study, compensation serves as an important motivational factor that encourages partners to improve their performance. When partners perceive that the rewards they receive are fair and proportional to their contributions, they are more motivated to provide high-quality services.

Appropriate compensation contributes to improved work quality by encouraging partners to maintain service standards, increases productivity and work quantity, promotes timeliness through greater work discipline, and strengthens teamwork by fostering positive relationships between partners and the company. Therefore, compensation functions not only as financial remuneration but also as a strategic factor that enhances partner performance across the dimensions proposed by Mathis and Jackson in Putri et al. (2023).

Effect of Partner Training on Partner Performance

The results also demonstrate that partner training has a positive and significant effect on the performance of Green SM Indonesia partners in the Greater Jakarta (JABODETABEK) area. This finding indicates that well-designed training programs improve partners' competencies and enable them to deliver better services.

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The findings support the theory of Mathis and Jackson in Putri et al. (2023), which emphasizes that performance is reflected in work quality, work quantity, timeliness, and teamwork. Training enhances work quality by equipping partners with the knowledge and skills required to perform their duties effectively.

At Green SM Indonesia, training extends beyond operating electric vehicles to include customer service standards, application usage, safety procedures, and communication skills. These competencies enable partners to perform their tasks more efficiently, improve productivity, maintain punctuality, and strengthen collaboration with the company. Consequently, partner training plays a crucial role in improving overall performance by supporting the four dimensions of performance identified by Mathis and Jackson in Putri et al. (2023).

CONCLUSION

Based on the findings of this study, partner performance at Green SM Indonesia is generally considered satisfactory, particularly in terms of punctuality, which emerged as the strongest performance indicator. The compensation system, consisting of wages, incentives, allowances, and operational facilities, was found to support partner performance, with incentives representing the most influential component in motivating productivity and service quality. Partner training also contributed to improving work readiness and service performance, especially through training methods that facilitated participants' understanding and application of job-related knowledge. Furthermore, the results confirmed that both compensation and partner training have a positive and significant effect on partner performance. Appropriate compensation encourages motivation and productivity, while effective training enhances partners' competencies, enabling them to provide higher-quality services, maintain punctuality, and perform their duties in accordance with the company's operational standards.

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