

**UNIVERSITI TEKNOLOGI MARA**

**HUMANISTIC LEADERSHIP AND  
ORGANISATION COMMITMENT  
AMONG P-HAILERS:  
MEDIATING ROLE OF PERCEIVED  
ORGANISATIONAL SUPPORT AND  
MODERATING ROLE OF  
GOVERNMENT SUPPORT**

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## ABSTRACT

The uncertainty of the gig economy has raised concerns about welfare and safety, especially for p-hailers working in the food delivery industry. The lack of digital platform support and leadership governance has prolonged and exacerbated p-hailers' commitment issues in adhering to safety and work regulations, leading to an increase in fatality accidents and strikes. This study investigates the impact of humanistic leadership on digital platforms and its effect on the commitment of p-hailers. The research adopts a quantitative approach based on a framework derived from literature reviews. Despite the limited discussion of humanistic leadership in the existing body of knowledge, it has been demonstrated to contribute to the success of many major corporations. This study suggests that digital delivery platforms adopt humanistic leadership to improve organisational support and commitment. Hypotheses were developed to investigate the relationship between humanistic leadership, perceived organisational support, government support, and organisation commitment. Convenience sampling was used, and an online survey questionnaire was distributed to collect information from 161 p-hailers in Malaysia. The analysis employed PLS-SEM to examine the hypotheses. The results showed a significant relationship between humanistic leadership and both perceived organisational support and organisation commitment. However, the relationship between perceived organisational support and organisation commitment was found to be insignificant. Similarly, the mediating role of perceived organisational support was also found to be insignificant. Nevertheless, government support was found to have a significant moderating effect on the relationship between humanistic leadership and perceived organisational support. This study highlights the significance of humanistic leadership in increasing organisational support and commitment to address the well-being, social security and safety concerns of p-hailers in the gig economy. Through this leadership, organisations can create favourable working conditions for p-hailers, thereby contributing to the sustainability of the national digital gig economy.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

P-hailers or parcel hailers are food delivery riders who transport food from outbound logistics to customers. They are gig workers employed in the delivery industry as part of the gig economy. This growing economy was triggered by the explosion of online retail (Zheng et al., 2019). P-hailers are mainly freelancers or contract employees who can work in multiple fields. For example, they could deliver food in the morning and work as web designers or marketing influencers in the evening. For additional income, p-hailers have the option to work more hours than usual unlike in traditional employment.

They are not questioned for working fewer or more hours than their allotted hours by their superior. At first glance, it seems attractive that gig workers can determine their income level and have complete freedom to design their workspace without interference from the employer. However, the gig work model without employment governance has spiralled out of control, leading to problems that affect the p-hailer poor organisation commitment and performance working in the online food digital platforms. Several sources expressed concern about the poor welfare of gig workers (Apouey et al., 2020; Christie & Ward, 2019; Belanche et al., 2021; Orr et al., 2023), especially p-hailers who are part of the gig economy which frequently discussed in the media.

One of the main poor organisation commitment issues is the high number of fatal accidents caused by p-hailers, as they are the most common violators of traffic rules and responsible for most injuries and deaths among motorists in Malaysia. Fauzi et al. (2022) found that Malaysia was among the countries with the highest number of motorcycle accidents per 1,000 people in 2020, including accidents involving motorcyclists and p-hailers. The problem has become a major national issue and has been raised by ministers in Parliament. Former Transport Minister Wee Kar Siong presented the number of accidents involving p-hailers from 2018 to May 2022, which stood at 1,242, with 112 deaths, 82 severe injuries, and 1,048 minor injuries (Carvalho et al., 2022).