A Conjoint Approach to Analyzing Factors Affecting Motorcycle Taxi Drivers' Company Choice

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This study examined the factors that affect job satisfaction of employees in the Philippine gig economy, particularly the ride-hailing industry. Factors were identified through a pilot study, which involved in-depth interviews with 15 MC Taxi drivers. The preliminary investigation revealed that Commission Rate, Benefits, and Incentive Scheme are the most influential factors. A conjoint analysis model was utilized to measure the level of satisfaction that each factor contributes. Sixty (60) motorcycle taxi drivers, employed by a bona fide ride-hailing company in the Philippines, were asked to select their two most preferred job profiles among nine (9) job profiles in a table format through either Structured Digital Questionnaire or Semi-Structured Interview. Conjoint analysis was performed on the job profile ratings, part-worth utility, and relative attribute importance scores were generated. Results of the study supported the claim that among the identified factors, higher compensation in the form of lower deduction rates was the most influential in increasing job satisfaction. The provision of greater benefits was found to be the second most influential factor, while incentives were perceived as the least influential factor.

Keywords: job satisfaction, gig economy, ride-hailing, MC Taxi, & Conjoint Analysis

1   Introduction

The term 'gig economy' pertains to markets that focus on short-term, on-demand, occasional, and typically task-based labor, rather than traditional permanent employment (Tan et al., 2021). Its system involves the exchange of labor and resources between service providers and customers, typically through a digital platform. This line of work is becoming an increasingly popular alternative for many individuals, including students, retirees, and workers of all skill levels. Moreover, the gig economy encompasses a variety of job categories, such as ride-hailing, delivery services, freelance work, and task-based jobs, among others. Gig workers generally perform duties as independent contractors, rather than employees, allowing them to have autonomy, control over their time, and the freedom to select jobs and clients aligned with their preferences. A 2023 report from The World Bank estimated that the number of online gig workers globally could be roughly around 435 million. Furthermore, the percentage of these laborers in the global labor force ranges from 4.4 to 12.5 percent (Datta et al., 2023).

In the Philippines, the online gig economy has experienced remarkable growth since its boom during the COVID-19 pandemic, with an increasing number of Filipinos turning to informal online work as a source of income. As revealed in The Philippines Freelance Market Report (Payoneer, 2022), up to 1.5 million Filipinos are involved in freelancing and are catering to both local and international clients. Moreover, the report also stated that the freelance economy has shown significant expansion, ranking sixth globally in Payoneer's 2019 Global Gig Economy Index with a 35% growth in earnings that was further advanced by the pandemic (San Antonio, 2022). In addition to freelancing, popular digital platforms such as Grab, Angkas, FoodPanda, and others have played a key role in the growth of the gig economy in the country. This sector has grown fundamental in providing income opportunities among many Filipinos, boosting entrepreneurial activities, and advancing economic development in the country.

In particular, motorcycle (MC) taxi services have become an essential part of urban transportation in the Philippines, offering a practical solution to the notorious traffic congestion in Metro Manila—rated the worst in the world in TomTom Traffic Index 2023 (CPBRD, 2024). With over 4.8 million registered motorbikes nationwide, including 860,517 in Metro Manila, MC Taxis have emerged as a

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popular mode of transport due to their ability to navigate traffic efficiently (Ong et al., 2023). They cater to approximately 370,000 commuters daily and have created jobs for over 68,000 riders registered under transport network companies (TNCs), such as Angkas, Moveit, and JoyRide (Morong, 2024, para. 5). These TNCs are transforming modern transportation by providing convenient and flexible options, given the difficulties of transportation in the Philippines, including traffic and overcrowded public transit. As a result, more and more Filipino commuters are turning to these services for a more efficient and accessible means of travel. In addition to saving passengers time and convenience, MC Taxi riders also make a steady income to sustain themselves.

Despite their importance, MC Taxi riders face significant challenges, including road hazards (BusinessWorld, 2024) and financial difficulties, which directly influence their job satisfaction, motivation, and well-being. Financial security is vital, as most riders rely on their MC Taxi income. Given the constant risk of accidents, safety is a key concern. Benefits affect job satisfaction, as riders are less likely to stay committed if they feel neglected. These challenges emphasize the need for companies to address drivers' concerns to remain competitive in the gig economy.

As demand for ride-hailing services grows, competition among companies to attract and retain MC Taxi drivers increases. While the industry plays a vital role in urban transportation, limited research exists on factors influencing drivers' employment choices. This study aims to address this gap by identifying and ranking the key motivators for MC Taxi drivers. Understanding these factors will help companies design compensation packages that align with drivers' priorities.

This study explores sources of job satisfaction and dissatisfaction that influence drivers to work for an MC Taxi company. Specifically, it examines the relative importance of three compensation package attributes: commission (kaltas), benefits, and incentives. Identifying which factors exert the greatest influence will guide managers in optimizing compensation packages to attract and retain drivers. By addressing this gap in the emerging literature on MC Taxi work, this study provides actionable insights for HR strategy formulation, contributing to companies' long-term success in the ride-hailing industry.

2   Related Literature

2.1   Gig Economy

The gig economy is defined as a collection of markets that connect providers and consumers for on-demand service (Donovan et al., 2016, Summary), involving temporary roles (Janadari, 2020) and flexible work arrangements (De Ruyter & Brown, 2019). These work arrangements often rely on digital platforms to facilitate transactions, enabling workers to offer their services to a broad market. The gig economy is characterized by its emphasis on autonomy, allowing workers to choose when, where, and how much they work (Jane, 2017, Abstract). While it offers opportunities for income generation and flexibility, it also raises concerns about job security, benefits, and workers' rights, as gig workers are typically classified as independent contractors rather than employees (Kaine & Josserand, 2019).

During the rise of capitalism, workers often engaged in seasonal labor, and other forms of informal employment without the protections and benefits associated with traditional full-time roles. The gig economy thus represents a modern version of traditional practices supported by advanced technology and global connectivity. As technology progressed, the gig economy emerged to meet the diversified needs of commodities and services (Donovan et al., 2016). This is expected to achieve optimal resource allocation, meaning being able to capitalize on the skills of workers and match them with the specific demands of the market. By tapping into a flexible and specialized workforce, businesses can maximize productivity without the constraints of traditional employment models.

The gig economy exhibits distinct patterns in its global distribution and workforce demographics. More developed countries such as the USA, UK, Canada, Australia, etc. drive the demand for gig jobs while the supply is provided by less advanced countries like India, Philippines (Graham et al.,2017; Roy et al., 2020). The gig economy workforce continues to expand, with 25-35% of Americans having participated, though less than half rely on it as their primary income source (Gig Economy Data Hub, 2024). The growth is also similar in European countries with 45% in the past decade (Eurostat; TalentUp Team, 2024). Participation is defined as a worker engaging in the gig economy either regularly or occasionally, even those who have traditional full-time jobs who still work for additional gigs. Women make up 42% of the global online gig workforce, higher than their 39.7% representation

in traditional employment. Their participation varies significantly by region, from 19% in South Asia to 56% in the Middle East and North Africa. Though a gender pay gap exists, women earn $22 per hour compared to men's $24, which is less pronounced than the traditional workplace, where women earn only 83.6 cents for every dollar earned by men (The World Bank, Payoneer, U.S. Bureau of Labor Statistics; Kempton, 2024). The majority of gig workers (38%) are aged 18-34, as younger individuals seek flexible, tech-driven jobs, followed by the 35-54 age group (25%), with the remainder aged 55 and older (Edison Research, 2018). These trends show that the gig economy is evolving, driven by global imbalances in supply and demand, differences in regional earnings, and the shifting demographics of workers. The growing participation of women, younger individuals, and those seeking flexible, supplementary income suggests that the gig economy is reshaping labor markets.

The gig economy in the Philippines has experienced rapid growth, ranking 6th in the Global Gig Economy Index. The sector has a diverse range of workers, including freelancers, online platform workers, and motorcycle taxi drivers, particularly in urban centers like Metro Manila (Wageindicator, 2023). A key driver of this expansion is the millennial demographic, with studies indicating that nine out of ten freelancers in the Philippines are under 40 years old (PayPal Newsroom, 2018, para. 2). This shift towards gig work is fueled by the rise of digital platforms and an increasing demand for flexible employment options. A notable segment of the gig economy is the motorcycle taxi industry, which operates under a pilot study launched in 2019 to assess its viability and safety as a mode of public transport. As of recent reports, 45,000 authorized motorcycle taxi slots are shared among three companies: Angkas, JoyRide, and Move It. However, despite its growth, the sector continues to grapple with the absence of formal legislation, leading to job insecurity for approximately 60,000 riders (Cabalza & Ramos, 2025).

The Fairwork report for the Philippines (2023) revealed significant shortcomings in Filipino gig worker conditions across ten platforms including Angkas, GrabCar, and Foodpanda, with no platform ensuring the daily living wage of Php 1,000 and many workers earning below minimum wage after expenses. The assessment identified critical gaps in safety measures, with most platforms failing to provide protective equipment or accident insurance, while highlighting the widespread absence of transparent contracts, worker representation, and anti-discrimination policies.

These findings highlight the dual nature of the gig economy: while it offers income opportunities amid limited formal employment, it perpetuates financial insecurity and occupational risks. Urgent reforms that include transparent pay, insurance coverage, and collective rights recognition are essential to prevent deepening inequality and protect vulnerable workers from persistent poverty cycles.

2.2   Ride Hailing Services & Motorcycle Taxis

Modern transportation is rapidly evolving with the integration of advanced technology, enabling ride-hailing services (Transport Network Companies) that connect drivers and customers through GPS-enabled online platforms that calculate fares and provide real-time trip tracking (Chen et al., 2023a). Research indicates that younger generations, well-educated individuals with high incomes, and those living in densely populated urban areas are more likely to use these services, which have expanded globally since Uber's launch in 2009 (Sabogal-Cardona et al., 2021; Alemi et al., 2018; Dias et al., 2017).

In the context of the Philippines, ride-hailing services have experienced widespread growth, especially in urban areas like Metro Manila. The major player in the market is Grab, following Uber's exit in 2018. Grab provides a diverse range of services, such as GrabCar, GrabTaxi, and GrabFood. Users of ride-hailing apps (RHAs) in Southeast Asia, specifically in Indonesia and the Philippines, tend to substitute RHAs for public transportation, taxis, and other modes of travel (Chalermpong et al., 2023). It also stated that there is limited evidence to show that RHA substitutes driving or that RHA is complementary to traditional public transportation. Ride-hailing is notably gaining popularity in the Philippines. As these services gain popularity in the Philippines, the government has implemented regulations through the Land Transportation Franchising and Regulatory Board (LTFRB) to manage the sector's growth, though issues persist regarding clarity and enforcement of these regulations. Filipino ride-hailing workers face significant challenges including income uncertainty, debt accumulation, and physical burden from pursuing incentive-based earnings (Ilagan & PCIJ, 2024).

Additionally, ride-hailing services connect passengers with drivers who use their own vehicles to provide on-demand transportation (Shaheen et al., 2016). These services operate through mobile applications where users can book rides, make electronic payments, and rate their experiences. The fare is calculated and displayed upfront by the platform, requiring agreement from both passenger and driver. After completing a trip, the platform takes a commission from the total fare before paying the remainder to the driver. In academic research, this service model is sometimes referred to as ridesourcing, and the companies that provide these services are known as transportation network companies (Shaheen et al., 2016). As the popularity of ride-hailing services increases, several companies have begun expanding horizontally into similar markets. Express package delivery is commonly offered alongside ride-hailing services since both require essentially the same labor and equipment. Following the same principle, ride-hailing companies have also expanded into food and grocery delivery services (Grab, n.d.; Maxim, n.d.). Recently, a growing trend has emerged of motorcycle taxi companies venturing into car-hailing services, such as AngCars and JoyRide SuperTaxi, with some even offering van and trucking services (JoyRide, n.d.; Maxim, n.d.; Chavaria, 2024).

2.3 Job Satisfaction

Job satisfaction is often described as a psychological state reflecting an employee's overall affective orientation toward their work (Locke, 1976). Schleicher et al. (2004) argue that job satisfaction as an attitude reflects both emotional responses to work conditions and cognitive judgments about how well one's job aligns with expectations and goals. Building on these definitions, Cranny et al. (1992) suggest that job satisfaction involves a continuous process of evaluation, wherein employees assess various facets of their job including both tangible aspects like pay and benefits and intangible elements such as recognition and autonomy. Conversely, job dissatisfaction arises from misalignments between expectations and actual job characteristics, often manifesting as negative emotional responses to unmet needs or poor workplace conditions. Hulin & Judge (2003) define it as a reaction to discrepancies between desired and actual work environments. Complementing this, Weiss & Cropanzano (1996), through Affective Events Theory, argue that dissatisfaction is shaped by recurring negative experiences at work, which generate emotional reactions that ultimately influence one's overall job attitude.

Job satisfaction in this study refers to motorcycle taxi drivers' overall evaluation of their work experience based on key factors such as compensation structure, particularly commissions and additional benefits, and the perceived fairness of company policies. It reflects how well these job factors align with the drivers' personal expectations, needs, and earning potential. Conversely, job dissatisfaction is the negative emotional response that arises when there is a misalignment between drivers' expectations and the actual work conditions, such as low or inconsistent commissions, lack of benefits beyond basic requirements, and perceived unfairness in company policies. These factors contribute to the drivers' inclination to seek alternative companies that better meet their needs.

To measure job satisfaction, scholars have employed various tools and theories. Common instruments include Job Satisfaction Survey (Spector, 1985), the Job Descriptive Index (Balzer et al., 2002), and localized tools such as adapted versions of the Minnesota Satisfaction Questionnaire (Amansec, 2018) and frameworks rooted in Maslow's hierarchy (De Guzman et al., 2019). While these models offer valuable insights, they are often more general in scope.

Theories such as Locke's Range of Affect Theory and Hackman and Oldham's Job Characteristics Model have similarly contributed to understanding satisfaction by focusing on the interplay between job attributes and individual values or perceptions. Additionally, Equity Theory (Adams, 1965) suggests that employees evaluate fairness by comparing their input–outcome ratios to others, with satisfaction arising from perceived balance. Similarly, Self-Determination Theory (Deci & Ryan, 1985) highlights the importance of intrinsic motivation and fulfilling psychological needs—autonomy, competence, and relatedness—for job satisfaction.

However, for the purposes of this study, the theoretical foundation rests on Herberg's Two-Factor Theory. Unlike other theories, Herberg argued that job satisfaction and dissatisfaction are not opposite ends of the same spectrum but are separate and distinct constructs (Syptak et al., 1999). Hygiene factors, such as salary and working conditions, prevent dissatisfaction but do not directly contribute to satisfaction, while motivators like recognition and opportunities for growth enhance satisfaction by

fulfilling intrinsic needs (Syptak et al., 1999). A more detailed discussion will follow in a later section of this study, given its relevance to the research objectives.

Another study explores the relationship of the factors affecting job performance among platform-based flexible employees. The research, according to Liu et al. (2024), highlights a correlation between psychological capital and job performance, potentially facilitated by increased work engagement. Job autonomy appears to significantly influence this relationship by enhancing the impact of psychological capital on work engagement and eventually on job performance. In environments where high-autonomy is present, the association between psychological capital and job performance becomes more evident, with work engagement acting as a critical mediator Liu et al. (2024).

In the gig economy, job flexibility is the most valued aspect of ride-hailing work (Fielbaum & Tirachini et al., 2021). This flexibility allows drivers to choose their own work hours, even when following a consistent weekly schedule. Moreover, research on Uber drivers suggests that attitudes of drivers are improved because they can earn more in flexible arrangements than the traditional, hence the importance of compensation in their decision to stay in the gig economy (Chen et al., 2017). Woodside (2022) examines the need for justice for drivers in the City of Toronto and the Greater Golden Horseshoe. Using Susan Fainstein's just city theory and the capabilities approach, the study reveals that while drivers are attracted to the flexibility offered by ride-hailing, this comes at the cost of other important capabilities such as fair pay and protection from unfair discipline. Drivers face significant vulnerabilities but also exhibit a growing solidarity aimed at resisting arbitrary decisions by platforms and regulators.

Financial compensation is pivotal factors influencing ride-hailing drivers' engagement and retention. Jeowono et al. (2021) identified wage competitiveness and financial safety as primary motivators for these drivers. However, discrepancies between advertised and actual earnings can lead to dissatisfaction. Hano and Marshall (2019) revealed that after accounting for driving expenses, Uber and Lyft drivers often earn less than the minimum wage. Similarly, in Shanghai, high commission fees and intense competition among drivers have resulted in unmet income expectations, contributing to high turnover rates (Ashkrof et al., 2020, as cited in Chen et al., 2023b). Conversely, adopting models like MC Taxi has been shown to increase drivers' profits through higher revenues and lower expenses, while also enhancing passenger safety (Yau-Huo Shr & Hung-Hao, 2024). Job satisfaction is further influenced by working conditions; drivers juggling multiple jobs tend to report lower satisfaction levels, which negatively impacts trip productivity (Jeowono et al., 2021). Additionally, those who perceive their jobs as exposing them to health and safety risks also experience reduced satisfaction. Beyond financial aspects, access to benefits plays a crucial role. In Nigeria, drivers value the insurance, credit, and cash transfers provided by e-hailing platforms over traditional wage employment benefits (Cieslik et al., 2021). However, concerns about job security persist. In Europe, platform companies have been criticized for introducing forms of 'bogus employment,' where even formally employed workers lack basic rights, leading to job insecurity (Niebler, 2023, Abstract).

Job satisfaction significantly influences employee behaviors and organizational outcomes, with high and low levels yielding contrasting effects. Employees with higher levels of job satisfaction are more engaged and committed to their organizations, which reduces turnover rates and stabilizes the workforce (Rana & Singh, 2024). Satisfied employees are more likely to demonstrate discretionary effort and organizational citizenship behaviors, which enhance overall organizational performance (Baruah et. al, 2024). In the context of the ride-hailing industry, this can translate to a more consistent and reliable pool of drivers who take pride in their work, fostering customer trust and repeat patronage. Drivers who are satisfied with their pay, working conditions, and overall treatment are also more likely to recommend the company to peers, enhancing recruitment and strengthening the organization's reputation in the competitive market (Baruah et. al, 2024).

In contrast, low job satisfaction is closely linked to higher turnover intentions, absenteeism, and disengagement, often driven by inadequate recognition and unfavorable working conditions (Koshak et al., 2024). This dissatisfaction not only affects organizational commitment but also has significant implications for employees' physical and mental health; a comprehensive meta-analysis by Faragher et al. (2005) established strong correlations between job dissatisfaction and adverse health outcomes, including burnout, anxiety, and depression. For physically demanding roles like motorcycle taxi drivers, such dissatisfaction can exacerbate health challenges, leading to diminished performance and increased safety risks. Moreover, dissatisfaction can permeate informal networks within

organizations, which, as Krackhardt and Hanson (1993) describe, function as the central nervous system driving collective actions beyond formal structures. In the context of motorcycle taxi drivers, negative experiences related to pay structures or company policies can spread through these networks, tarnishing the company's image and deterring potential new drivers, as solidified informal ties amplify collective dissatisfaction.

2.4   Herzberg's Model

Herzberg, Mausner, and Snyderman's two-factor theory, published in 1959, revealed through their Pittsburgh study of various occupations that workplace motivation depends on two distinct sets of factors: hygiene factors that prevent dissatisfaction and motivators that drive satisfaction and engagement (Herzberg, 1959).

Job satisfaction and dissatisfaction are distinct work attitudes, with satisfaction driven by intrinsic motivators like recognition and achievement while dissatisfaction is prevented by extrinsic hygiene factors like compensation and working conditions (Herzberg, 1966; Alshmemri et al., 2017). Herzberg's two-factor theory revolutionized motivation studies by establishing that addressing hygiene factors merely prevents dissatisfaction, while true job satisfaction requires the presence of separate motivational factors, creating a dual approach to workplace motivation (Dion, 2006; Alshmemri et al., 2017).

However, there is a stream of research that has revealed the model's limitations, methodological problems and the body of contrarian evidence against it (Evans & Olumide-Aluko, 2010). Some of the main criticisms against the theory include: 1) lack of clarity whether a factor serves as a motivator or hygiene factor (or possibly both) – a factor's function may vary depending on contextual factors such as the nature of the job, culture, and socio-economic conditions; 2) motivators and hygiene factors producing effects on job satisfaction/dissatisfaction which are not specified by the model; 3) deviations from the methodology of Herzberg's original study lead to results that are inconsistent with the predictions of the model; and 4) various results inconsistent with the predictions of the model. Among these limitations, the key problem with the theory is the certainty with which factors function as either hygiene factors or motivators across different job types and contexts. Despite its influence, Herzberg's two-factor theory has been criticized for methodological issues and its rigid categorization of factors as either hygiene factors or motivators when their function may actually vary based on job type, cultural context, and socioeconomic conditions (Evans & Olumide-Aluko, 2010).

Studies that observed hygiene factors influencing job dissatisfaction are most relevant to understanding MC Taxi driver retention, as dissatisfaction is more likely to motivate drivers to leave their company or the industry entirely. When evaluating employment prospects with MC Taxi companies, drivers primarily consider whether job attributes are acceptable enough to minimize potential dissatisfaction rather than focusing on factors that might maximize satisfaction.

Given these, the following hypotheses are posited regarding MC taxi drivers' hygiene factors. The first hypothesis posits that drivers are more likely to prefer lower commission rates or kaltas.

H01: There is no significant preference among MC taxi drivers for lower commission rates.

HA1: MC taxi drivers significantly prefer lower commission rates.

The second hypothesis of this study is that drivers prefer a time-period-based incentive system over a quota-based incentive system.

H02: There is no significant preference among MC taxi drivers between a time-period-based and a quota-based incentive system.

HA2: MC taxi drivers significantly prefer a time-period-based incentive system over a quota-based one.

The third hypothesis posits that drivers desire a wider range of provisions as they do not directly consider the basic allowances as benefits.

H03: MC taxi drivers are satisfied with basic allowances and do not desire a wider range of provisions.

**HA3**: MC taxi drivers desire a wider range of provisions beyond basic allowances.

Lastly, it is posited that commission is expected to be the most important factor.

H04: Commission is not the most important factor for MC taxi drivers.

HA4: Commission is the most important factor for MC taxi drivers.

3   Conceptual Framework

The current study adopts the perspective of Herzberg's two-factor theory in studying the factors influencing MC Taxi driver's job satisfaction and MC Taxi job preferences. From the extant literature on the two-factor theory, work characteristics were obtained to generate a preliminary set of variables for the development of an interview schedule for in-depth interviews with MC Taxi drivers. This phase of qualitative research would obtain responses from the drivers to validate whether the variables from Herzberg's theory were relevant to their MC Taxi job. The interviews were also intended to capture factors that significantly affected their motivation and job satisfaction outside of the two-factor theory. After the pilot study to determine the key factors influencing driver motivation, job satisfaction and MC Taxi company preference, a list of the most important factors along with their levels were drawn up. The list served as the source of job attributes to be included in a conjoint analysis task to measure which attributes were most important to the drivers. Additionally, the conjoint task is intended to quantify these preferences and to test the degree to which attribute levels are preferred by the drivers. The conjoint analysis results would then be compared with the interview results and the two-factor theory predictions. Note that from henceforth, the operational definitions of Job Satisfaction and Job Dissatisfaction will be used.
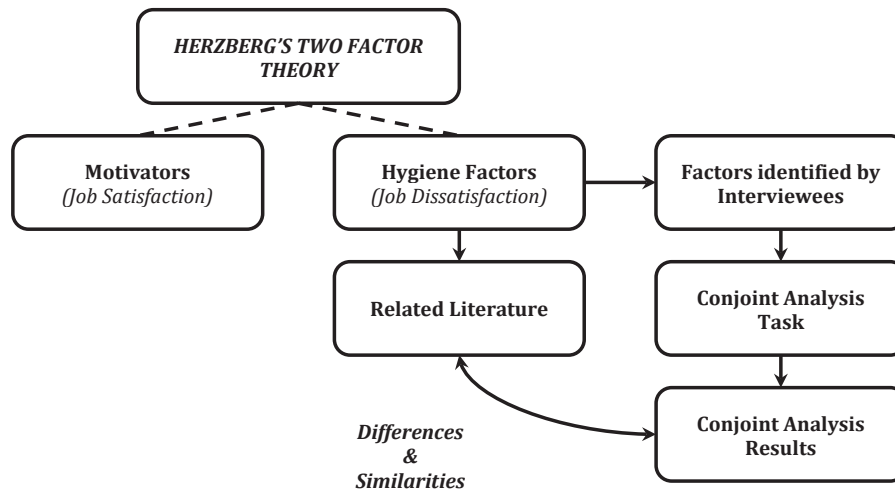
4   Research Design

4.1   Mixed Methods Overview

A mixed approach was used, consisting of a review of related literature, a qualitative pilot study, and quantitative analysis. The review of related literature provided a preliminary understanding of the factors that affect MC Taxi drivers' job satisfaction. The pilot study provided local context to the industry, effectively allowing us to learn more about the experiences of MC Taxi drivers and discover what they deemed to be the most influential factors in job satisfaction. The identified variables were then used to design the conjoint task for qualitative analysis.

4.2   Sampling, Participants of the Study & Ethical Standards Observed

The study employed a purposive sample of 60 MC Taxi drivers, with the only criterion being that they were employed by bona fide ride-hailing companies. The researchers' differing locations and reach also contributed to variation within the sample, primarily reflected in the participants' city of residence and company affiliation. Ethical protocols were strictly followed throughout the interview process to protect participants' rights and confidentiality. Before collecting data, the interviewers informed participants of the study's purpose, confirmed all respondents' willingness to participate,

and assured them of their right to withdraw at any time. All collected data was kept confidential and be used exclusively for research purposes.

4.3   Pilot Study

The pilot study involved in-depth interviews with fifteen (15) MC Taxi drivers. These semi-structured interviews followed a structured questionnaire that examined factors affecting the desirability of MC Taxi companies as employers. Interviewees were also encouraged to share any information and reasoning they may find notable. Although various factors were raised, the pilot study helped surface the drivers consistently prioritized by MC taxi drivers. Among the many elements considered, commission, benefits, and incentives emerged as the top drivers of satisfaction. These were thus selected for the main analysis. It is also worth noting that conjoint analysis requires a careful limit on the number of attributes included, as too many can overwhelm respondents and reduce the reliability of the results (Rao, 2014).

Commission, defined as the deduction rate a company charges per ride, has a standard rate of 20% across all companies, with some initially offering a much lower introductory rate to attract drivers (MoveIt, n.d.; Angkas, n.d., *Become a biker*; JoyRide ADMIN, 2025; Maxim - rides & food delivery. Angeles, 2023; Chris - Loloy PH, 2024). Benefits, defined as intangible compensation usually in the form of insurance, provided health, life, and death insurance at the very least, with only Angkas providing additional SSS coverage (MoveIt, n.d.; SSS, 2023). Incentives, defined as conditional compensation, follow various schemes, such as time-period-based and quota-based structures, with rewards such as tier-based and direct financial compensation. Angkas implements quota-based incentives with financial rewards, while JoyRide applies quota-based incentives with tier-based rewards. MoveIt uses both approaches and also offers time-period incentives with direct financial rewards (Angkas, n.d., *Biker earning incentives (weekly)*; Angkas, n.d., *Drive with us*; MoveIt, n.d.; JoyRide ADMIN, 2025). It is to be noted that the information regarding MC Taxi companies' compensation packages was primarily derived from interviews as relevant data was difficult to collect otherwise due to the lacking information available on relevant sources.

The information collected from the pilot test guided the creation of profiles for the conjoint task, where the most influential factors function as categories (compensation as a scale variable, while benefits and incentives are nominal). Each category includes three levels which industry standards as bases. These findings align with previous studies by Jeowono, Rizki, and Syahputri (2021) and Niebler (2023), which indicate that MC Taxi drivers value financial compensation and workers' rights. Additionally, while not a factor included in the conjoint task nor generally influential, JoyRide drivers noted that they were drawn to the company's unlimited cancellation when being offered passengers further confirming previous studies by Fielbaum & Tirachini (2020) which emphasized the importance drivers give to their autonomy.

4.4   Conjoint Analysis

The present study seeks to identify the job characteristics with the greatest influence on MC Taxi drivers' job satisfaction. In addition to using information generated by the review of literature and driver interviews, the authors have decided to directly study drivers' MC Taxi job preferences to determine what job attributes are associated with job satisfaction.

Conjoint analysis is a set of techniques used to study the tradeoffs made in the consumer choice process while revealing the underlying preference function of those involved in the decision-making process. Making tradeoffs is an inescapable part of performing a conjoint task; these tradeoffs provide valuable insights regarding the values, attitudes and priorities that are likely to have motivated these decisions (Rao, 2014). The method allows direct examination of respondent attitudes towards job profile's attributes, the specific levels of each attribute and aggregated/total preference for specific job profiles (which possess a specific and unique combination of attribute levels) (Zarco, 2014; Rao, 2014). The authors chose conjoint analysis as the method of data analysis to provide a detailed analysis of the job's attributes, attribute levels and the associated total utility of a job while facilitating an intuitive and ecologically valid data collection process.

In this study, conjoint analysis is used to present MC Taxi drivers with a set of real and hypothetical MC Taxi job profiles that possess varying degrees of the three aforementioned job attributes –

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compensation, incentive scheme, job benefits. Drivers were asked to evaluate a set of job profiles and to select two profiles that they preferred the most. Drivers are expected to prioritize job profiles with qualities that prevent job dissatisfaction.

Drivers are tasked with selecting from the presented profile set the most appealing jobs. In this task, it is expected that drivers will avoid job profiles with the characteristics associated with job dissatisfaction; they will prioritize job profiles with qualities that prevent job dissatisfaction.

In line with the research objectives of this study, the three job attributes associated with job satisfaction – compensation, incentive scheme, and job benefits were included in the conjoint task. Three attribute levels were set for each attribute – compensation (10%, 20%, and 30% commission), incentive scheme (none, time period, quota), and benefits (basic, basic with SSS, basic with SSS, Philhealth and Pag-Ibig Fund). This produced a full factorial set of 27 job profiles. The authors viewed the detailed evaluation of 27 job profiles of a full factorial design to be unacceptably burdensome for the respondents. Thus, a fractional factorial design of 9 strategically selected profiles was employed to reduce the stimuli that the respondents were asked to choose from. Conjoint analysis was performed using SPSS/PASW version 30; SPSS software generated the fractional factorial design with a total of 9 job profiles.

4.5   Procedure

Data gathering was executed using 2 methods: Structured Digital Questionnaire (14 or 23.33%) and Semi-Structured Interview (46 or 66.67%). Data gathering questions from both methods were identical and both provided means for the clarification, the questionnaire provided definitions and a researcher's contact info while the interview was conducted by informed representatives who were open to questions. The job profiles were presented in a table organized based on the linear growth of certain factors (commission and benefits) from which they were asked to select their two most preferred job profiles. Questionnaire respondents were instructed to read and thoroughly review all the jobs profiles in the table, while interview respondents were guided by the interviewer. All 120 responses (2 responses from 60 respondents) were tallied for each of the 9 job profiles, the final tally served as an aggregate score for all participants for each of the job profiles. Though some literature suggests that ordinal or ranking approaches to conjoint analysis may be more useful and reliable (Krantz & Tversky, 1971; Green & Srinivasan, 1978; Hair et al., 2010), the authors chose to perform a ratings/scoring-based analysis of the conjoint task results. This decision was driven largely by experiences. The in-depth interviews suggest that the drivers may encounter difficulty with ranking the job profiles and that selection would be more appropriate. SPSS 30 was used to analyze the data as a conjoint analysis scoring task; conjoint analysis permits various forms of stimulus evaluation such as rating, selection, and ranking of the profile stimuli. The conjoint analysis in SPSS generated part-worth utilities, relative attribute importance percentages and measures of model fit.

5   Results and Discussion

The study obtained a total sample size of 60 respondents (N=60). The respondents were approached either through face-to-face interactions or MC Taxi oriented Facebook groups. All responses were inputted into an online link shared in these Facebook groups or with face-to-face assistance from a research group member.

Table 1 presents the overall demographic profile of the study sample. All of the MC Taxi drivers in the sample were male; the mean age of the participants was 36.51 years of age (SD =6.77). The majority of the respondents (53 or 88.33%) were from the greater Metro Manila area and CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon), while the remaining respondents (7 or 11.66%) were from Visayas and Central Luzon. The motorcycle companies represented in the study are working at Move It (20 or 33.33%), Angkas (18 or 30%), Joyride (16 or 26.67%). There were 5 respondents who are working simultaneously for 2 of the aforementioned companies. Maxim, a ride-hailing and logistics service in Cebu, is one of the respondents. In terms of income dependency, a slightly higher proportion of drivers were full-time (34 or 56.67%) compared to part-time drivers (26 or 43.33%). Among these drivers, more than half supported 1 to 3 dependents, more than a quarter had three dependents, and the remainder reported having no dependents.

Table 1. Study Sample Demographic Profile

Variable	N	%
Region		
Metro Manila	30	50.00%
CALABARZON	23	38.33%
Visayas	5	8.33%
Central Luzon	2	3.33%
Total	*60*	*100.00%*
Company		
Move It	20	33.33%
Angkas	18	30.00%
JoyRide	16	26.67%
Multiple Companies	5	8.33%
Maxim	1	1.67%
Total	*60*	*100.00%*
Income Dependency		
Fully Dependent	34	56.67%
Partially Dependent	26	43.33%
Total	*60*	*100.00%*
Financial Dependents		
0 Dependents	7	11.67%
1 Dependents	6	10.00%
2 Dependents	15	25.00%
3 Dependents	15	25.00%
More than 3 Dependents	17	28.33%
Total	*60*	*100.00%*

The conjoint analysis provides a nuanced understanding of the factors that influence MC Taxi drivers' decisions when choosing a company to work for in the Philippines. By analyzing the utility estimates, it becomes clear that benefits, incentives, and compensation play distinct yet interrelated roles in shaping their preferences, reflecting their broader concerns about financial stability, job autonomy, and long-term security.

Table 2. Conjoint Analysis Part-worth Utility Estimates for Job Attributes and Levels

Category	Sub-Item	Utility
Compensation	10	-14.167
	20	-28.333
	30	-42.5
Benefits	Basic	-7.111
	Basic + SSS	-1.111
	Basic + SSS + PhilHealth + PAG-IBIG	8.222
Incentives	None	-4.444
	Quota Based	-1.444
	Time Period	5.889
Constant		41.444

Table 2 presents the Part-worth Utility estimates for the job profiles presented to the study sample in the conjoint analysis task. The results in Table 2 reveal three key findings: 1) respondents demonstrated a preference for higher compensation and lower commission rates (referred to as *kaltas* or deduction rates) consistent with the prediction of HA2, 2) they prefer a more complete set of benefits package, aligned with HA3, which includes the basic benefits provided by most motorcycle taxi companies + SSS + PhilHealth & PAG-IBIG, 3) respondents preferred an incentive scheme with an favoring the time based scheme more as opposed to a quota based scheme, as predicted by HA4.

For the compensation attribute, a trend exists where higher commission rates were expectedly less desirable than lower rates. This supports HA2 predictions that greater compensation or lower commission rates are preferred. In line with HA3, results show that utility declines significantly as fewer benefits are offered. Respondents expressed a strong preference for a comprehensive benefits package that includes SSS, PhilHealth, and PAG-IBIG, in addition to the basic benefits typically offered. The analysis also indicates the presence of an incentive scheme increases utility compared to having no scheme at all. Among the 2 incentive schemes, time-based incentive schemes are more preferred than the quota-based scheme, with a substantial gap in utility (7.333) between the two. Moreover, the conjoint analysis results revealed that there were no reversals or counterintuitive responses for this attribute.

Table 3. Conjoint Analysis Importance Values

Category	Importance
Compensation	52.469
Benefits	28.395
Incentives	19.136

Table 3 presents the relative importance values of the three job attributes in the study. The findings indicate that compensation was by far, the most critical factor (52.469%), as was the prediction in HA1. The utility estimates reveal a steep decline in preference as the commission percentage increases. Benefits were the second most important factor (28.395%). Lastly, incentives were the least important of the 3 job attributes (19.136%). This contrasts the feedback from the pilot study wherein benefits were the driver's most important factor.

Table 4. Job Profile Total Utility Values (ordered from Most Preferred to Least Preferred)

Profile	Compensation	Benefits	Incentives	Utility
24	10%	Basic + SSS + PH + P	TimePeriod	41.388
9	10%	Basic + SSS + PH + P	QuotaBased	34.055
23	10%	Basic + SSS	TimePeriod	32.055
27	10%	Basic + SSS + PH + P	None	31.055
18	20%	Basic + SSS + PH + P	TimePeriod	27.222
22	10%	Basic	TimePeriod	26.055
8	10%	Basic + SSS	QuotaBased	24.722
26	10%	Basic + SSS	None	21.722
21	20%	Basic + SSS + PH + P	QuotaBased	19.889
25	10%	Basic	QuotaBased	18.722
5	20%	Basic + SSS	TimePeriod	17.889
6	20%	Basic + SSS + PH + P	None	16.889
7	10%	Basic	None	15.722
15	30%	Basic + SSS + PH + P	TimePeriod	13.055
19	20%	Basic	TimePeriod	11.889
20	20%	Basic + SSS	QuotaBased	10.556
17	20%	Basic + SSS	None	7.556
3	30%	Basic + SSS + PH + P	QuotaBased	5.722
4	20%	Basic	QuotaBased	4.556
14	30%	Basic + SSS	TimePeriod	3.722
12	30%	Basic + SSS + PH + P	None	2.722
16	20%	Basic	None	1.556
1	30%	Basic	TimePeriod	-2.278
11	30%	Basic + SSS	QuotaBased	-3.611
2	30%	Basic + SSS	None	-6.611
10	30%	Basic	QuotaBased	-9.611
13	30%	Basic	None	-12.611

Table 4 presents the total utility estimates of all possible job attribute level combinations (27 in total). These were organized from most preferred to least preferred job profiles. The results clearly indicate that respondents clearly preferred jobs that had the maximum amount of benefits, a time period-based incentive scheme and involved the lowest possible commission rate (10%). It is noticeable that many of the job profiles with a quota-based incentive scheme ranked lower than those with a time period-based incentive scheme. This suggests that drivers may favor reward structures that align with their natural working patterns rather than requiring them to meet rigid ride quotas. Drivers may perceive quota-based systems as inadvertently increasing pressure for drivers to perform to an unsafe degree, leading to dissatisfaction. In contrast, time-period-based incentives may offer more flexibility and ensure predictable additional income.

Table 5. Conjoint Analysis - Measures of Model Fit

	Value	Significance
Pearson's R	0.928	<.001
Kendall's Tau	0.761	0.002

Table 5 presents the measure of model fit which indicates the extent to which the data generated by the conjoint analysis model conforms to or fits the actual data used to produce the model. Both Pearson's R and Kendall Tau values were significant at a p = .001 significance level. This indicates that the data used to create the model was generally associated with the predicted utility estimates of the conjoint analysis.

6   Conclusion, Theoretical Implications, and Managerial Implications

6.1   Conclusions

The conjoint analysis performed in this study has provided valuable insights into the attitudes of MC Taxi drivers regarding job satisfaction factors. Consistent with the literature and pilot test, the study produced evidence indicating that, for the MC Taxi drivers who participated, higher job satisfaction is associated with higher compensation, whether in the form of lower commission, greater benefits, or more desirable incentives. The study further indicates that among the identified factors, higher compensation in the form of lower deduction rates was the most influential in increasing job satisfaction. The provision of greater benefits was found to be the second most influential factor, while incentives were definitively perceived as the least influential factor.

The importance given to commission and greater compensation aligns with the needs of the respondents given that 56.67% are fully dependent on their MC Taxi Income with 88.33% overall having dependents. This may also explain the lesser importance given to benefits as, despite them being perceived as a necessary form of long-term security and a desire among drivers for wider provisions, drivers disliked that it would take-away from their financial compensation. The least importance given to incentives is unsurprising as drivers have varying perceptions on them, ranging from motivating to offensive to their autonomy. Drivers found time-period incentives to be the most desirable as they were perceived to be convenient as the terms for accomplishment complimented their regular working habits. Meanwhile, quota-based incentives were perceived to be a safety risk as they would feel pressured to accomplish more rides with greater haste. Despite it being the least important and the mixed views, any form of incentive was found to be significantly more desirable than having none at all.

6.2   Theoretical Implications

The present study explored how MC taxi job characteristics influence MC taxi drivers' decision to work for a particular MC taxi company. From the perspective of Herzberg's two-factor theory, the study attempted to identify the most important motivators (job characteristics that affect job satisfaction) and hygiene factors (job characteristics responsible for preventing job dissatisfaction). The results of the pilot study indicated that MC taxi driver's choice of company is largely driven by job characteristics that according to the two-factor theory are categorized as hygiene factors (commission rate, incentive

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schemes and employee benefits). These findings are generally consistent with Herzberg's perspective that job factors such as compensation and benefits are sources of extrinsic motivation and that their absence leads to dissatisfaction (Herzberg, 1959).

Herzberg's research identified factors such as salary, supervision, interpersonal work relations and working conditions as hygiene factors but did little to measure the extent to which the presence of the various types of hygiene factors reduced job dissatisfaction (Evans & Olumide-Aluko, 2010). His research laid out the general categories of hygiene factors (supervision, salary, working environment among others) but there was limited effort to compare the effects of these factors on satisfaction and dissatisfaction.

The contribution of the present study to the stream of research on job satisfaction and the research involving Herzberg's model is that it has generated evidence that certain types of hygiene factors may have a stronger influence on job satisfaction or dissatisfaction in a given context. The results of the current study have shown that for the study sample from the MC taxi industry, from the hygiene factors studied, base compensation (commission rate) had the strongest influence on job dissatisfaction.

Another contribution of the present study to the two-factor theory research stream is related to a major criticism of Herzberg's model by Robert House and Lawrence Wigdor's (1967). House and Wigdor argue that the major flaw of the two-factor theory is the imprecision of the taxonomy categorizing job characteristics as motivators or hygiene factors. Their chief assertion is that there is ambiguity regarding whether a job characteristic should be classified as a motivator or as a hygiene factor both from a definitional and methodological standpoint.

Clearly the present study can do little to address this limitation of Herzberg's model. However, since the focus of the present study on MC taxi companies involves factors that account for worker mobility or loyalty to companies in the industry, the factors that figured prominently in this study can be assumed to be hygiene factors since turnover is largely associated with job dissatisfaction (Aguiar do Monte, 2012; Mobley, 1977). House and Wigdor's critique also opens the possibility that these factors (compensation, incentives, and benefits) could potentially be a source of both dissatisfaction and satisfaction. Future research will have to determine whether these variables not only prevent turnover but also enhance MC taxi driver motivation and performance.

6.3   Managerial Implications

This study has implications for MC Taxi companies and their strategies for attracting, acquiring, and retaining human resources. Since the ability of a company to meet demand (resulting from a larger driver workforce) is positively associated with market share and income, as concluded by Afèche, Liu, and Maglaras (2023), management can leverage drivers' attitudes towards industry- competitive compensation, benefits, and incentives to expand their workforce. Such an increase in the candidate pool allows managers to be more selective in their hiring process, thereby improving service quality and overall customer experience (Lievens & Highhouse, 2003).

The findings of the study suggest that base compensation (determined by the commission rate) remains the most influential hygiene factor among the MC taxi drivers who participated in the study. There is a significant amount of extant literature on raid hailing services that has reported similar findings (Jeowono, et al., 2021; Chen, et al., 2023b; Hong et al., 2020; Zhouet al., 2024; Wainaina & Mutogoh, 2022; Huaet al., 2020).

Therefore, MC taxi companies may need to prioritize offering compensation packages that are perceived to be industry competitive or superior to those of competitors. The authors acknowledge that not all MC taxi companies can provide superior compensation; MC taxi companies in this situation may have to compensate for uncompetitive commission rates by providing more non-monetary benefits. Such non-monetary benefits may include greater flexibility regarding time of work and the ability to cancel fares. Some literature suggests that drivers also appreciate these work conditions (Hall & Krueger, 2018)

However, even with these adjustments, MC taxi companies with less than industry-competitive rates may remain at a disadvantage as is evidenced by a study by Hong et.al (2020) that found that ride hailing drivers were willing to forgo schedule flexibility in exchange for a guaranteed minimum wage, company sponsored benefits, and security of privacy. Another study by Hua et al. (2020) reported that intrinsic motivators such as self-efficacy and job autonomy do motivate internet taxi drivers, however,

monetary rewards may "crowd out" or displace these sources of intrinsic motivation. Lastly, a study by Wainaina and Mutogoh (2022) on a ride sharing company in Kenya indicates that drivers remained satisfied with their current employment due to the remuneration and rewards system and the prospect of receiving continuing job training.

Taken together, this stream of research strengthens the argument that base compensation remains the chief concern of ride-hailing service drivers and that MC taxi companies will need their best efforts to convince the labor market that their base compensation is industry competitive. It also implies that MC taxi companies must remain vigilant and to closely monitor the compensation and benefits trends and developments in the industry to remain competitive in this critical domain.

In addition to providing competitive base compensation, MC taxi companies shall also need to design and implement compensation and rewards systems that are perceived by riders to be equitable. Some research (Matabi et al., (2024); Fielbaum, A., Salas, D., Zhang, R., & Castro, F. (2025); Hong et al., (2020)) has reported ride-hailing driver possess a general desire to work under an equitable compensation regime which is also expected to provide compensation for idle periods when riders are unable to obtain fares due to conditions beyond their control.

The inability or inattention of MC taxi companies to provide sufficient and fair of base compensation is likely to promote conditions that heighten turnover (Zhou et al., 2024); and even errant driver behavior that can lead to accidents and harm customer welfare (Hong et al., (2020); Lefcoe et al., (2023).)

7   Research Limitations and Directions for Future Research

The present study has revealed several important issues in the nascent MC Taxi industry in the Philippines. However, it has several limitations that must be acknowledged. First, while conjoint studies would benefit from a sample size of around 200 responses to achieve a statistical power of around 50% for small effect sizes (Hair et al., 2010) a sample size (N=60) is the primary limitation. Since this study seeks to contribute to the emerging field of literature on ride hailing services in general and MC Taxi services in particular, it is considered as exploratory in nature. Thus, a study with 60 respondents is satisfactory for this effort as studies with a sample size of as low as 50 respondents may be adequate for providing insights in such cases (Hair, 2010; Zarco, 2014).

Another limitation is the framework employed - Herzberg's Two-Factor Theory, as it may provide a model of motivation and hygiene factors that do not capture nuances of job satisfaction related conditions in the motorcycle taxi industry. Due to the predefined list of factors, external influences and individuality of employees some variables that influence either job satisfaction or dissatisfaction were absent from the analysis. One of the limitations of this theory is that the motivators of one person may serve as a hygiene factor for another. Several factors can determine whether a factor is a motivator or a hygiene factor, such as cultural, country context, type of work, specific nature of the job, and the personality of the person performing the work to name a few.

While the absence of job dissatisfaction may address an employee's immediate needs, it does not necessarily cause increased and sustained motivation. It is preferable that a broader framework be employed to address the shortcomings of the current perspective and provide a better understanding of job satisfaction among the respondents. This research effort focused primarily on hygiene factors in determining the presence of job dissatisfaction, as defined by Herzberg, as these are factors that motivate drivers to consider leaving or staying in an MC Taxi company and the broader industry. Future research can explore both the effects of motivators and hygiene factors. Moreover, aside from the time differential or quota, there could also be other incentive schemes that could have been included in the study. Further, in terms of incentives, varying reward schemes were not examined. This limits the incentive factor's scope and may not fully capture the different incentive structures available, potentially limiting the generalizability of the findings.

Another limitation is that the study only considers a static compensation scheme. The study did not account for dynamic compensation schemes that consider factors such as performance-based commission rates. It assumed commission rates were fixed and treated incentives as separate from commissions. However, incentives could include adjustments to commission rates or even non-financial rewards, which were overlooked. Moreover, the interaction effects between attributes such

as the effects stemming from combined lower commission rates and certain types of incentive schemes could lead to varying levels of dissatisfaction.

The study is also premised on the expectation that respondents clearly understand all of the existing company policies on commissions, benefits, and incentives. Some of the respondents may lack knowledge of these policies and concepts, affecting the validity and accuracy of the conjoint analysis. Lastly, the study only included interviews with current employees, excluding drivers who left the company. Including their perspectives could provide a more comprehensive understanding of managerial implications issues such as driver turnover and gain further insight on strategies to improve driver satisfaction and retention.

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Appendix A
Pilot-Test Questions

1. What are the things that your company offered that made you choose to work for them?
2. Were there any past experiences that made you want to leave your company and/or move?
3. What can you suggest to your company?
4. Do you have anything else you would like us to note for the study?

Appendix B
Data Gathering Questions

Demographic Profile

*   Name (Optional)
*   Age
*   City of Residence
*   MC Taxi Company
    –   Angkas
    –   JoyRide
    –   MoveIt
    –   Other: _____
*   Income Dependency
    –   Fully Dependent
    –   Partially Dependent
    –   Number of Financial Dependents, if any: _____

Terminology

*   ***Time-Period Incentives*** - If you go online during off-hours (such as 5 AM to 10 AM), you can receive additional pay.
*   ***Quota-Based Incentives*** - If you accomplish a specific number of rides (such as 50 rides in a day), you can receive additional pay.

Profile Preference (Choose 2)

Profile A 30% Kaltas Basic Benefits Time-Period Incentives	*Profile B* 30% Kaltas Basic Benefits + SSS No Incentive	*Profile C* 30% Kaltas Basic Benefits + SSS + PhilHealth + PAG-IBIG Quota-Based Incentives
Profile D 20% Kaltas Basic Benefits Quota-Based Incentives	*Profile E* 20% Kaltas Basic Benefits + SSS Time-Period Incentives	*Profile F* 20% Kaltas Basic Benefits + SSS + PhilHealth + PAG-IBIG No Incentive
Profile G 10% Kaltas Basic Benefits No Incentive	*Profile H* 10% Kaltas Basic Benefits + SSS Quota-Based Incentives	*Profile I* 10% Kaltas Basic Benefits + SSS + PhilHealth + PAG-IBIG Time-Period Incentives