THE INFLUENCE OF WORK ENVIRONMENT, EMPLOYEE RETENTION, AND PERCEIVED FAIRNESS ON PERCEIVED ORGANIZATIONAL SUPPORT (POS): A STUDY OF GRABBIKE PARTNERS IN SUKABUMI

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Abstract

This Study aims to determine the influence of Work Environment, Employee Retention and Perceived Fairness on Perceived Organizational Support (POS) on GrabBike partners in Sukabumi, Indonesia. As part of the growing gig economy, online motorcycle taxi drivers operate under a flexible and independent work structure, often without the benefits and protections of formal employment. Understanding what influences their perception of organizational support is critical to improving engagement, satisfaction, and long-term cooperation between drivers and platform providers. This study uses a quantitative approach with a survey method of 97 respondents who are active GrabBike partners in the Sukabumi area. Data was collected using a closed questionnaire and analyzed using multiple linear regression through the SPSS version 26 program. The results of the analysis show that Work Environment, Employee Retention and Perceived Fairness simultaneously have a significant effecton Perceived Organizational Support (POS). However, partially, Work Environment and Perceived Fairness have a positive and significant effect on Perceived Organizational Support (POS), while Employee Retention does not show a significant effect. The study highlights the importance of a supportive and comfortable work environment, as well as fair treatment in task allocation and compensation systems. These elements enhance the drivers' sense of belonging and trust toward the platform. Conversely, traditional retention strategies may not be as impactful in the gig economy, where work is often viewed as temporary or supplemental. The findings offer practical implications for digital platforms aiming to strengthen human resources and partner loyalty. Companies like Grab are encouraged to invest in transparent communication, flexible benefit schemes, and fair operational policies. This study contributes to the broader understanding of human resource manajement (HRM) in non-traditional employment sectors and aligns with the IICIS 2025 theme of "Food Security and Strengthening Human Resources."

Keywords: Work Environment, Employee Retention, Perceived Fairness, Perceived Organizational Support (POS), Gig Economy, GrabBike

INTRODUCTION

The development of technology and the digital economy has significantly transformed the employment landscape across the world, including in Indonesia. Among the most notable shifts is the rise of the gig economy, characterized by flexible, short-term, and on-demand jobs that allow individuals to work independently through digital platforms. Grab, a leading technology company operating in Southeast Asia, is one such platform that has significantly contributed to this transformation, especially through its GrabBike service, which enables users to order motorbike-based transportation and delivery services.

In Indonesia, the gig economy has become an essential part of the workforce ecosystem, particularly for individuals seeking alternative sources of income or those who cannot access traditional formal employment. According to Indogencapital (2023), Indonesia ranks fifth in the world in terms of the number of startups, with over 2,300 companies operating in the digital sector. This dynamic growth has brought both opportunities and challenges, especially in managing human resources in a non-traditional employment setting.

GrabBike partners, or drivers, are classified as independent contractors rather than formal employees. This classification allows them the freedom to choose working hours and areas of operation. However, it also excludes them from formal labor protections such as health insurance, paid leave, and retirement benefits. In such a context, perceived organizational support (POS)—defined as the degree to which individuals believe the organization values their contributions and cares for their well-being (Riyani & Azizah, 2022)—becomes a critical determinant of drivers' motivation, engagement, and retention.

Perceived organizational support (POS) theory posits that when workers feel supported, they develop stronger emotional ties to the organization, exhibit greater job satisfaction, and are more likely to remain loyal. In conventional employment settings, perceived organizational support (POS) is shaped through formal policies, direct supervision, and organizational culture. However, in the gig economy, perceived organizational support (POS) is often influenced by system-generated feedback, performance-based incentives, and automated interactions through the platform application.

This study aims to investigate the influence of three specific factors—work environment, employee retention, and perceived fairness—on perceived organizational

support (POS) among GrabBike partners in Sukabumi. Sukabumi, a city in West Java, Indonesia, has experienced rapid growth in the use of online transportation services. The increase in demand has led to a higher number of GrabBike partners operating in the city, making it a relevant location to study the dynamics of organizational support within the gig economy.

The work environment for GrabBike partners includes not only the physical aspects of their job—such as road conditions and availability of resting facilities—but also interpersonal elements like interactions with customers, fellow drivers, and Grab staff. A positive work environment can foster a sense of comfort and safety, which in turn contributes to higher levels of perceived organizational support (POS).

Employee retention, on the other hand, refers to the organization's ability to maintain its workforce over time. Although GrabBike partners are not formal employees, the company still invests in partner retention programs, such as performance-based bonuses, loyalty rewards, and training initiatives. Understanding how these efforts affect perceived organizational support (POS) is crucial in determining their effectiveness in promoting long-term engagement.

Perceived fairness is another important variable, referring to the drivers' perception of how fairly they are treated in terms of job distribution, incentive calculation, and disciplinary measures. Research suggests that fairness perceptions strongly influence organizational trust and commitment, especially in non-traditional work settings where direct communication with management may be limited (Imron, 2019)

Previous studies have examined perceived organizational support (POS) in various organizational settings. (Maritini & Wajdi, 2020) found that organizational support is positively correlated with employee performance and commitment. (Panca, Purusa, Aqmala, & Wibowo, 2024) demonstrated that work environment and fairness significantly impact perceived organizational support (POS) in informal job sectors. Meanwhile, (Qomariah Imelda & Niswatin Budiarti, 2023) highlighted that perceptions of procedural justice among gig workers enhance their satisfaction and willingness to collaborate with the platform.

However, there remains a scarcity of research specifically focusing on perceived organizational support (POS) within the context of GrabBike partners in smaller urban areas

such as Sukabumi. Most existing studies either concentrate on large metropolitan cities or on formal employment settings. This research seeks to fill that gap by providing empirical evidence from a local context, thereby enriching the understanding of perceived organizational support (POS) in the digital gig economy.

This study is grounded in organizational behavior theory, particularly the support theory by Rhoades, L., & Eisenberger, R. (2002) which argues that employees' beliefs about how much their employer values them affect their attitudes and behavior. It also draws upon justice theory, which emphasizes the role of fairness in shaping employee perceptions and outcomes. By integrating these theoretical perspectives, the study offers a comprehensive framework for analyzing perceived organizational support (POS) among GrabBike partners. The main research questions guiding this study are:

a. To what extent does the work environment influence perceived organizational support (POS) among GrabBike partners in Sukabumi?

b. Does employee retention significantly affect perceived organizational support (POS) in the gig economy context?

c. How does perceived fairness shape the drivers' perceptions of organizational support?

The objectives of this study are:

a. To assess the impact of work environment on perceived organizational support (POS).

b. To evaluate the effect of retention efforts on perceived organizational support (POS).

c. To determine the relationship between perceived fairness and perceived organizational support (POS).

The significance of this study lies in its contribution to both academic literature and practical management. Academically, it enriches the discourse on human resource management in informal and flexible work arrangements. Practically, it provides insights for platform-based companies like Grab to enhance their support systems, build stronger partner relationships, and ultimately improve service delivery.

Moreover, this research aligns with the theme of the 5th International Indonesia Conference on Interdisciplinary Studies (IICIS) 2025, which focuses on "Food Security and Strengthening Human Resources." While perceived organizational support (POS) may not directly influence food security, it is closely linked to the empowerment of informal workers, who form a significant portion of the urban labor force involved in last-mile delivery of goods, including food and essential supplies.

In summary, this introduction provides a detailed context of the study, underlines the relevance of the variables under investigation, explains the theoretical foundation, and outlines the research objectives. The next sections will describe the methodology used to collect and analyze the data, present the results, and discuss the implications of the findings.

METHODOLOGY

This study employed a quantitative research method with an associative approach, aiming to examine the influence of three independent variables—work environment, employee retention, and perceived fairness—on the dependent variable, perceived organizational support (POS), among GrabBike partners in Sukabumi. The research is explanatory in nature, designed to understand causal relationships among variables. The analysis was hypothesis-driven, grounded in the application of multiple linear regression.

Quantitative methods were selected due to their ability to test the strength of associations between variables through numerical analysis and statistical validation. This approach allowed the researcher to draw conclusions based on observable data collected directly from the respondents. Additionally, the associative method is appropriate for examining relationships between independent and dependent variables simultaneously, thus allowing a more comprehensive understanding of how different organizational aspects influence perceived organizational support (POS) in gig economy contexts.

The research setting was Sukabumi City, West Java, Indonesia—a growing urban center where GrabBike operations have rapidly expanded. Given the city's increasing reliance on digital transportation services and the growing number of gig workers involved, the research location was both timely and relevant.

Population and sample

The population in this study comprised all GrabBike partners who were actively operating in Sukabumi during the research period. Since the total population could not be accurately determined, a non-probability sampling technique—specifically purposive sampling—was employed. This technique allowed the researcher to intentionally select participants who met specific criteria relevant to the study.

The inclusion criteria for the sample were as follows:

a. The respondent must be an active GrabBike partner registered in the Grab system.

b. The respondent must have worked as a partner for a minimum of two months to ensure adequate experience with the platform.

Data Collection Method

This study used a quantitative research approach using a survey method. The sample consisted of 97 active GrabBike partners in Sukabumi, who were selected by purposive sampling based on the criteria of at least two months of partnership with Grab. Data was collected through a structured questionnaire consisting of closed-ended questions measured on a likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis wa conducted using SPSS version 26 with multiple linear regression to test the effect of independent variables on the dependent variable.

Variables:

a. Independent Variables :

- Work Environment (X1): The physical work environment is all physical conditions that exist around the work area (Anggraeni, 2015) in (Lidya and bagasworo, 2025)

- Employee Retention (X2): Procedural justice is the perception of the extent to which employees are threated by the company with more consideration, attention, and respect (Wiratama, Riana and Rahyuda, 2017) in (Nugroho & Bisri, 2018)

- Perceived Fairness (X3): Measured through perceptions of distributive justice (fairness in rewards) and procedural justice (fairness in processes) (Sani, 2017)

b. Dependent Variable:

Perceived Organizational Support (POS) (Y): Perceived organizational support is the degree to which employees believe the organizational values their contributions and cares about their well-being – Robbins(2009:65) in (Kusumah, 2021)

The questionnaires were administered directly to GrabBike partners in various operational locations such as hotspots, waiting zones, and rest areas. Ethical considerations were observed during the data collection process, including informed consent, voluntary participation, and data confidentiality.

Instument Validity and Reliability:

To ensure that the instrument measured what it was intended to measure, validity and reliability tests were conducted before performing the main analysis.

a. **Validity Test:** Construct validity was assessed using Pearson Product Moment correlation between individual item scores and total scores for each variable. All correlation coefficients exceeded the r-table value of 0.202 (N = 97, α = 0.05), indicating that each item was significantly correlated with the overall variable and could thus be considered valid.

b. **Reliability Test:** Internal consistency reliability was tested using Cronbach's Alpha. Each variable demonstrated a Cronbach's Alpha value above 0.70, which is the minimum acceptable threshold for social science research. This confirms that the questionnaire items consistently measured the intended constructs across different respondents.

Data Analysis Technique

The data analysis employed multiple linear regression. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were conducted to validate the model. Data were analyzed using multiple linear regression via SPSS version 26. The technique was selected to test the simultaneous and partial influence of the three independent variables (X1, X2, X3) on the dependent variable (Y). Prior to regression analysis, a series of classical assumption tests were conducted to verify that the data met the necessary conditions for reliable estimation.

a. Normality Test: The Kolmogorov–Smirnov test was used to examine the distribution of residuals. A p-value greater than 0.05 indicated that the data were normally distributed.

b. Multicollinearity Test: Variance Inflation Factor (VIF) and Tolerance values were examined. VIF values below 10 and Tolerance above 0.10 suggested no multicollinearity among the independent variables.

c. Heteroscedasticity Test: Both scatterplot visual inspection and the Glejser test were conducted. Non-significant p-values (p > 0.05) confirmed that the residuals were homoscedastic.

The regression model used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

a. Y = Perceived Organizational Support

b. X1 = Work Environment

c. X2 = Employee Retention

d. X3 = Perceived Fairness

e. a = Constant

f. b1, b2, b3 = Regression coefficients

g. e = Error term

These statistical tests ensured that the resulting conclusions would be valid and applicable within the scope of gig economy work environments, particularly in the context of transportation services like GrabBike.

RESULTS AND DISCUSSION

Demographic Overview

The survey involved 97 active GrabBike partners in Sukabumi. Based on gender, 93.81% (91 respondents) were male and 6.19% (6 respondents) were female. This finding supports the prevailing demographic pattern in the online transportation sector, which tends to be dominated by men due to the nature of the work that requires high mobility and physical endurance.

In terms of age, 42.27% of respondents are 31-40 years old, followed by 41.24% in the 20-30 years range, and 16.49% are above 40 years old. These figures indicate that GrabBike partners in Sukabumi are dominated by productive age, which shows the attractiveness of gig work for middle-aged adults.

Descriptive Analysis

Descriptive statistics provide an overview of respondents' perceptions regarding work environment, employee retention, perceived fairness, and perceived organizational support (POS):

a. Work Environment: The majority of respondents rated their work environment positively, indicating satisfaction with the flexibility, income transparency, and physical-social conditions of their jobs. This includes flexible working hours, the ability to choose service areas, and fair compensation mechanisms.

b. Employee Retention: Responses for this variable were moderate. While many drivers recognized positive communication with the company and fair incentives, long-term commitment and job security were uncertain due to the temporary nature of the job.

c. Perceived Fairness: Respondents generally agreed that Grab treats them fairly in terms of task allocation, reward system, and dispute resolution mechanism. Driver-partners value procedural transparency and a fair appeals process.

d. Perceived Organizational Support (POS): This variable scored positively across most indicators. Respondents felt that the company cared about their well-being, recognized their contributions, and provided fair working conditions. However, support from superiors was perceived to be limited, most likely due to the lack of direct human interaction inherent in platform-based systems.

Classical Assumption Tests

a. Normality Test: The Kolmogorov-Smirnov test showed $p = 0.200 > 0.05$, indicating normal data distribution.

b. Multicollinearity Test: Tolerance values > 0.1 and VIF values < 10 indicated no multicollinearity.

c. Heteroscedasticity Test: All variables showed significance values > 0.05, indicating no heteroscedasticity.

Ethical considerations were also observed. All respondents gave informed consent, and anonymity was preserved throughout the data collection and analysis process.

Descriptive Statistict

The results of the descriptive analysis showed that the work environment variable received high average scores, indicating that the partners generally feel satisfied with the physical and social environment provided. Perceived fairness was also rated relatively high, particularly in areas related to transparent compensation systems. On the other hand, employee retention received moderate scores, suggesting a level of uncertainty among drivers about long-term engagement with Grab.

Multiple Linear Regression Results

The multiple regression equation formulated was:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

Where:

Y   = Perceived Organizational Support (POS)

X1   = Work Environment

X2   = Employee Retention

X3   = Perceived Fairness

The R-squared value of the regression model was 0.729, meaning that 72.9% of the variance in perceived organizational support (POS) was explained by the three independent variables. The F-test value was significanct at (p< 0.05), which confirmed that the model was an overall good fit.

a. Work Environment (X1): Regression coefficient (β = 0.376, p = 0.001): This positive and significant effect shows that the better the work environment perceived by drivers (in terms of comfort, safety, and interpersonal relationships), the higher their perceived organizational support (POS).

b. Employee Retention (X2): Regression coefficient (β = 0.359, p = 0.075): Although positive, this result was not statistically significant. It suggests that while retention factors matter, they may not be as immediately impactful in gig work settings.

c. Perceived Fairness (X3): Regression coefficient ($\beta = 0.319$, $p = 0.038$): This also had a positive and significant impact, highlighting that drivers who feel fairly treated by the platform are more likely to perceived strong organizational support.

Discussion

These findings suggest that work environment and fairness are important for fostering strong perceptions of organizational support. In the context of a flexible workforce, such as the gig economy, perceptions of fairness in treatment - especially regarding payment algorithms, access to orders, and rankings - have a psychological impact on drivers. These aspects are closely related to procedural justice, which determines levels of trust and commitment.

The lack of significance in employee retention may stem from the unique nature of gig work, where individuals often view the work as temporary or supplemental. While job satisfaction and emotional attachment are indeed relevant, they cannot generate long-term loyalty unless supported by structural benefits (e.g., health insurance, performance-based bonuses).

The results of this study also confirm previous studies, such as those conducted by (Panca et al., 2024) and (Qomariah Imelda & Niswatin Budiarti, 2023) which emphasized the role of fairness and workplace atmosphere in shaping perceived organizational support (POS) in informal or flexible work environments. In the context of GrabBike Sukabumi, where most partners operate independently, perceived organizational support (POS) acts as a perceived psychological contract that can influence behavior and satisfaction.

In addition, this study confirms the applicability of Organizational Support Theory and Justice Theory in the gig economy, especially for semi-formal sectors such as ride-hailing. The research emphasizes that psychological aspects-such as the perception of being valued-can rival economic benefits in influencing worker motivation and retention. This insight is particularly important for platform-based businesses. To maintain a committed and motivated partner base, companies like Grab must provide transparent information, consistent treatment, and systems that are responsive to partner needs. Creating

opportunities for feedback and regular communication can also improve driver-partners' perception of the support provided.

Manajerial Implications

The results of this study suggest some practical strategies for Grab and similar platforms:

a. Improve Work Environment:

Invest in rest facilities, route safety improvements, and interpersonal support programs. Even small gestures can improve perceptions of organizational support among independent driver-partners.

b. Transparent Communication:

Ensure clarity on how earnings are calculated and provide consistent updates on system changes or bonuses.

c. Procedural Fairness:

Create an easily accessible feedback system, fair appeals for penalties, and a visible commitment to impartiality in algorithmic decision-making.

d. Customized Retention Programs:

Introduce flexible incentives that reflect the context of the job, such as rewards for cumulative hours worked or temporary insurance coverage.

CONCLUSION AND RECOMMENDATIONS

This research aimed to explore the influence of work environment, employee retention, and perceived fairness on perceived organizational support (POS) among GrabBike partners in Sukabumi. Based on the results of multiple linear regression analysis, it was found that the work environment and perceived fairness significantly influence POS, while employee retention does not show a statistically significant effect. These findings offer important implications for both theory and practice within the context of the gig economy.

From a theoretical perspective, the findings affirm the application of organizational support theory and justice theory in non-standard employment settings. The significant influence of perceived fairness highlights the relevance of procedural and distributive justice in shaping workers' attitudes in platform-based labor systems. Fairness in how tasks are

allocated, how incentives are determined, and how grievances are handled plays a major role in shaping the psychological contract between gig workers and digital platforms.

The strong influence of work environment confirms that even in flexible or mobile work arrangements, environmental factors remain vital. In the case of GrabBike partners, environmental variables are not limited to physical infrastructure but also include interpersonal dynamics, safety, and support systems embedded in the platform's operational structure. When partners perceive their work environment as conducive and secure, it increases their emotional connection to the organization, fostering greater loyalty and commitment.

Based on the findings and discussion presented in this study, several practical and theoretical recommendations are proposed for Grab Indonesia as a platform provider, policy makers in the digital workforce sector, and future researchers. The recommendations are based on the significant impact of work environment and perceived fairness on perceived organizational support (POS), and consider the less significant role of employee retention in the gig economy context.

a. Improve Work Environment: Although GrabBike partners are classified as independent contractors, the company should invest in creating a more supportive work environment. This can be done by improving the quality of facilities available to driver-partners, such as rest areas, and fostering a culture of respectful interaction among GrabBike driver-partners.

b. Strengthen the Fairness System: Ensure that task-sharing algorithms are transparent and avoid bias. Provide channels for partners to appeal decisions and access fair evaluation. This can be done by improving Fairness Mechanisms and Transparency (Perceptions of fairness play an important role in how driver-partners interpret their relationship with the platform).

c. Flexible Retention Policy: Instead of traditional loyalty programs, implement benefits tailored to part-timers, such as accident coverage or rewards for speciatic achievements.

d. Continuous Communication and Feedback: Hold regular digital or in-person feedback sessions to hear partners' concerns and adjust support mechanisms.

e. From a policy standpoint, this research also raises broader questions about labor protections in the gig economy. While Grab and similar platforms operate under the label of independent contracting, the psychological demands and organizational structure often mirror formal employment. Regulatory bodies may consider frameworks that ensure minimum standards of fairness, support, and protection even in informal sectors.

Recommendations for Labor Policymakers and Regulators. The findings of this study also have implications for government and non-government agencies that oversee labor protection:

a. Minimum Standards for Gig Workers: Develop national or regional guidelines that ensure minimum security, fair income, and health coverage for platform-based workers.

b. Regulation of Algorithmic Management: Create transparency mandates for algorithmic processes that affect the distribution of work and income.

c. Hybrid Labor Framework: Introduce legal structures that offer partial employment rights for long-term or high-performing gig workers while maintaining flexibility.

As gig work becomes a permanent feature of the urban economy, inclusive employment policies are essential to protect this emerging workforce.

For future academic research, this study opens avenues to explore other psychological constructs such as job satisfaction, trust in algorithms, emotional labor, and perceived autonomy. Comparative studies between cities or countries could further validate the generalizability of these findings. Additionally, qualitative approaches such as interviews or ethnographic methods could provide richer insights into the lived experiences of gig workers, capturing nuances that surveys may overlook.

In conclusion, this research contributes meaningful insights to the discourse on human resource management in platform-based employment. It emphasizes the pivotal role of fairness and environment in shaping organizational support perceptions among gig workers. It also sheds light on the limitations of conventional retention strategies in the context of flexible labor markets. As the gig economy continues to expand, companies and

researchers alike must evolve their understanding of motivation, loyalty, and support mechanisms that are responsive to the realities of modern work.

Ultimately, Grab and similar platforms should view perceived organizational support (POS) not as a bonus, but as a core aspect of their value proposition to partners. Strengthening perceived organizational support (POS) not only benefits individual drivers but also enhances service quality, platform reputation, and long-term sustainability of the digital labor ecosystem.

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