



# Investigation On the Effect of Human Resource Practices Towards Organizational Citizenship Behaviour Among Gig Employees in Food Delivery Service: Sustainable Social Protection as The Moderator

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**Abstract.** The gig economy has boomed all across the world, with zero boundaries. Malaysia is one of those countries that has welcomed this form of economy. To be efficient in the gig economy, gig employees are the source of power to activate and sustain Malaysian businesses. Gig employees have played an important role in reviving the gig economy before, during, and after Covid-19. However, there are significant issues with gig workers due to welfare and employer practices, which has caused some hiccups in the food delivery business. A series of strikes and complaints from gig employees have generated the impression that sustainable social protection was disregarded. The objective of this study is to investigate the effect of human resource practices on organizational citizenship behaviour (OCB), moderated by sustainable social protection. There were 310 data were collected from food delivery services of gig employees by using judgemental sampling method. The findings have shown all three independent variables has effect on organizational citizenship behaviour however sustainable social protection beta value at 0.15 where it has somehow moderated between overall HR practices with OCB. Therefore, Malaysia will explore gig employee's protection in line with Sustainable Development Goal, under decent work and economic growth.

**Keyword:** Gig employees, sustainable social protection, gig economy, human resource practices

## 1 Introduction

Managing an effective teamwork, fair and performance-based pay, instruction in pertinent skills, the creation of a flat and egalitarian organization, and easy access to information for those who need it are all examples projecting an effective human resource management practices. The global economy and health have been significantly impacted by the COVID-19 epidemic. Although most firms fully closed due to government restrictions, the food sector need to be consistently functioning across the supply chain in order to feed the nations. During this challenging time, it is absolutely necessary to protect the health and safety of workers while also preserving a high degree of food safety and maintaining consumer confidence.

In an era of increased uncertainty, current and reliable information is more crucial than ever for the regulators and this sector. Especially in this Covid 19 epidemic period, organizational citizenship behavior is crucial to a company's ability to endure and compete with its rivals. An employee who can execute tasks beyond those assigned to them is necessary for an effective organization [17]. Altruism, civility, conscientiousness, sportsmanship, and civic activity should be linked to organizational aims and values, according to the Organizational Citizenship Behavior (OCB) principle.

According to [47], three types of organizational citizenship behaviour are required for a company. Employees must be driven to stay interested in the organization, according to the first type of organizational citizenship behavior. Second, personnel must comprehend their job's requirements. Third, the personnel are willing to go above and beyond what is expected of them. As the global community increasingly adopts this emerging work paradigm, which is expected to persist and expand beyond the epidemic, adept leaders must strategize and devise novel approaches to sustain the long-term feasibility of the gig economy while effectively assisting employees. The nation's gig economy now relies on a total of 400,000 food delivery riders, who work for major companies like Grab and Panda. Aside from creating employment opportunities, particularly for young people, these businesses have also grown to be significant economic contributors thanks to the tax they pay on their revenues. According to a recent report by McKinsey & Company, the gig economy is expected to generate USD2.7 trillion, or 2% of the world economy, by 2025. According to World Bank figures, there are 897 freelancers among Malaysia's 15.3 million workers, or roughly 26 percent of the entire employment. That amounts to about four million independent contractors.

Since the beginning of the coronavirus epidemic, the number of people participating in the gig economy has expanded tremendously, after growing quickly over the last few years. This research presents the overview of the study which aims to investigate on human resource practices influence organizational citizenship behavior among gig employees in food delivery service.

## 1.1 Research Background

Traditional employment, the long-term job relationship with one company, pensions, and benefits are on the decline. The epidemic has accelerated the process. Since the beginning of time, there have been unconventional, exploitative types of employment, and they continue to be the norm in capitalist countries. The main difference is that in addition to the already existing irregular, contractual, temporary, or on-call arrangements, a new category called "gig" has been added. [30] define gig employees as employees who are employed, have flexible working hours, flexible workplaces, and whether or not digital applications are present. According to the Malaysia Employment Amendment Act 2022 covers the presumption of employment even if there isn't an expressed contract however considered to be an employee under law in a surface manner such as the job descriptions and working hours subject to the control or direction of another person and payment is made in return of work and also equipment's shall be provided by another person. As a result, it means gig employees especially delivery partners can now rely on the act for protection but none of the non-standard agreements offer workers protection, which serves as their defining characteristic. Gig employees make up a sizable portion of individuals affected by Covid-19's economic repercussions in the West and Asia. Contrarily, the International Labor Organization (ILO) defines gig employment as performing tasks based on demand via online platforms and tasks based on customer demand using a digital application run by a business [36]. Gig employees are self-employed individuals who use digital platforms to supply food, including independent contractors, consultants, and contract academics [30].

Since the new coronavirus epidemic began, Malaysia's food business has moved away from offline manual services and toward online ones, creating a platform for gig employees and online services in the sector. The foodservice and hospitality sectors provide many gig employees the chance to make a good living. For instance, some of the professionals who operate in the gig economy include caterers, personal chefs, bartenders, and food prep employees. Location-based systems, such as the well-known Grab Food and Food Panda, assign offline jobs, such delivery and transportation services, to people in certain geographic areas. Other online food services in Malaysia include "Dahmakan," "Hungry," "Pichaeats," "DeliverEat," "Meal in Minutes," "Running Man," "Bungkusit," "The Naked Lunchbox," "Lalamove," "Epic Food Hall," "Shogun2U," "Cooking Good," and "Go Get," and recently "bekal" but the services are only offered in certain areas of Malaysia. One of its companies in Malaysia offers meal delivery services and requires each employee to have a motorbike (and gasoline) and a smartphone.

In Malaysia, the Malaysian Digital Economy Corporation (MDEC) has registered 2.2 million gig employees [1]. The gig economy grew by 18.5 percent between 2015 and 2019, according to the Ministry of Finance's 2021 Budget Macroeconomic Survey Report. According to the survey, Malaysia has up to 140 gig service provider platforms, employing 540 000 individuals. Among these are 190,000 riders and drivers for various logistical services, such as goods delivery and food delivery. The delivery service sector expanded from 7.3 percent in the

first quarter to 14.5 percent in the second quarter, according to a [11]. Recently, Food panda has promised to assist upskilling, training programs, and other measures to strengthen the social safety net for the gig economy community in response to a recent conversation with Prime Minister Datuk Seri Anwar Ibrahim.

## 1.2 Problem Statement

An individual's citizenship behavior displays their personality and attitude about how they conduct themselves in daily life regardless of the outcomes. Organizational citizenship behavior is defined by organizational or industry psychology as when a person performs a task voluntarily even though it is not a requirement of their contract. By performing the less important tasks that increase organizational performance, people with strong organizational citizenship behaviors will influence the organization and social framework that supports task activities [21]. According to a study by [15], inventive and impulsive behaviors are necessary for an organization to run efficiently. There exist employees that exhibit a willingness to surpass the prescribed duties outlined in their job descriptions, driven by the need to maintain a competitive edge in an increasingly fierce labor market.

At world stage, one of the primary concerns for gig employees is job benefit and social protection. According ILO surveys of 12,000 employees in 100 countries, 50% of app-based taxi and food delivery employees have health insurance, 30% have employment injury insurance and only 10% have both. 17% receive pension benefits but only a small percentage reported having unemployment or disability insurance. Despite there are positive side of being gig employees, in Malaysia, according to Human Resources Minister, Sivakumar, there are currently no explicit laws or statutes that provide "full protection" to self-employed gig economy employees. He stated that there is no act or regulation in Malaysia or other nations to govern gig economy employees since not everyone in the group accepts for the sector to be regulated by any one entity. "As a result, this matter (special act) needs to be studied more carefully and thoroughly." However, the government recognizes the need of protecting gig employees. In terms of profit production on the part of the platform corporations and distribution to gig employees, this legal uncertainty creates disparities for gig economy markets with a platform capitalist system [62].

In Malaysia, the gig economy has grown remarkably in recent years. However, gig employees are unable to take advantage of fundamental labour rights and necessary social benefits due to a lack of worker classification and mutually agreed-upon job terms. Additionally, due to the distinctive features of gig-based services, worries regarding consumer rights and food safety have emerged. Apart from that, it appears to be threat on establishing an adequate floor and fair pay, these parameters should guarantee income stability, maternity leave, annual leave, medical benefits, contributions to the Social Security Organization, Employee Provident Fund, and insurance coverage. Undoubtedly, the issue of accountability in the gig economy, namely in the domain of food delivery, is a significant obstacle. Does the responsibility for ensuring safety and well-being lie exclusively with the individual

rider, or does it also cover larger systems, such as employers and policymakers? The resolution, it appears, necessitates a more intricate and cooperative methodology, wherein all relevant parties participate in formulating thorough remedies. Despite the considerable body of research and comprehensive understanding of the health hazards encountered by gig employees, there persists a noticeable deficiency in the advancement of practicable techniques and interventions. No effort has been made by the government to "seriously" engage with all stakeholders in order to develop an all-encompassing strategy or "road map" for the gig economy. To rub salt on wound, according to the edge Malaysia, between 2018 and May 2022, 112 food delivery riders lost their lives on Malaysian roads, with an additional 82 sustaining serious injuries and 1,082 suffering minor injuries. These figures are profoundly alarming, equating to almost one rider death nearly every week in Malaysia. However, when it comes to employee rights and job security, the gig economy business model contrasts with traditional employment [38].

According to [62], High-quality and lengthy working hours are encouraged through mutual grading and algorithmic labour efficiency systems. The absence of precise and all-encompassing data poses a hindrance to endeavours aimed at comprehending the complete extent of the issue and formulating efficacious approaches to safeguard individuals operating within this crucial domain of the economy. This limits the labour flexibility of conventional gig work and raises the possibility of being fired for no apparent reason. To put it another way, the nature of the gig economy labour market enables businesses to maximize the exploitation of profits by shifting significant risks to employees, hence escalating the disparities and vulnerabilities they experience.

### **1.3 Research Objective**

1. To investigate the effect of technology ecosystem among gig employees towards organizational citizenship behaviour
2. To investigate the effect of compensation and benefits among gig employees towards organizational citizenship behaviour
3. To investigate the effect of learning and adaptation among gig employees towards organizational citizenship behaviour
4. To investigate the moderating effect of sustainable social protection between human resource practices with organizational citizenship behaviour among gig employees

## **2 Literature Review**

### **2.1 Organizational Citizenship Behavior**

Organizational Citizenship Behaviours (OCB) are defined as individual behaviors that advance organizational goals by enhancing the social and psychological environment of the organization, according to [50, 58], and others. OCB demands that it not be directly or publicly acknowledged by the company's formal reward struc-

ture [51]. Due to the fact that OCB are believed to have a significant impact on the efficacy and efficiency of work teams and organizations, it has contributed to the overall productivity of the company.

According to [43], the growth of the gig economy, which is characterized by online platforms and lone individuals working independently, presents serious difficulties for the current systems for regulating the labor market and establishing minimal requirements. Existing laws may or may not apply to gig employees, and it is questionable how well they may be enforced in the modern digital economy. Such situation lies behind on how organizational citizenship behaviour of gig employees can be established and enhanced. In gig economy, the majority of gig employees' time is spent interacting with customers [29]. At the same time, Customer-directed organizational citizenship behaviour puts customers first, as opposed to traditional OCB, which is far more focused on people and organizations [12]. Additionally, the way that future work requests are seen by gig employees depends on how well users rate the apps. They'll probably be more compelled to go above and above for the customers and take part in customer-directed organizational citizenship behaviour.

According to [45] another trend is the rise in the number of gig employees. [40] contend that they won't need much support from the organization and won't have much contact with it, which could hurt organizational citizenship behaviour. [22] conducted OCB level among gig employees by comparing three industries and found that the more individualized behavior of gig workers in all three industries is made possible by their personal dedication to the company and their readiness to take on only particular, clearly defined tasks. Although [57] stated that gig employees in on-demand jobs developed a sense of organizational belonging by defining themselves as driver-partners who engage in collaborative efforts and expect fair treatment from both the organization and customers. However, it was also observed that these gig employees not only lacked the advantages associated with corporate belonging, but also assumed the role of "driver-bot" in providing a meticulously controlled ride experience.

## 2.2 Technology Ecosystem

The influence of technology on employment is significant, as it brings about substantial changes and substitutions in many occupational roles and tasks. As a result, the proficiency of employees in utilizing technology is progressively gaining significance in the execution of their responsibilities [29]. On the other hand, [44] introduced the concept of ecological approach which explains business environment which has led to the term ecosystem to many variations based on the application in research [52]. In this research it is widely adopted to describe technology ecosystem environments [24].

Technology ecosystem is identified as one of the various different types of ecosystems that exist in various sectors in the form of collection of technology solutions. [26], as cited in [55] defined technology ecosystems as a group of populaces

and software mechanisms that relates to one another that supports information flows in a physical environment.

Technology ecosystems facilitate in helping people in various situations by using common supports systems such as smartphones or tablets. People who have particular requirements might benefit from technological ecosystems in the healthcare industry since these ecosystems offer solutions, such as training support, that can help them improve their health. However, it is imperative that the design establishes the requisite circumstances to ensure its presence [55]. In this view, technology ecosystem advocates an important role among the gig employees in completing their task.

In the gig economy, organizations are depending on advanced digital technologies and algorithms which is known as algorithmic control (AC) and technologies mediated control (TMC) to exercise automated managerial control over workers as a platform-based work where gig employees are paid for finishing a task [64] via mobile apps, wearable devices and Internet of Things (IoT) sensors [19]. One prominent example is Uber services where there is a continual tracking of workers whereabouts, performance and behaviours using this technology as a proxy for human controllers [39]. The practice of AC is accepted by the workers however, gatekeeping it is perceived as violating their expectations of privacy [64; 63]. In line with this, as much as the use of gamification elements gives Uber drivers a sense of high autonomy and influences happy work experience, it also invokes the gig employees' perceptions on the privacy of data [63].

Chatbot application is also another form of technology that can provide gig workers an access to required knowledge in order to complete their projects successfully [25]. The widespread utilization of these technical resources has additionally provided advantages to other customers who were not initially anticipated to require assistance [55]. Similarly, the growing utilization of technology and automation inside the workplace has yielded advantages for both employees and businesses. This is achieved through the alteration and elimination of gig employment, which possesses the capacity to impact organizational citizenship behavior (OCB) in terms of assisting others through the use of technology [29].

Along with the development of information technology, a new digital economy has evolved, changing how people carry out their daily tasks. The majority of tasks involve using digital tools, and most transactions are finished immediately. Two recent economic models that make full use of digital platforms are the sharing economy and the gig economy. Without a doubt, the use of online platforms has had a good effect on our economy. Many companies, regardless of the type of their business, established team-based structures and formed various teams that provide them flexibility [41].

[10], highlighted in order to effectively uphold the universal human right to social security, it is imperative to address existing gaps in coverage and adapt to evolving circumstances, particularly in light of the introduction of novel employment arrangements, such as digital platform work. Additionally, it is crucial to be responsive to the unique circumstances and requirements of workers engaged in such kinds of employment. Existing social protection systems have demonstrated

an extraordinary ability to adapt to new difficulties, and numerous nations have already implemented pioneering policy measures to tackle these difficulties. However, there remains need for further improvement and action to ensure that social protection systems are adequately suited to their intended objectives.

According to [16], future research is required to understand how digital labour platforms organize themselves to attract gig employees. Further, it is thought that it is crucial to investigate in future studies how much the conduct of gig employees can affect the effectiveness of digital labour platforms especially for food delivery service.

### 2.3 Compensation and Benefits

Compensation is defined as being the payment made to workers for their efforts and the services they provide [13]. Compensation is a phrase commonly employed to encompass many forms of remuneration, such as salaries, commissions, bonuses, reimbursements, and benefits. The employee benefits are considered as non-financial rewards which comprises of public holidays, meal allowances, entertainment activities, paid leave, individual trip per year, safety needs, job security and so forth [26]. Gig employees are perceived attractive to organizations due to saving cost as they only pay for service rendered.

Generally, compensation becomes project based with lacking of benefits which leads them to acceptance of dealing with pay volatility [20] which makes compensation and benefits as one of the challenges HR faces in an organization to accommodate the gig employees. According to [2] all the benefits and rewards need to be integrated in a simple manner in their contract by having new assessment, re-evaluate the policies by the talent acquisition team in order to attract the gig employees. This requires the HR professionals to source and hire by engaging with freelancers. [9] suggested that employees who possess knowledge regarding their compensation level and perceive it as equitable and commensurate with the prevailing market value are more inclined to experience motivation, hence leading to heightened levels of performance. Engagement of employees in OCB are more inclined for compensation and benefits such as salary increase and recognitions [7].

Similarly, [42] mentioned that pay structures need to be tailored according to individual contribution to warrant OCB. Besides, compensation package is important for organizations to attract, build professional relationships, and retain talented and capable employees hence increases the efficiency of an organization [56; 46]. According to [25], strategy to engage gig employees can be enhanced with point systems where the accumulation of the points systems is converted into financial incentive.

Employees who are engaged in OCB have pointed out that there is a strong influence of compensation with OCB, thus inspiring employees to contribute more [37; 54; 4]. Therefore, it is crucial for employers to guarantee equitable and adequate compensation for their employees, commensurate with their contributions, in order to enhance workplace productivity and foster organizational citizenship behavior (OCB).



## 2.4 Learning and Adaptation

Intellectual capital is a demand due to increased number of jobs and it is an avenue for freelance and gig workers [29]. Similarly, there is a vast opportunity for open talent and organizations can use the abilities to leverage the talent when hiring is not narrowed down to full time workers. Organizations have to revise their current practices to accommodate and adapt gig workers as HR skills are demanded in different levels [2]. Short of skills gap has caused the jobs unfilled as the employers believe it requires specific critical skills set to perform the job effectively which is lacking from the prospective employees [29]. There is a need of greater skills and demands based on the workers expertise [20; 24].

Generally, learners are deemed unique, hence learning should be personalised based on the concept of Adaptive Learning and Deep Learning [14]. Gig employees cannot obtain the desired work and money if there is a lack of competitiveness ability and competence [25], hence adaption of the competitiveness is essential. Besides, knowledge sharing is also less among the gig employees as they fear of others learning and imitating their experience and tactics. Thus, their knowledge doesn't expand and improve to handle complex gamifications [25]. Based on this, learning and adaptation plays an important role in improving their performance.

When it comes to learning, organizations must invest on gig workers by training them especially in soft skills due to gig workers poor adaptation to the blended workforce and social isolation. They seem to have lower status and difficulty in working as a team and often left alone working independently [20]. Learning the soft-skills is vital as they are the ones who are directly in contact in-person encounters with their clientele and there is a possibility of engagement in customer focused OCBs [29]. They carry the image of the company in the way they treat its customers and by giving them confidence [2] as they depend heavily on their professional relationships as a competitive advantage which determines their future work opportunities and career success [20]. Hence, learning these soft-skills provides motivation for gig employees which in turn engage in citizenship.

Besides due to the nature of the job, flexible and remote learning methods are preferred due to the availability of information. Similarly, microlearning programs are designed for the gig employees as they get trained and learn according to their schedule. Trainings are generally based on tasks. Therefore, personalising and localising learning content for gig workers is important for facilitating different learning cultures and attitudes due to flexible dispersion of workforce [2]. However, on the other hand, workers adaptation to autonomy and dependence can be tedious and demanding for gig workers due to the need for self-development as they need to depend on their own efforts in sustaining and enhancing their skills [20].

## 2.5 Sustainable Social Protection

[61], highlighted in the forum that for a worker's socioeconomic well-being, gig employment has substantial consequences. The platform labour's structure, its precarious character, and the occupational risks associated with doing the work all contribute to its vulnerabilities. The work market's "gigification" has not been able to keep up with national and international regulations. Due to their exclusion from the current laws and regulations designed for the traditional labor force's skill development, health, and social protection, gig employees have been neglected. The community must be understood in order for gig employment to have the greatest economic impact as it becomes increasingly relevant to the economy today [48]. Moreover, [48], added that the gig economy's nature of the workplace might occasionally put workers at risk. In Malaysia, many gig employees experienced fatal accidents and health issues, and the number of incidents is rising daily especially for staff members of businesses that engage in driving, like FoodPanda and GrabFood, unrestricted, long hours of weariness may increase accidents.

[8] mentioned the individuals were placed in undesirable circumstances, unprotected from significant employment rights, and without access to benefits like health insurance, pension plans, statutory illness compensation, maternity leave, and other necessities covered by customary contracts between employees and their employers. Their main concerns are welfare issues and financial safety nets. According [3], unlike salaried employees, gig employees typically do not have access to company-sponsored insurance policies. As a result, if there is a workplace accident, they must shoulder the cost. Moreover, several gig economy enterprises, namely those involved in the provision of food and ride-sharing services, have elicited public concerns regarding skill requirements and retirement provisions. Freelancers operating within the gig economy enjoy a certain degree of autonomy and freedom in managing their schedules. However, it is important to note that they do not have access to retirement benefits provided by employers. Insufficient levels of expertise pose a significant challenge to future employment advancement, hence exacerbating the issue at hand. Gig employees with advanced levels of education may encounter situations in which their skills do not align with the demands of their work. Additional factors to consider include the presence of fluctuating workloads and the punctuality of payments received from many enterprises [3].

Despite the emergence of the gig economy system, there is currently no established organization in Malaysia to represent gig employees in negotiations with service providers regarding their contract for service or to serve as their spokesperson when expressing their desire to get the attention of the government [53]. The Employment Act of 1955 does not apply to independent contractors, who are said to be the primary cause of this. Contrary to typical employees, these independent contractors or freelancers are not permitted to form trade unions under the Trade Union Act of 1959. Furthermore, because many gig economy participants regard themselves as independent contractors or business owners, they might not seek out help from trade unions [5]. However, the absence of any unions may restrict the rights of gig employees to representation when they have disagreements

or problems with service providers. This social protection through statute is mandatory for gig employees as well as for the gig-economy in Malaysia.

Despite the significant importance of social protection in the prevention and mitigation of poverty and inequality, as well as the promotion of gender equality, a large portion of the global population still lacks adequate social protection coverage, rendering them susceptible to vulnerability. Throughout gig-employee's lives, they are subject to social risks, especially those involving health care access and income stability. The issue of escalating inequality and informality, coupled with the growing prevalence of precariousness among a significant segment of society, has sparked deliberations over the prospective trajectory of social safety nets. There is little doubt that work will continue to be crucial for people's livelihoods and personal wellbeing even though new changes are anticipated to impact the workplace in general and national social protection systems in particular in the years to come [10].

## **2.6 Theoretical Background**

The ERG Theory was put forth to address the issue of the relationship between need strength and need satisfaction [6]. It makes the assumption that every person has three basic requirements that they try to satisfy. First, in order to survive, one must satisfy all physical and material demands, including those for money, perks, and tools for the job. The 1<sup>st</sup> assumption closely connected with compensation and benefit and technology ecosystem. Gig employees in food delivery service mainly concerned on earning capacities that balance with the cost of living. It's possible to think of the fulfilment of demands as a zero-sum game. Second, relationship needs encompass all requirements that pertain to interactions with important others, including friends, adversaries, family, superiors, coworkers, and subordinates. In this situation gig employees in food delivery relating themselves with organizational citizenship behaviour where commitment towards their work is based on communications especially with superiors and coworkers in which motivates them to perform beyond the expectations. The willingness of each partner to share their ideas and feelings with one another is necessary for the fulfilling of the relatedness demands. Third, demands for growth encompass all requirements that involve a person having positive effects on both himself and the surroundings. The 3<sup>rd</sup> assumptions explain on learning the job and experiencing the positive effects by having sustainable social protection. The gratification comes from tackling problems that force one to use all of their capabilities, potentially even forcing them to build new ones.

## **2.7 Conceptual Framework**

### Human Resource Practices

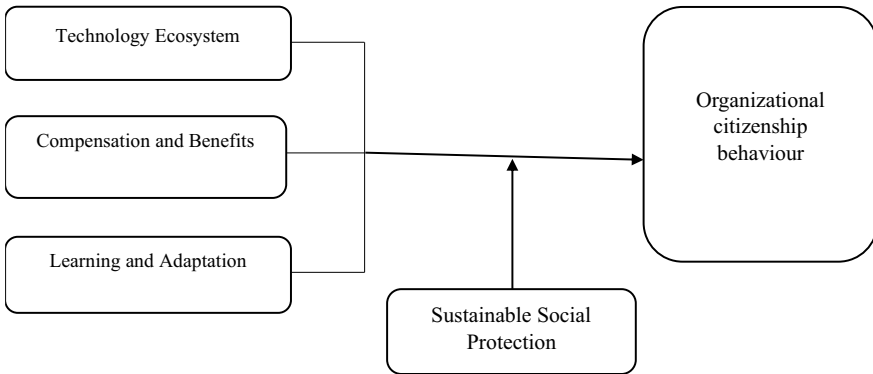


Fig. Proposed Research Framework

## 3 Research Methodology

### 3.1 Research Design

This study employs a quantitative method in which hypotheses and models are developed to determine the relationship between variables. The closed-ended questionnaire is designed and adapted from prior studies, and it is pretested to determine its validity and reliability. The closed-ended questionnaire collects primary data from persons who categorize as gig employee under food delivery service. Quantitative research, which frequently uses questionnaires to collect data [60], is appropriate for this research. As it fits with the particular conditions, judgment sampling approach was applied. As acquiring an exhaustive list of probable respondents is not practical, judgment sampling presents a workable solution. This approach entails choosing a sample based on the researcher's experience and discretion, allowing for the inclusion of people who have particular traits important to this research [49]. This happens because researchers may directly reach their desired target audience, improving the sample's alignment with the population of interest because it only consists of people who match certain requirements. Smart-PLS and SPSS new version software were utilized for data analysis. The New Strait Times reported that in Malaysia, there are 13,000 Foodpanda and 10,000 Grab Food riders in the Klang Valley. Based on Krejcie & Morgan table to determine the sample size, 379 samples need to be collected, however, in this study 310 data were managed to collect.

## 4 Data Analysis

### 4.1 Measurement model

PLS SEM does not use global model match criteria as in covariant-based SEM. The criteria used include a) the evaluation of the outer model or also known as the measurement model, namely connecting all manifest variables or indicators with their latent variables and b) evaluating the inner model or structural model, which is where all latent variables are related to each other by based on theory.

Each latent variable must be able to explain the variant of each indicator at least 50%. Therefore, the absolute correlation between the latent variable and the indicator must be  $> 0.7$  (absolute value of external standard loadings). Reflective indicators should be removed from the measurement model if they have an external standard loadings value below 0.4.

There are two types of validity in PLS SEM, namely convergent validity and discriminant validity. Convergent validity means that a set of indicators represents one latent variable and which underlies the latent variable. This representation can be demonstrated through uni-dimensionality which can be expressed using the average value of the extracted variant (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value represents adequate convergent validity which means that a latent variable is able to explain more than half the variance of the indicators in the average. While discriminant validity is an additional concept which means that the two concepts are conceptually different, they must show adequate differentiation. The aim is to combine a set of indicators that are not expected to be unidimensional. Table 1 shows the AVE and CR are 0.5 and 0.7.

**Table 1.** Convergent validity

Items	Loadings	Composite Reliability	Average Variance Extracted (AVE)	VIF
SSP2	0.846	0.902	0.697	2.108
SSP3	0.833			2.057
SSP4	0.864			2.203
SSP5	0.795			1.791
TA1	0.843	0.9	0.75	1.758
TA2	0.882			2.071
TA3	0.873			2.045
CB1	0.861	0.915	0.682	2.637
CB2	0.858			2.49
CB3	0.809			2.097
CB4	0.81			1.962
CB5	0.789			1.874
LA1	0.825	0.917	0.688	2.219
LA2	0.889	0.895	0.631	2.877

LA3	0.801			1.924
LA4	0.803			1.997
LA5	0.828			2.21
OCB1	0.798	0.895	0.631	2.047
OCB2	0.783			2.034
OCB3	0.821			2
OCB4	0.789			1.983
OCB5	0.78			1.848

Note: Sustainable Social Protection (SSP) Technology ecosystem (TA) Compensation and Benefits (CB) Learning and Adaptation (LA) Organizational citizenship behaviour (OCB)

The measurement of discriminant validity uses criteria submitted by [22] and ‘crossloadings’. [23], postulate states that a latent variable shares more variance with the underlying indicator than with other latent variables. However, HTMT now provides a more precise measurement of discriminant validity. Table 2 shows that HTMT has been reached where it does not exceed 0.85 or 0.90 as mentioned by [28].

**Table 2.** Discriminant validity (HTMT)

	SSP	TA	CB	LA	OCB
SSP	HTMT				
TA	0.694	HTMT			
CB	0.742	0.613	HTMT		
LA	0.647	0.675	0.848	HTMT	
OCB	0.892	0.775	0.783	0.764	HTMT

Note: Sustainable Social Protection (SSP) Technology ecosystem (TA) Compensation and Benefits (CB) Learning and Adaptation (LA) Organizational citizenship behaviour (OCB)

#### 4.2 Structural model

Structural model is a model that connects between latent variables. Measurement of structural models can be summarized in the table 3 as per below.

**Table 3.** Structural model

Criteria	Description	results
Latent variable R2 endogenous	<ul style="list-style-type: none"> <li>R2 value of 0.67 is categorized as substantial</li> <li>R2 value of 0.33 is categorized as moderate</li> <li>R2 value of 0.19 is categorized as weak [18]</li> <li>R2 value &gt; 0.7 is categorized as strong (Sarwono)</li> </ul>	0.699 Substantial
Estimate for path coefficients	The values estimated for the path relationships in the structural model must be evaluated in the perspective of the strength and significance of the relationship	Refer to table 4
Measure of influence of f2	<ul style="list-style-type: none"> <li>The value of f2 of 0.02 was categorized as a weak influence of the latent variable predictor (exogenous latent variable) at the structural level</li> <li>A f2 value of 0.15 is categorized as having the influence of a latent variable predictor (exogenous latent variable) at the structural level</li> <li>F2 value of 0.35 is categorized as a strong influence of latent variables predictor (exogenous latent variable) at the structural level</li> </ul>	SSP 0.323 TA 0.085 CB 0.027 LA 0.042
The relevance of predictions (Q2 and q2)	<ul style="list-style-type: none"> <li>Q2 value &gt; 0 shows evidence that the observed values have been reconstructed properly so that the model has predictive relevance. While the value of Q2 &lt; 0 indicates the absence of predictive relevance</li> <li>The q2 value is used to see the relative influence of structural models on observational measurements for latent dependent variables (endogenous latent variables)</li> </ul>	0.665
Beta value for path coefficient on PLS - SEM	Individual path coefficients in the structural model are interpret as standard beta coefficients of OLS (ordinary least square) regression.	Refer to table 4

The equation of the linear regression is indicate below:

$$Y = a + \beta_1 (X_1) + \beta_2 (X_2) + \beta_3 (X_3) + \beta_4 (X_4)$$

- $X_1$  = Technology ecosystem
- $X_2$  = Learning and Adaptation
- $X_3$  = Compensation and Benefits
- $X_4$  = Sustainable Social Protection

Organizational citizenship behaviour = 0.545 + 0.442 (Technology ecosystem) + 0.213 (Learning and Adaptation) + 0.213 (Compensation and Benefits) X 0.15 (Sustainable Social Protection)

**Table 4.** Ranking of Independent Variables

Variables	Beta Value	Correlation		P value	Decision	Ranking
Technology ecosystem	0.442	0.094	4.71	0	<b>Supported</b>	<u>1</u>
Learning and Adaptation	0.213	0.084	2.526	0.006	<b>Supported</b>	<u>2</u>
Compensation and Benefits	0.181	0.096	1.883	0.03	<b>Supported</b>	<u>3</u>
Sustainable Social Protection	0.15	0.084	1.782	0.038	<b>Supported</b>	<u>4</u>

Source: Developed for the research

By referring to the table 4, we may position that the independent variables which are Technology ecosystem, Learning and Adaptation, Compensation and Benefits and Sustainable Social Protection as a moderator from the higher beta until the lowest grading to indicates that every of independent variables contribute how much to the dependent variable (Organizational citizenship behaviour).

## 5 Findings

The variables of predictor Technology ecosystem, which have, dedicate the highest variation to the dependent variables (Organizational citizenship behaviour). This is because our result of 0.442 beta for Technology ecosystem is the most highest among others predictor variables. The result of 0.442 represent that Sustainable Social Protection has the most significant and strong dedication than other independent variables to illustrate the variation of dependent variable (Organizational citizenship behaviour). The model is control for, while the variance illustrates of all the other predictor.

The number two highest of the dedication variable of predictor to the dependent variable (Organizational citizenship behaviour) variation which is Learning and Adaptation and have a beta of 0.213 which is the second larger among than other predictor variables. The result of 0.213 represent that Learning and Adaptation has the second significant and strong than other independent variables to illustrate the variation of dependent variable (Organizational citizenship behaviour). The model is controlled for, while the variance illustrates of all the other predictor.



The number three higher of the predictor variable is Compensation and Benefits which devote 0.181 variation of beta which is number three larger to the dependent variables (Organizational citizenship behaviour). The result of 0.181 represent that Compensation and Benefits is the third largest beta dedication to illustrate the variation of dependent variable (Organizational citizenship behaviour) when compare with other independent variables. The model is control for, while the variance illustrates of all the other predictor.

The least dedication of Moderator variable is Sustainable Social Protection which only devote the value of 0.15 variation of beta towards independent variables which is all HRM practices towards dependent variable (Organizational citizenship behaviour). The result of 0.15 represent that the Sustainable Social Protection is the lowest dedication to illustrate the variation of dependent variable (Organizational citizenship behaviour) among another independent variable. The model is controlled for, while the variance illustrates of all the other predictor.

## 6 Discussion and Conclusion

The findings provided support for all of the research objectives. The utilization of technology plays a crucial role in facilitating the operations of food delivery services, since it serves as a primary means of connecting with their workforce. Customers utilize a technologically integrated application to submit their orders, which is effectively linked with meal delivery companies. The process of online ordering and receiving is highly convenient for both the buyer and the service provider. The convenience of gig employees has significantly impacted Organizational Citizenship Behavior (OCB), as empirical evidence indicates that gig workers in the food delivery sector demonstrate heightened dedication to their work, surpassing employer expectations and exerting greater effort to give exceptional service. This behavior is driven by their motivation to get favorable reviews from customers.

Furthermore, those working as gig employees in the food delivery industry express concerns regarding their remuneration and have high expectations for substantial compensation, notwithstanding the potential for further enhancements and the installation of additional benefits. The Malaysian government is currently conducting a thorough examination of this sector due to its significant contributions to the country's GDP during the COVID-19 pandemic. Furthermore, this sector has continually played a role in reducing the employment gap and implementing novel labor economics models.

In addition to acclimating to the evolving norms of the gig economy, acquiring proficiency in a novel work methodology subsequent to departing from a conventional job setting might provide considerable challenges. The operations of OCB have seen significant adverse effects due to the utilization of the tools and equipment provided by the company. The importance of adaptability in managing job responsibilities has become crucial in shaping Organizational Citizenship Behavior (OCB) within the gig economy, given the recent changes in standards. The

phenomenon of adaptation has garnered significant attention from individuals within the public, leading them to transition from traditional employment to become gig workers. The present generation has become increasingly aware of the work-life balance and freedom of mobility associated with becoming gig employees. This awareness has instilled confidence and a willingness to embrace such difficulties, despite the limited statutory protection or rights afforded to individuals in this field.

Primarily, the implementation of sustainable social protection is necessary in the context of gig employment due to the inherent vulnerability of gig workers to accidents and health conditions. In the future, Malaysia intends to examine the safeguarding of gig workers in light of labor law amendments. For future research labor law or trade union can be used as the moderator or mediator into this existing framework to venture fair and decent work in line with the Ministry of Human Resources of Malaysia objectives. This examination aims to align with United Nations Sustainable Development Goal No. 8, which pertains to promoting decent work and economic growth. The objective is to establish a resilient and sustainable framework for gig employees, thereby fostering continuous and inclusive economic progress within the nation.

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