

Research Results Article

Correlation of Work Environment and Compensation with Job Satisfaction as Mediation in Increasing Work Motivation of Grab Partners in Balikpapan City

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ABSTRACT

Grab is a transportation service that has experienced significant development amid the progress of digitalization. Until now, the existence of Grab has been significant for the community, providing jobs and helping people access their destinations quickly. However, various predictors emerged that led to a decrease in work activation by Grab partners. This study aims to analyze the correlation of work environment and compensation with job satisfaction as mediators in increasing work motivation at Grab Partners in Balikpapan City. The quantitative design was used by distributing an online questionnaire to 100 respondents in Balikpapan City. Sample determination using nonprobability sampling with the accidental sampling technique. There were seven hypotheses, which were analyzed using multiple linear regression with a significance level of 95% ($p < 0.05$). The findings demonstrate that job satisfaction at Grab Partners in Balikpapan City mediates the relationship between work motivation and compensation. As a result, all variables have a significant positive correlation and influence each other directly and indirectly. According to this study, Grab companies can pay attention to work environment factors and compensation in influencing partner work motivation through job satisfaction to enhance the image and services of partners.

Keywords: work environment, compensation, job satisfaction, motivation, grab a partner.

INTRODUCTION

Grab is one example of innovation leading the transformation of Indonesia's transportation sector. Apart from being an innovation in people's transportation facilities, Grab is also. Environmental factors have a significant impact on the job satisfaction of Grab partners. Previous research has found that the work environment affects employee described as the emergence of a technology-based business phenomenon in Indonesia (Wijaya, 2022). Grab has recently promoted its new brand information through various communication media. The existing components in the community's attitude toward the Grab application also play



a role in determining the assessment of Grab's new brand (Asfiah, Riyanto, and Mainingrum, 2022) satisfaction.

The work environment comprises facilities and infrastructure around employees performing tasks that may influence their job performance (Aruan and Fakhri, 2016). As a result, businesses must establish productive physical and nonphysical environments. A favorable work environment is sure to result in excellent employee performance. Employee job satisfaction can boost morale in the workplace and affect employee performance. In other words, "job satisfaction" refers to the satisfaction and dissatisfaction of employees with their jobs (Baqi and Indradewa, 2021; Lesmana, Indradewa, and Syah, 2021).

Work motivation also affects work happiness (Latham and Pinder, 2005). Work motivation is the internal and external energy force that defines the form, direction, intensity, and duration of work-related behavior. This is also the only opportunity that online motorcycle taxi partners can pursue. The partners also realize that an effort is needed to achieve the results of this motivation, including providing friendly service to passengers. This corresponds to (Sompie, Taroreh, and Lumintang, 2019) that there is a positive influence between these factors. The partners realize that something beyond basic needs is always having comrades-in-arms together (Anggraeni, 2020).

Work motivation significantly impacts grab partners' level of job satisfaction. Research conducted by Musoli and Palupi (2018) shows that intrinsic and extrinsic motivation play an important role because they become the background of individuals working diligently to achieve maximum results. External motivational factors include wages, job security, working conditions, status, company procedures, quality of supervision, and interpersonal relationships between colleagues, superiors, and subordinates. Therefore, work motivation variables are essential to increase employee job satisfaction.

The compensation, incentives, and rewards that grab partners earn for their employees influence their job satisfaction. Direct payments (wages, salaries, incentives, commissions, and bonuses) and indirect payments (compensation) (in the form of financial benefits such as insurance and vacation pay by the company) The organization shows its appreciation for the efforts of its employees by compensating (Jiang *et al.*, 2016; Susano, Subiantoro and Rinaldi, 2023).

Given the rising cost of living, remuneration can motivate employees to improve their performance. According to Sompie, Taroreh, and Lumintang (2019), employees are seen as having a level of satisfaction that is entirely or very satisfactory, both in terms of financial and non-financial compensation. Therefore, organizations must be concerned for their employees to increase employee satisfaction by providing financial and nonfinancial rewards (Palupi, 2021).

Balikpapan City has become one of the cities where Grab has operated since July 2017 and operates as an alternative mode of online transportation available in Balikpapan City. As a service provider, Grab has the responsibility to ensure the welfare of partners through the contracts that have been carried out together with Grab driver partners. One indicator of grab partners' welfare is their job satisfaction level.

From the results of previous research, it can be seen that factors such as work environment, work motivation, and compensation influence partners' levels of job satisfaction. This study aims to analyze the correlation of work environment and compensation with job satisfaction as mediators in increasing work motivation at Grab Partners in Balikpapan City. The hope is to provide information and identify predictors to increase job satisfaction and motivation among Grab partners.

LITERATURE REVIEW AND HYPOTHESIS

Work Environment

Comfort will affect how well employees do their jobs. However, an uncomfortable work environment can be fatal because it can decrease employee performance (Putri *et al.*, 2019). Nasution (2017) said that a worker's work environment is everything around them that can affect how well they do their job. Several factors should be considered to build a positive work environment, including (Siagian, 2011): workplace structure, large work areas, air ventilation exchanges, places of worship available, and quick access to unique and public transport options. Types of work environments are classified into two elements: physical and nonphysical work environment factors (Sedarmayanti, 2017).

Work Motivation

Motivation is the drive that makes a person think and act in a certain way to get them to do something (Poceratu, 2021). Work motivation is a person's inner drive to engage in work-related activities (Clark, 2003). Motivation is divided into two types: positive (when a leader encourages or stimulates followers by rewarding those who do more than expected) and negative (when a leader makes his followers afraid of getting into trouble). Hasibuan (2017) states that motivational indicators include the body's needs, security and safety, social needs, self-esteem, and the desire for self-actualization.

Compensation

Compensation is essential for acquiring and retaining talented employees committed to doing a good job. Hasibuan (2017) stated that compensation is any money or direct or indirect goods that employees earn in exchange for the work they do for the company. Creating an effective pay structure is an integral part of human resource management, which has implications for finding and retaining good employees. The compensation indicators include wages and salaries, incentives, benefits, and facilities. The higher the wages received, the heavier the workload will be, in line with the company's progress. Compensation management in business organizations is critical. Employees with superior talents in their industry will receive a salary commensurate with their performance. The wages and benefits that employees will receive will determine how competitive the company's position will be.

Job Satisfaction

Hasibuan (2017) says that job satisfaction is a state of mind in which a person enjoys and loves his or her job. Job satisfaction is a continuous feeling, so it must always be managed. Rahayu and Riana (2017) Job satisfaction is a feeling that can make a person happy at work or help them achieve their work goals. Job satisfaction indicators can be measured in several ways, including feelings about salary, promotion, colleagues, and work.

Hypothesis Development

Correlation of Work Environment and Job Satisfaction

The work environment is a significant factor influencing job satisfaction among employees in a company. Research by Irma and Yusuf (2020) states that there is a significant relationship between the work environment and employee job satisfaction at cooperative offices with

MSMEs in Bima Regency. Furthermore, (Akhter *et al.*, 2020) stated that the work environment positively affects the job satisfaction of community correctional staff in China, and (Ayub, Tangngisalu and Albar, 2020) stated that employee job satisfaction affects the work environment at the Makassar City Transportation Office. Referring to previous research, the following hypothesis was formulated:

H₁: There is a strong and positive correlation between job satisfaction and the workplace.

Correlation of Compensation and Job Satisfaction

Compensation is an essential part of increasing job satisfaction. Research by Baqi and Indradewa (2021) states that employee salaries have a significant effect on job satisfaction in terms of length and work status at Alfamart, and Ramadhani (2019) reveals that compensation has a significant positive effect on employee job satisfaction at PT Rosere Multiguna and Rahayu and Riana (2017) salary has a tremendous positive influence on job satisfaction. Referring to previous research, the following hypothesis was formulated:

H₂: It is believed that remuneration and job satisfaction have a solid and profitable relationship.

Correlation of Work Environment and Work Motivation

A good work environment is believed to improve and motivate employee work. Basalamah and As'ad (2021) research revealed that work motivation significantly positively affects instructor job satisfaction in private institutions in Makassar. In addition, Iqbal, Saluy and Hamdani (2021) stated that employee performance and motivation have a significant positive effect on the work environment. Ingsiyah, Haribowo and Nurkhayati (2019) stated that physical and nonphysical work arrangements benefit the work motivation of PT Pupuk Sriwidjaja Palembang, Central Java Regional Marketing Center (PPD). Referring to previous research, the following hypotheses were formulated:

H₃: It is believed that the workplace environment and work motivation have a beneficial and substantial relationship.

Correlation of Compensation and Work Motivation

Rahardjo (2017) states that compensation has a positive and statistically significant influence on the motivation of employees of private universities in the city of Makassar. Negash, Zewude and Megersa (2014) stated that compensation has a positive and significant effect on the work motivation of academic staff at Jimma University. Putri (2017) stated that compensation positively and significantly affects employee motivation at PT Pusaka Prima. Referring to previous research, a hypothesis was formulated:

H₄: It is believed that remuneration and motivation at work have a profitable and substantial relationship.

Correlation of Job Satisfaction and Job Motivation

Numerous studies have revealed a correlation between job satisfaction and work motivation. Tentama, Subardjo and Dewi (2020) explained that the relationship between work motivation and job satisfaction has a positive and significant effect on the job satisfaction of academic staff at University X in Yogyakarta. Al Tayyar (2014) explains that there is a

relationship between teachers' job satisfaction in general and their overall motivation. Referring to previous research, a hypothesis was formulated:

H₅: It is believed that job satisfaction and work motivation are positively and significantly correlated.

Correlation of Work Environment and Work Motivation through Job Satisfaction

Research by Iqbal, Saluy and Hamdani (2021) explains that the work environment positively and significantly affects employee performance. The fact that job satisfaction factors and work environments are interdependent. Basalamah and As'ad (2021) stated that the work environment significantly impacts job satisfaction, and work motivation and happiness significantly impact performance. Referring to previous research, a hypothesis was formulated:

H₆: It is believed that job satisfaction dramatically influences the relationship between work environment and motivation.

Correlation of Compensation and Work Motivation through Job Satisfaction

Ayubi (2019) explains that compensation has a significant direct effect on performance through job satisfaction; Baqi and Indradewa (2021) explain that compensation and motivation have a positive and significant effect on job satisfaction, and job satisfaction moderates the effect of compensation. Referring to previous research, a hypothesis was formulated:

H₇: Job satisfaction is believed to dramatically influence the relationship between salary and work motivation.

METHOD

This quantitative research methodology aims to confirm the correlation between the hypothesis's studied variables (Darwin *et al.*, 2021). The research was conducted by distributing validated and reliable questionnaires to 100 Grab partner respondents in Balikpapan City—determination of samples using non-probability sampling with accidental sampling techniques (Adnyana, 2021). Data were collected through Google Forms to identify work environment variables and compensation for work motivation, with job satisfaction as an intervening variable. The research framework in this study is presented in Figure 1.

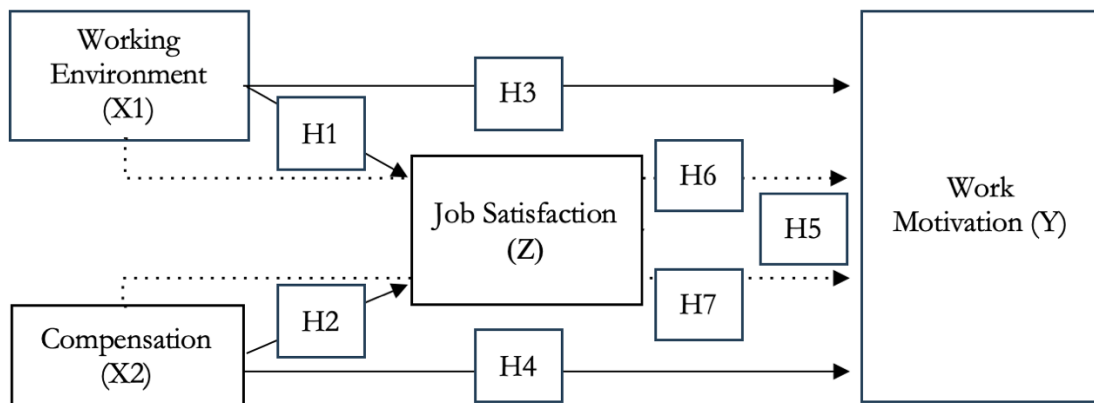


Figure 1. Research Framework

All data obtained are then tabulated, and statistical analysis is carried out using multiple linear regression analysis, with the equation presented in Equation 1 (Darwin *et al.*, 2021).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \dots \dots \dots (1)$$

Y is the level of work motivation, α is the constant, β_1 and β_2 are the independent variable coefficients, X1 is the working environment factor, X2 is compensation, and e is the error. The t-test partially determines the magnitude of the influence on the dependent variable, and the f-test is used for simultaneous analysis. The decision is expressed according to the hypothesis of a probability value of <0.05 (95% confidence level).

Characteristics of research respondents

At this stage, identification of respondent characteristics such as age, gender, education level, and income is carried out. The results showed that the age characteristics were dominated by male partners or respondents aged 26–35; the last level of education was undergraduate (S1/S2/S3); and the monthly income reached IDR 3,000,001–4,000,000. The characteristics of the respondents are presented in table 1.

Table 1. Characteristics of Research Respondents

Characteristic	Frequency (n = 100)	Percentage (%)
<i>Age</i>		
17 – 25 years old	11	11
26 – 35 years old	47	47
36 – 45 years old	20	20
46 – 55 years old	15	15
> 55 years old	7	7
<i>Gender</i>		
Male	63	63
Female	37	37
<i>Education</i>		
Junior High School	4	4
Senior High School	9	9
Diploma (D1/D2/D3/D4)	23	23
Bachelor (S1/S2/S3)	64	64
<i>Income (IDR)</i>		
≤ 1.000.000	5	5
1,500,000.00 – IDR 2,000,000.00	11	11
2,000,001 – 3,000,000	22	22
3,000,001– 4,000,000	30	30
4,000,001– 5,000,000	20	20
> 5,000,000	12	12

RESULTS AND DISCUSSION

Classical Assumption Analysis

Based on the validity testing results, an r-table value of 0.195 was obtained with a probability of 0.000, indicating that indicators of work environment, compensation, job satisfaction, and motivation are declared valid. Furthermore, in reliability testing, Cronbach's alpha values on

four variables were observed to be >0.90 higher than the standard 0.70, which indicates that the variable is declared reliable. Next, the results of data normality testing using the one-sample Kolmogorov-Smirnov test showed that this regression model was generally distributed because the resulting probability value was $0.668 > 0.05$. Then, based on the results of the multicollinearity examination, a variance inflation factor value of 0.10 and a tolerance of > 0.10 met the required threshold. The results of the multicollinearity test are presented in table 2.

Table 2. Multicollinearity Test Results

Coefficients^a

	Type	Collinearity Statistics	
		Tolerance	VIF
1	Work Environment	0.499	2.006
	Compensation	0.504	1.985
	Job Satisfaction	0.434	2.302

Based on the results of the heteroscedasticity examination, heteroscedasticity does not exist in the stage 1 and 2 regression models. There is no clear pattern, and the data do not spread above or below zero on the y-axis. Figure 2 shows the pattern of heteroscedasticity test results.

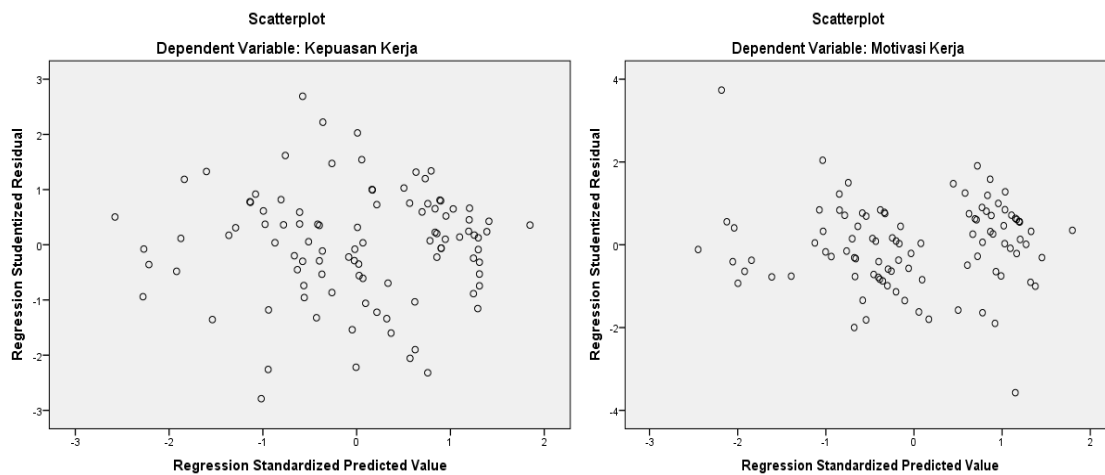


Figure 2. Test Patterns for Stage 1 (Left) and 2 (Right) Heteroscedasticity

Multiple Linear Regression Analysis

The stage 1 multiple linear regression examination results obtained the equation $Z = 0.546 + 0.388X_1 + 0.469X_2 + e$. The findings showed that the constant value of 0.546 means that job satisfaction at Grab Balikpapan Partners is 0.546 if there is no change or increase in work environment factors or remuneration. Furthermore, in the work environment variable (X_1), a positive regression coefficient of 0.388 was obtained between the values of the work environment (X_1) and job satisfaction (Z). Assuming other factors remain constant, job satisfaction at Grab Balikpapan partners increases by 0.388 if the work environment variable increases by 1 unit, and vice versa. Finally, in the compensation variable (X_2), a positive regression coefficient of 0.469 was obtained between the values of the compensation

coefficient (X2) and job satisfaction (Z). Thus, if other factors remain constant, job satisfaction at Grab Balikpapan partners will increase by 0.469 if the variable salary increases by 1 unit, and vice versa. The results of multiple linear regression analysis stage 1 are presented in Table 3.

Table 3. Multiple Linear Regression Analysis Stage 1

Type	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	0.546	0.306		1.787	0.077
1 Work Environment	0.388	0.077	0.424	5.029	0.000
Compensation	0.469	0.096	0.414	4.905	0.000

a. Dependent Variable: Job Satisfaction

The multiple linear regression analysis stage 2 results obtained the equation $Y = 0.192 + 0.170 X1 + 0.176 X2 + 0.593 Z + e$. As a result, a constant value of 0.192 indicates that work motivation at Mitra Grab Balikpapan is 0.192 if there is no change or increase in the work environment, salary, or job satisfaction factors. Then, in the work environment (X1), the correlation between work motivation (Y) and work environment (X1) is 0.170. Therefore, if all other factors remain the same, work motivation at Grab Balikpapan partners will increase by 0.17 if the work environment variable increases by 1 unit and decrease by 0.17 if the work environment variable decreases by 1 unit.

In the compensation variable (X2) for work motivation (Y), a positive regression coefficient value of 0.176 was obtained. If the compensation variable increases by 1 unit, work motivation at Grab Balikpapan Partners increases by 0.176, and vice versa, assuming the other variables remain the same. Finally, in the job satisfaction variable (Z), which obtained a positive regression coefficient of 0.593, there is a relationship between work motivation (Y) and job satisfaction (Z). Thus, if other factors remain constant, work motivation at Grab Balikpapan Partners will increase if the job satisfaction variable increases by 1 unit, and vice versa. The results of multiple linear regression analysis stage 2 are presented in Table 4.

Table 4. Multiple Linear Regression Analysis Stage 2

Type	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	0.192	0.226		0.849	0.398
1 Work Environment	0.170	0.063	0.191	2.686	0.009
Compensation	0.176	0.078	0.159	2.254	0.027
Job Satisfaction	0.593	0.074	0.610	8.009	0.000

a. Dependent Variable: Work Motivation

Hypothesis Testing

Based on the hypothesis confirmation results, all hypotheses are accepted in each research variable and are presented in Table 5 and Figure 3.

Table 5. Results of Hypothesis Confirmation

Variable	Regression coefficient	Path Coefficient	t	p-value
Work Environment → Job Satisfaction (Z)	0,388	0,424	5,029	0,000
Job satisfaction compensation → (Z)	0,469	0,414	4,905	0,000
Work Environment (X1) → Work Motivation (Y)	0,170	0,191	2,686	0,009
Compensation (X2) → Work Motivation (Y)	0,176	0,159	2,254	0,027
Job Satisfaction (Z) → Work Motivation (Y)	0,593	0,610	8,009	0,000



Figure 3. Diagram of Paths Between Hypotheses

Correlation of Work Environment and Job Satisfaction

Testing Hypothesis 1, which looks at the relationship between work environment (X1) and job satisfaction (Z), shows a positive path coefficient of 0.424, which indicates that job satisfaction will rise when the work environment variable rises. The work environment significantly and positively influences how happy Grab Partners in Balikpapan City are with their work. This is indicated by the fact that the beta coefficient is positive (0.424) and the sig value is 0.000 ($p < 0.05$).

Therefore, job satisfaction is considered higher when the work environment is better. Grab partners in Balikpapan City consider the work environment good because they can follow the rules and finish on time. Partners can work well and be happy in a great workplace. Previous research by Musoli and Palupi (2018), showing a strong link between employee job satisfaction and the work environment, supports this study's findings. People will feel more comfortable working in an atmosphere that supports them in carrying out their obligations successfully. Work environment and job satisfaction substantially impact (Iqbal, Saluy, and Hamdani, 2021). The workplace environment influences the comfort of people doing their jobs and the level of job satisfaction felt.

Correlation of Compensation and Job Satisfaction

Testing hypothesis 2, showing that compensation (X2) affects job satisfaction (Z), yields a positive path coefficient of 0.414, showing that as compensation increases, so does job satisfaction. The calculation of the significance test using the t statistic yields a p-value of 0.000 ($p < 0.05$) and a calculated t of 4.905. According to the findings of hypothesis 2 testing, compensation has a positive and substantial impact on job satisfaction for Grab Partners operating in Balikpapan City.

Therefore, perceived job satisfaction will increase with a higher salary. Payments made to grab partners in Balikpapan City are considered fair and commensurate with the duties assigned. Perceived comfort and job satisfaction can increase with the quality of incentives or remuneration. The results of this study fit with the research of Aruan and Fakhri (2016), which found a solid and positive relationship between job satisfaction and how people view their paychecks. Modification of employee remuneration in the hope of increasing the job satisfaction of the organization. It was also shown in later studies by Rahayu and Riana (2017) that remuneration significantly increased job satisfaction. Employees' perception of their level of satisfaction will be influenced by compensation in the form of rewards for tasks they have completed. The likelihood of employees going to another organization will be lower if they receive a better salary.

Correlation of Work Environment and Work Motivation

The results of testing Hypothesis 3 on the relationship between work environment (X1) and work motivation (Y) showed a positive path coefficient of 0.191. Work motivation will increase along with the increase in work environment variables. Based on the findings, the work environment has a positive and substantial impact on the motivation of Grab Partners to work in Balikpapan City, with a probability value of 0.009 ($p < 0.05$).

The perception of work motivation will thus increase with a better work environment. In Balikpapan City, grab partners believe that their work environment is favorable and supportive, which can affect their motivation. A friendly and accommodating working atmosphere will motivate partners to perform their work obligations. The results of this study are consistent with Girdwichai and Sriviboon (2020). Their research found that the environment in the workplace has a positive and significant effect on employee motivation. Employees who work in a safe and supportive environment will be more motivated and driven to do their jobs well. Studies by Ingsiyah, Haribowo, and Nurkhayati (2019) show that physical and nonphysical work environments positively affect employee motivation. How a person performs a given task will depend on where they work. A healthy and supportive workplace can make people want to do their best work for the company (Nathalia and Irwansyah, 2018; Hartono, Efendi, and Nurwati, 2021).

Correlation of Compensation and Work Motivation

In the fourth hypothesis, compensation (wages) has a significant and positive effect on the motivation of Grab Partners in Balikpapan City to do their work. As evidence, the positive beta coefficient is 0.159, and the probability value is 0.027 ($p < 0.05$). Therefore, the level of perceived work motivation will increase the greater the reward. Their job duties consider the salary earned by Grab partners in Balikpapan City. Higher salaries can boost employee morale and inspire them to work harder and longer.

Previous research by Rahardjo (2017) showed that wages significantly and positively affect work motivation. People's feelings about the company they work for will likely be influenced by how much money they make. Employees will be motivated to perform better if the salary is appropriate. There is a favorable correlation between remuneration and work motivation. Compensation is one of the primary considerations for employees when looking for and doing a job (Basalamah and As'ad, 2021; Nabawi, 2021). A raise can motivate workers more at work by serving as a reward for the effort already made.

Correlation of Job Satisfaction and Job Motivation

Based on the results of hypothesis 5 testing, job satisfaction significantly and positively affects how motivated Grab Partners in Balikpapan City are to do their jobs. This is indicated by the fact that the beta coefficient is positive (0.610) and the sig value is 0.000 ($p < 0.05$). Higher job satisfaction can make people feel more motivated to work. The pleasure of the experience, according to Grab's partners in Balikpapan City, has met their expectations of the company. Higher job satisfaction from partners is the reason and encouragement for brands to always do a good job.

Research by Musoli and Palupi (2018) shows a good relationship between job satisfaction and motivation. The results of this study are as follows. Work that becomes a task because of organizational commitment may impact job happiness. Employees can be more productive at work if they feel comfortable with what they do. Studies by Tentama, Subardjo, and Dewi (2020) show a link between being happy at work and being motivated to work. When an employee is happy and satisfied with his job, he will feel good about his company. This will increase the motivation felt by employees to carry out the work charged to them and do it well.

Correlation of Work Environment and Work Motivation through Job Satisfaction

Based on the results of hypothesis 6 testing, there is a relationship between work motivation and job satisfaction for Grab partners in Balikpapan City. The indirect effect coefficient is 0.25864, and the probability value is 0.000 ($p < 0.05$). Therefore, the better the work environment, the more likely job satisfaction and how motivated people think they are to work will increase. Grab partners in Balikpapan City have a good working environment because it helps them do a good job and can make them happy at work. Job satisfaction that is formed can encourage partner motivation to work harder toward the target to be achieved.

This study's results align with research by Kurniawanto, Rahmadi, and Wahyudi (2022), which found that working conditions affect employees' motivation and happiness at work. Job satisfaction can reduce the effect of the workplace environment on motivation. Employees are more likely to work hard when the workplace is quiet and pleasant. A comfortable workplace will make people more productive and happier at work. Employees will be more motivated to work harder with better job satisfaction (Sinuraya and Ekawati, 2023).

Correlation of Compensation and Work Motivation through Job Satisfaction

According to the findings of hypothesis 7 testing, job satisfaction mediates wages and work motivation for Grab Partners working in Balikpapan City. An indirect effect coefficient of 0.25254 and a probability value of 0.000 ($p < 0.05$) prove this. As a result, a pay increase can increase job satisfaction and benefit how motivated people feel about their jobs. The known

rules and agreements consider the compensation received by Grab Partners in Balikpapan City. The right salary can make people happier and more motivated to work.

The results of this study are similar to the research of Rachmawati et al. (2021), which shows that salary positively affects job satisfaction and motivates workers to do their jobs. Salary significantly influences employee satisfaction with their job (Idris *et al.*, 2020). How people feel about their jobs can affect how they act. Employees who are happy with their jobs are more likely to be motivated at work. However, being unhappy at work makes employees less likely to work and less likely to want to work.

RESEARCH LIMITATIONS

This study has yet to be able to generalize conditions within the scope of the city directly because the sample determined has not described the actual condition, so an increase in the sample is needed. In addition, the indicators in each questionnaire item need to be improved to increase the validity of the research results.

MANAGERIAL IMPLICATIONS

This research implies that Grab companies need to focus on improving the work environment for their partners in Balikpapan City. This can be achieved by providing relevant training, adequate facilities and infrastructure, and good communication between Grab's management and partners. Organizational support and positive collegial relationships can increase partners' job satisfaction, positively impacting their work motivation. In addition, companies need to periodically evaluate and improve their compensation systems, including salaries, incentives, and benefits, to keep up with market demands and provide fair rewards for good performance. A motivating compensation component can be vital to increasing Grab partners' motivation.

CONCLUSION

The findings show that the work environment and compensation are influenced by work motivation mediated by job satisfaction at Grab Partners in Balikpapan City. The findings showed that all variables have a significant positive correlation and influence each other directly and indirectly. In the future, further research related to matters that affect the commitment of Grab workers in Balikpapan City regarding job satisfaction, motivation, and work environment is needed.

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