Humanistic Leadership And Organization Commitment Among Delivery Riders: Mediating Role Of Perceived Organization Support

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ABSTRACT

The gig economy's uncertainty has sparked concerns about the welfare and safety of delivery riders, especially those in the online food delivery sector. The absence of digital platform support and leadership governance has exacerbated riders' commitment, leading to compliance issues with safety regulations and increased accidents. This study examines the impact of humanistic leadership on digital platforms and its influence on delivery riders' commitment. Using a quantitative approach based on existing literature, the study addresses the lack of research on humanistic leadership. Although the discussion of humanistic leadership in the existing body of knowledge is limited, it has been shown to significantly contribute to the success of major corporations. This study suggests that digital delivery platforms adopt humanistic leadership to improve organizational support and commitment.

Hypotheses were formulated to investigate the relationship between humanistic leadership, perceived organizational support, and organization commitment. A convenience sample of 161 delivery riders in Malaysia was surveyed using an online questionnaire, and PLS-SEM was employed for analysis. The results reveal a significant relationship between humanistic leadership and organizational support and commitment. However, the relationship between perceived organizational support and organizational commitment was insignificant and did not mediate the path between humanistic leadership and organization commitment as well. This study highlights the importance of humanistic leadership in enhancing organizational support and commitment, addressing contributing to the sustainability of the online food delivery ecosystem and the national digital gig economy.

Keywords: humanistic leadership, gig economy, delivery riders, online food delivery.

INTRODUCTION

In the realm of the gig economy, gig workers receive one-off income for completing tasks based on given work. With the progression of Internet and Wi-Fi technologies, this model has become increas[1]ingly prevalent, prompting more businesses to adopt its flexibility. Webster

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(2016) highlighted that this shift has been largely shaped by rapid digitization, groundbreaking advancements in information and communication technology, and a growing inclination among individuals to work with independence and flexibility. Digital food delivery platforms represent one facet of the gig economy that operates independently of the Employment Act. In response to dissatisfaction with social security and work-related issues, delivery riders have staged numerous strikes to voice their concerns and have emerged as a prominent topic of discussion in parliament and the media. This research is focused towards examining the commitment of delivery riders and their perceived organizational support, driven by the absence of effective leadership governance. Additionally, it seeks to advocate for the implementation of humanistic leadership within delivery platforms to enhance the existing situation.

Delivery riders play a crucial role as integral human resources in contributing to Malaysia's expanding value-added digital economy. It is imperative to investigate their well-being and working conditions to foster their commitment and further enhance the success of their respective platforms. Former Transportation Minister Wee Kar Siong furnished data regarding 1,242 accidents involving delivery riders that occurred from 2018 to May 2022. This distressing statistic encompassed 112 fatalities, 82 severe injuries, and 1,048 minor injuries (Hansard, 19 July 2022, col 1). In addition, findings from a survey conducted by the Malaysian Institute of Road Safety Research (MIROS) revealed that a substantial 70% of delivery riders demonstrated careless riding behaviour (Povera, 2021). Table 1 illustrates the distribution of negligence types as a percentage, underscoring the concerning state of delivery riders' insufficient commitment to adhering to road safety regulations.

Table 1: Type of Negligence versus Percentage

S/N	Negligence	%
1	Ran a red light	15%
2	Stopped at yellow boxes or pedestrian crossings	57%
3	Used phones while riding	15%
4	Drove against the traffic flow	7%
5	Illegals U-Turns	5%

Delivery platforms fail to provide delivery riders with social security measures, such as Employees Provident Funds (E.P.F.) and benefits provided by the Social Security Organization (SOCSO). Consequently, the welfare of these riders remains inadequate and unlike traditional employment, where permanent employees enjoy employment privileges under the Employment Act. Datuk Awang Hashim, the former deputy minister of human resources, noted that delivery riders and other gig workers fall outside the legal definition of an "employee" as specified in The Employment Act 1955 (Act 265), the Labour Ordinance (Sabah Chapter 67), and the Labour Ordinance (Sarawak Chapter 76) (Bernama, 2021). Research pertaining to income and social benefit protection issues experienced by gig workers on digital platforms is limited (Roy & Shrivastava, 2020). Despite extensive research on these variables in traditional business organizations, significant gaps in knowledge and practical application persist within the evolving gig economy, necessitating further investigation is essential.

Herrera and Rosas (2021) proposed that future research should focus on emerging topics associated with socioeconomic changes, such as the new generations and talent retention. It should also delve into less explored yet significant areas, including diversity management, psychological contracts, and organizational commitment.

LITERATURE REVIEW

ORGANIZATION COMMITMENT

Eslami and Gharakhani (2012) characterized commitment as a state of having consistent attitudes, values, and behaviour, which signifies disapproval of alternative actions while Zayas et al. (2015) is defined organizational commitment as an emotional connection to one's work and a harmonious alignment with the organization's values. It is often depicted as a strong bond with the organization (Raza & Nawaz, 2011), with Iqbal (2010) delving into its connection with factors such as age, tenure, and educational background. For enhancing commitment, Priyanka (2022) suggested that improving job satisfaction and the quality of work-life are crucial steps while Wu and Chen (2018) have underlined the importance of maintaining competitive advantages to foster commitment. Jussila et al. (2012) emphasized its role in securing long-term success. Meyer and Allen's Tri-Dimensional Model (1997) further categorizes commitment into three distinct dimensions: affective, continuance, and normative commitment. Benkarim and Imbeau (2021) have stressed the significance of affective commitment in achieving organizational objectives.

HUMANISTIC LEADERSHIP

Yang et al. (2020) emphasized that humanistic leadership constitutes a mutually reinforcing approach that places value on employees, exhibits care for the organization's mission and cultivate a sense of community. This leadership style is characterized by its interconnected dimensions of human dignity, ethical contemplation, and stakeholder engagement (Pirson & Lawrence, 2010). Humanistic leadership not only promotes the long-term well-being of individuals but also treats them with dignity and nurtures their growth. It exerts a positive influence on intrinsic motivation, synergistic extrinsic motivation, and creativity (Runco et al., 2017). Responsible leadership, encompassing an ethical stakeholder culture, equitable human resource practices, and employee training, is a vital component (Ono & Ikegami, 2020). Humanistic leadership places a high value on personal development, striking a balance between individual and organizational needs, and fostering a positive work environment. It prioritizes employee well-being and ethical decision-making over the interests of shareholders (Ono & Ikegami, 2020).

Modern digital leadership presents various challenges, including effective communication, trust-building, and performance monitoring (DasGupta, 2011) and by incorporating humane principles not only contributes to the creation of a prosperous society but also places a strong emphasis on the well-being of individuals.

PERCEIVED ORGANIZATIONAL SUPPORT

Perceived Organizational Support (POS), which refers to employees' perceptions of their employer's value their contribution and concern for their well-being, has a substantial impact on job satisfaction and motivation (Eisenberger et al, 1986). Prioritizing employee needs is imperative for leaders aiming to retain and enhance employee well-being (Pawar, 2016) as POS significantly influences employee behavior, attitude, performance, and overall well-being (Kurtessis et al., 2017). Conversely, organizational politics and work-family conflict exhibit a negative correlation with POS (Fiaz & Qureshi, 2021).

Leaders are tasked with addressing psychological issues that can lead to disengagement, empathy burnout, and turnover (Robertson & Cooper, 2010). Welfare benefits and proactive support contribute to the enhancement of employee welfare and commitment (Baldschun, 2014; Rhoades & Eisenberger, 2002). Employees perceive workplace conflict as less stressful when they view their organization as supportive (Marchand & Vandenberghe, 2015). Organizational Support Theory (OST) revolves around employees' perceptions of their organization's value and concern for their well-being (Neves & Eisenberger, 2014) while employees anticipate support in exchange for their efforts, rendering OST critical for employee commitment and organizational success (Shukla & Rai, 2015). Lower POS is associated with

reduced commitment and a greater intention to leave (Eisenberger et al.,1997). POS is also influenced by psychological health, positive attitudes, and teamwork (Hayton et al., 2012). Employees who feel undervalued report lower job satisfaction, higher turnover intentions, and diminished organizational commitment (Eisenberger et al., 1997). Kurtessis et al. (2017) argued that OST's predictive ability extends to factors such as leadership, relationships, human resource practices, and working conditions. Effective leadership, governance, and suitable working conditions play a pivotal role in bolstering commitment, and future research should delve into the realm of ineffective human resource management and the role of POS in mediating dissatisfaction with welfare.

THEORY AND RESEARCH FRAMEWORK

SOCIAL EXCHANGE THEORY

Social Exchange Theory (SET) is a sociological and management theory that offers an insightful perspective by blending concepts from economics and behavioural psychology (Zoller & Muldoon, 2018). It provides a comprehensive framework for comprehending individual reactions within the workplace and has found applications in various domains, including job performance, turnover, justice, organizational support, personality studies, job satisfaction, and organizational commitment (Ibrahim et al., 2020). According to Blau (1964), SET underscores the significance of maintaining an equilibrium between giving and receiving in interpersonal behavioural interactions. This theory aids organizations and leaders in understanding their roles in nurturing employee responsibilities, cultivating positive work attitudes, and reaping future benefits. The foundation of employer-employee relationships hinges on equitable social exchange dynamics, where employees who perceive fair distribution of organizational rewards tend to be more engaged and exhibit improved performance (Yin, 2018). Employees reciprocate by maintaining a positive attitude, embracing a favourable work environment, and embracing appealing benefits through a series of interactions that foster interdependent obligations (Cropanzano & Mitchell, 2005).

Positive social exchange is mutually beneficial for both the organization and its employees, fostering enduring relationships with shared benefits (Ko & Hur, 2013). Continuous social exchange practices unfold through communication, and the nature of exchange can be categorized as economic or social based on factors like investment level, obligation, trust, immediacy, and the interplay of financial versus socio-emotional aspects (Shore et al., 2009). Comprehending SET is imperative for grasping workplace behaviour as it sheds light on the dynamics of employer-employee relationships, the impact of rewards and obligations, and the role of trust and reciprocity in shaping organizational outcomes (Cropanzano & Mitchell, 2005). Figure 1 illustrates the interconnectedness of variables within the research framework.
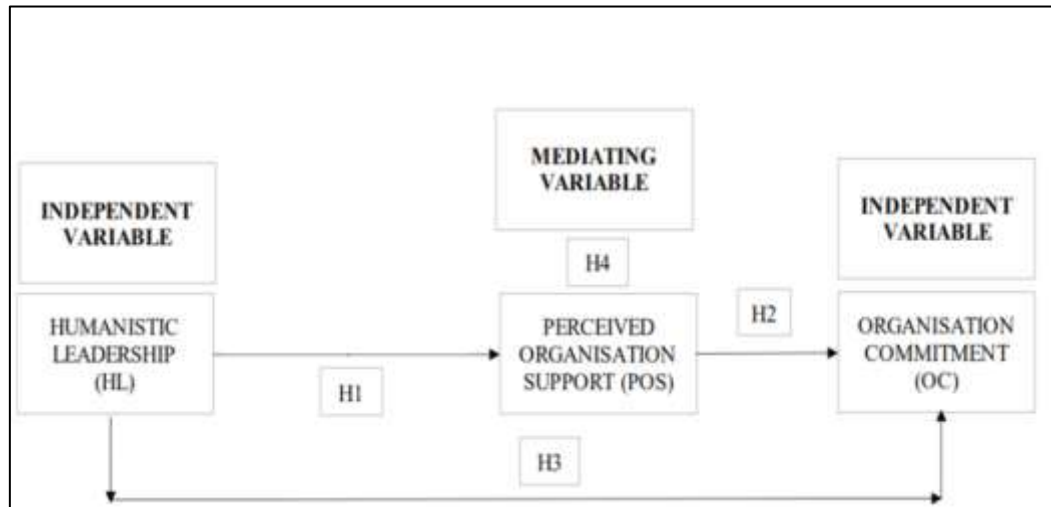
Figure 1: Research framework

HYPOTHESES DEVELOPMENT

In the quest for material wealth, contemporary societies often witness a decline in fundamental ethical values and interpersonal skills, giving rise to a prevailing individualistic outlook (Eleftheria & Antonios, 2022). In contrast, humanistic leaders prioritize the well-being of individuals over profits. They achieve this by treating employees with respect, trust, and care, thereby cultivating a supportive work environment, and enhancing perceived organizational support (Eleftheria & Antonios, 2022). Inclusive leadership, characterized by receptivity to employees' ideas and a genuine appreciation of their contributions, is linked to increased POS and a propensity for innovative behavior (Qi et al., 2019). Similarly, servant leaders who prioritize the welfare of their followers have a positive impact on POS (Hayton et al., 2012; Huning et al., 2020). Research has demonstrated that transformational leadership can also positively influence POS when it exhibits attributes such as individual consideration, charisma, intellectual stimulation, and inspirational motivation (Engelbrecht & Olorunjuwon, 2019). These research findings underscore the substantial and favourable influence of leadership behavior on the quality of POS. Hence, it is reasonable to hypothesize a significant relationship between humanistic leadership and perceived organizational Support.

H_1: There is a significant relationship between humanistic leadership and perceived organisational support.

Numerous studies (Eisenberger et al., 1990; Eisenberger et al., 2001; Rhoades et al., 2001) have consistently demonstrated a positive and noteworthy connection between various factors influencing perceived organizational support and organizational commitment. Employee well-being encompasses components like work engagement, job satisfaction, and employee commitment (Torrents, 2022). Within the gig economy context, welfare has been recognized as a pivotal factor affecting employee relationships, productivity, and turnover (Turner & Gill, 2019). Nurturing employee development, safety, and favourable working conditions are crucial for fostering organizational commitment (Dezmar-Krainz, 2015). Taking care of employees' needs not only positively impacts customer satisfaction and productivity (Amin & Akbar, 2013), but also correlates with higher levels of employee commitment, facilitated by a robust POS and an efficient welfare system (Rhoades & Eisenberger, 2002).

Aube et al. (2007) underscored the significance of cultivating a sense of support among employees to enhance their commitment. While certain studies establish a significant positive

correlation between POS and OC (Rhoades & Eisenberger, 2002; Aube et al., 2007), others do not find the same relationship (Suhermin, 2022; Riska et al., 2023). The intricacies of the connection between POS and OC warrant further research for a comprehensive understanding. Consequently, it is reasonable to hypothesize a significant relationship between perceived organizational support and organizational commitment.

H_2: There is a significant relationship between perceived organisational support and organisation commitment.

Establishing positive employee relations is crucial for attaining organizational objectives (Yadav et al., 2022). Leadership styles have been consistently observed to exert a substantial impact on organizational commitment (Dick, 2011; Jackson et al., 2013; Kim, 2012). Humanistic leadership, marked by respectful working relationships, and paternalistic leadership, which aims to humanize the workplace, have both been shown to boost employee commitment (Erben & Guneser, 2008). Moral leadership, by demonstrating integrity and fulfilling obligations, can influence normative commitment (Erben & Guneser, 2008). Transformational leadership, by emphasizing individual consideration, charisma, intellectual stimulation, and inspirational motivation, can foster a positive influence on organizational commitment (Bass, 1985). Conversely, authoritarian leadership styles can elicit organizational commitment through behaviors that inspire fear and control (Erben & Guneser, 2008). Employee commitment has been found to rise in response to the directive, participatory, and supportive leadership behaviors (Yiing & Ahmad, 2009). Considerate leadership styles have a beneficial impact on organizational commitment (Lok & Crawford, 2004). According to Dale and Fox (2008), considerate leadership and initiating structure are effective predictors of organizational commitment. Ismail et al. (2011) argued that transformational leadership, employee empowerment, and organizational commitment are all significantly positively correlated while Lo et al. (2010) uncovered that intellectual stimulation, idealized influence, and inspirational motivation directly impact affective and normative commitment. A wide array of leadership styles, including humanistic, paternalistic, moral, transformative, and directive, has been associated with a positive influence on organizational commitment (Lok & Crawford, 2004; Zahra, 2015). Effective leadership and fostering good employee relations are essential for achieving organizational objectives and building long-term, sustainable businesses. As a result, it is reasonable to hypothesize a significant relationship between humanistic leadership and organizational commitment.

H_3: There is a significant relationship between humanistic leadership and organisation commitment.

Peng et al. (2022) underscored the pivotal role of Perceived Organizational Support (POS) as a mediator in shaping various employee outcomes. According to Lamprinou et al. (2021), servant leadership exerts an influence on POS, and this relationship is entirely mediated by POS, impacting job burnout and work-life balance. By emphasizing organizational support for employees' socio-emotional needs, Huning et al. (2020) postulated that servant leaders significantly affect POS. POS has been revealed to act as a mediator between servant leadership and empowerment (Jiang & Liang, 2019) and between structuring leadership and affective commitment (Gaudet & Tremblay, 2017). Lee (2010) has highlighted that POS plays a mediating role in the relationship between ethical leadership and organizational commitment. In the context of examining the connection between compensation satisfaction and employee outcomes, Miceli and Mulvey (2000) stressed that the mediating function of POS.

Organizational Support Theory underscores the importance of discretionary organizational treatment and the subsequent sense of indebtedness, encouraging employees to feel obligated to reciprocate towards their organization (Wayne et al., 1997). Humanistic leadership can meet employees' needs while also instilling a sense of obligation within the employee-employer

relationship, as proposed by Blau (1964) and substantiated by Eisenberger et al. (1986). POS has been identified as a mediator in relationships involving career-related factors, rewards, supervisory support, and affective commitment (Gaertner & Nollen, 1989; Tansky & Cohen, 2001; Rhoades et al., 2001). According to Asgari et al. (2020), POS mediates the relationship between transformational and transactional leadership styles and organizational citizenship behavior. Considering these findings, it is reasonable to hypothesize that Perceived Organizational Support acts as a mediator in the relationship between humanistic leadership and organizational commitment.

H₄: Perceived organisational support mediates the relationship between humanistic leadership and organisation commitment.

METHODOLOGY

SAMPLING

This research adopted a quantitative approach and focused on Malaysian delivery riders as the unit of analysis. The research employed convenience sampling, where the online survey questionnaire was distributed within two months to social media groups dedicated to delivery riders. The sample comprised 161 delivery riders who actively participated in the survey. The sample size, ranging from 160 to 300, is considered suitable for conducting multivariate statistical analysis methods such as PLS-SEM (Memon et al., 2020). The survey instrument utilized a five-Likert Scale to measure delivery riders' perceptions of organizational commitment, humanistic leadership and perceived organizational support.

RESEARCH INSTRUMENT

Section A of the survey questionnaire was designed to gather information about the respondents' demographic profile, including gender, ethnicity, age, education level, marital status, monthly income, working area, years of employment, number of hours worked per week, and employer-provided schemes. These demographic variables provide background information about the respondents, although they are not exact measurements of the variables of interest (Breaugh, 2008).

In Section B, organisational commitment was measured using a questionnaire adapted from Allen and Meyer (1990) research to assess delivery riders' commitment to their work. Section C focused on the seven dimensions of humanistic leadership adapted from various research papers. C1, "Building a company philosophy aimed at the prosperity of society and the well-being of people," was adapted from Qu et al. (2021) assessing the extent to which a company invests in and promotes social and welfare initiatives. C2, "Being aware of one's weaknesses," was adapted from Qu et al. (2021) related to employee humane appraisals focusing on moral behaviour, and work assessment to review employee performance for improvement. C3, "Listening to Others," was adapted from Liao et al. (2021) and measured humanistic professional awareness focusing on supervisors' listening and empathy when interacting with employees and stakeholders. C4, "Improving oneself," was adapted from Zawadzka (2014) assessed a person's attitude towards self-improvement. C5, "Developing people," was adapted from Qu et al. (2021) related to providing training to improve employees' soft skills and conducting sessions to discuss social and humanistic values.

C6, "Respecting people," was adapted from Qu et al. (2021) related to providing effective social security and good welfare conditions while respecting employees as humans. C7, "Making a profit for society," was adapted from Qu et al. (2021) related to a company's efforts to stay competitive in the market to provide job security for employees. In Section D, the perceived organizational support questionnaire, serving as a mediating variable, was adapted from

Eisenberger et al. (1986) and evaluate how delivery riders perceive their company's support for employee welfare, work-related issues, and recognition of employee contributions.

Table 2: Dimension of Questionnaire

Section	Variables	Number of Items	Sources
A	Demographic Profile	10	Research, Analytics and Information Technology (RAIT) and Bumiputera Agenda Leader Unit (TERAJU) (2021).
B1	Organisation Commitment: Affective Commitment	4	Allen and Meyer (1990)
B2	Organisation Commitment: Continuance Commitment	4	
B3	Organisation Commitment: Normative Commitment	4	
C1	Humanistic Leadership: Building a Company Philosophy Aimed at the Prosperity of Society and the Well-Being of People	4	Qu et al. (2021)
C2	Humanistic Leadership: Being Aware of One's Weaknesses	4	
C3	Humanistic Leadership: Listening to Others	4	Liao et al. (2021)
C4	Humanistic Leadership: Improving oneself	4	Zawadzka (2014)
C5	Humanistic Leadership: Developing People	4	Qu et al. (2021)

C6	Humanistic Leadership: Respecting People	4	
C7	Humanistic Leadership: Making a Profit for Society	3	
D	Perceived Organisational Support	4	Rhoades and Eisenberger (2002).

RESULT AND DISCUSSION

For data analysis and interpretation, statistical software tools such as SPSS 29 and SmartPLS4 were utilized. The survey data were analyzed, and the respondents' feedback, primarily from delivery riders, was used for the analysis. A frequency table was generated to illustrate the distribution of the items in the survey. Table 3, titled "Respondent Profile Frequency Table," presents a detailed summary of the respondent profile, offering a comprehensive overview of the survey participants.

Table 3: Respondent Profile Frequency Table

	Demographic	Measurement	Freque	Percentage
1	Gender	Male	151	93.80
		Female	10	6.20
2	Ethnicity	Malay	144	89.40
		Chinese	3	1.90
		India	1	0.60
		Bumiputera	10	6.20
		Indigenous People	1	0.65
		Others	2	1.25
3	Age	18-30 years old	69	42.90
		31-40 years old	62	38.50
		41-50 years old	25	15.50
		51-60 years old	4	2.50
		61 years old and above	1	0.60
4	Education Level	SPM	68	42.20
		Professional/skills Certification	20	12.40
		STPM/Diploma	42	26.10
		Bachelor's degree	29	18.05
		Master/PhD	2	1.25
5	Marital Status	Single	68	42.20
		Married	88	54.70
		Divorcee	2	1.20
		Widower	3	1.90
6		Less than RM1,499	73	45.30
		RM1,500-RM2,000	39	24.20

	Average monthly income as riders	RM2,001-RM2,500	20	12.40
		RM2,501-RM3,000	12	7.50
		RM3,001 RM3,500	8	5.00
		RM3,501 above	9	5.60
7	Which area do you work	Klang Valley, Federal Territories,	99	61.50
		Johor, Melaka, Negeri Sembilan	27	16.80
		Perak, Pulau Pinang, Kedah, Perlis	18	11.20
		Pahang, Terengganu, Kelantan	6	3.70
		Sabah, Sarawak	11	6.80
8	Years of working as riders	Less than 1 year	32	19.90
		1-2 years	75	46.60
		3-4 years	47	29.20
		5-6 years	2	1.20
		7 years and above	5	3.10
9	How long do you work per week?	Below 45 hours	64	39.75
		46-83 hours	64	39.75
		84-125 hours	19	11.80
		126-168 hours	14	8.70
10	What are the benefits and schemes provided by the company?	EPF only	3	1.90
		SOCSO only	25	15.50
		Others benefit	18	11.20
		EPF and SOCSO	7	4.30
		EPF, SOCSO and Other benefits	6	3.70
		No benefit at all	102	63.40

The demographic profile of the respondents reveals that the majority were male (93.80%), with a smaller proportion being female (6.20%). In terms of ethnicity, the largest group was Malay (89.40%), followed by Bumiputera (1.90%), Chinese (0.60%), Others (1.25%), Indian (0.65%), and Indigenous people (0.60%). Regarding age distribution, the highest percentage fell within the 18 - 30 years age group (42.90%), followed by 31 - 40 years (38.50%), 41 - 50 years (15.50%), and 51 - 60 years (2.50%), while a smaller group was aged 61 years and above (0.60%). The educational background of respondents indicated that the majority had completed SPM (48.20%), followed by STPM/Diploma (26.10%), bachelor's degree (18.05%), Professional/Skills Certification (12.40%), and Master's/PhD degree (1.25%). In terms of marital status, most were married (54.70%), followed by singles (42.20%), widowers (1.90%), and divorcees (1.20%). The monthly income distribution showed that the majority earned less than RM1499 per month (45.30%), followed by RM1500 - RM2000 (24.20%), RM2001 - RM2500 (12.40%), RM2501 - RM3000 (1.50%), RM3501 and above (5.60%), and RM3001 - RM3500 (5.00%). In terms of working areas, the majority worked in Klang Valley, Federal Territories, and Selangor (61.50%), followed by Johor, Malacca, and Negeri Sembilan (16.80%), Perak, Pulau Pinang, Kedah, and Perlis (11.20%), Sabah and Sarawak (6.80%), and Pahang, Terengganu, and Kelantan (3.70%). Years of working experience as delivery riders showed that the largest group had 1 - 2 years of experience (46.60%), followed by 3 - 4 years (29.20%), less than one year (19.90%), 7 years and above (3.10%), and 5 - 6 years (1.20%).

Weekly working hours varied, with most working less than 45 hours per week (39.75%), followed by 46 - 83 hours (39.75%), 84 - 125 hours (11.80%), and 126 -168 hours (8.70%). As for company benefits and schemes, the majority reported having 'No benefit at all' (63.40%), while some had SOCSO alone (15.50%), 'other benefits' (11.20%), EPF and SOCSO (4.30%), and EPF, SOCSO, and other benefits (3.70%), and the smallest group received EPF alone (1.90%).

ASSESSMENT OF MEASUREMENT MODEL ON LOWER ORDER CONSTRUCT

FACTOR LOADING

Factor loading represents the intensity of the correlation between each item within the correlation matrix and a particular principal component. Larger absolute values signify a more robust connection between the items and the fundamental factor. Factor loadings can span from -1.0 to +1.0 (Pett et al., 2003), and it is advisable to discard them when they fall below the suggested threshold of 0.50 (Hair et al., 2016). It's noteworthy that in this investigation, no factor loadings were eliminated, as all latent variables exhibited values exceeding the 0.50 threshold.

INDICATIVE MULTICOLLINEARITY

The Variance Inflation Factor (VIF) is a tool used to assess the presence of multicollinearity among indicators (Fornell & Bookstein, 1982). Values below 10 are considered acceptable (Kline, 2016), while values exceeding 10 suggest a high correlation (Gareth et al., 2013). Conversely, values below 10 indicate low multicollinearity (Hair et al., 2010). It is noteworthy that in this study, all VIF values were below 10, signifying acceptable levels of multicollinearity. Multicollinearity statistics (VIF) for individual items can be found in Table 4.

Table 4: Multicollinearity Statistics (VIF) for Items

Items	VIF
AC1	1.905
AC2	1.504
AC3	1.440
AC4	1.746
CC1	1.697
CC2	1.786
CC3	2.089
CC4	1.680
NC1	1.241
NC2	1.757
NC3	1.770
NC4	1.984
HL1-1	1.730
HL1-2	2.206
HL1-3	2.906
HL1-4	3.120
HL2-1	1.980
HL2-2	3.286
HL2-3	2.109
HL2-4	2.920
HL3-1	5.980
HL3-2	8.174
HL3-3	9.178
HL3-4	8.471
HL4-1	3.423
HL4-2	4.912
HL4-3	4.948
HL4-4	3.186
HL5-1	6.023

HL5-2	6.022
HL5-3	6.812
HL5-4	3.684
HL6-1	2.191
HL6-2	3.215
HL6-3	2.388
HL6-4	2.409
HL7-1	2.030
HL7-2	2.813
HL7-3	3.014
POS1	6.102
POS2	7.552
POS3	8.275
POS4	7.718

RELIABILITY ANALYSIS

Reliability refers to the extent of stability and consistency exhibited by a measuring instrument (Mark, 1996). It is a metric used to gauge the precision of error-free measurement. In this study, Cronbach's alpha was employed to assess the internal consistency and the relationships among items within the questionnaires. A coefficient of 0.70 or higher is typically indicative of a reliable scale.

Cronbach Alpha and Composite Reliability (CR) are two of the most widely used methods for evaluating reliability. The obtained values are presented in Table 5, with Cronbach Alpha values ranging from 0.737 to 0.971 and Composite Reliability values ranging from 0.838 to 0.979. All variables in the study exhibit reliability statistics exceeding 0.70 (Hair et al., 2011) and accepted.

Table 5: Construct Reliability Analysis (Cronbach's Alpha and Composite Reliability)

	Cronbach's alpha	Composite Reliability
AC	0.781	0.858
CC	0.824	0.882
NC	0.737	0.838
HL1	0.838	0.892
HL2	0.886	0.921
HL3	0.971	0.979
HL4	0.939	0.956
HL5	0.957	0.969
HL6	0.893	0.926
HL7	0.880	0.926
POS	0.965	0.975

CONVERGENT VALIDITY

Convergent validity pertains to the level of agreement observed among multiple measurement attempts. When measurements accurately gauge the same concept, there should be a significant correlation between them (Bagozzi et al., 1991). If the Average Variance Extracted (AVE) value equals or surpasses the recommended threshold of 0.50, Convergent Validity is achieved (Fornell & Larcker, 1981). Table 6 displays the AVE values for each Construct Convergent Validity, and the study's AVE statistics range from 0.603 to 0.921. These results indicate that

all constructs surpass the 0.50 threshold, thus confirming the establishment of convergent validity.

Table 6: Construct Convergent Validity (AVE)

	Average variance extracted (AVE)
AC	0.603
CC	0.648
NC	0.570
HL1	0.675
HL2	0.746
HL3	0.921
HL4	0.844
HL5	0.886
HL6	0.758
HL7	0.807
POS	0.906

DISCRIMINANT VALIDITY – FORNELL AND LARKER CRITERION

Discriminant validity, as outlined by Fornell and Larcker (1981), is confirmed when the square root of the Average Variance Extracted (AVE) for a construct exceeds its correlation with all other constructs. In this study, it was observed that the square root of AVE for each construct exceeded its correlation with other constructs, providing compelling evidence in support of discriminant validity. Refer to Table 7 for the Fornell and Larcker Criterion for Discriminant Validity.

Table 7: Discriminant Validity: Fornell and Larcker Criterion

	AC	CC	HL1	HL2	HL3	HL4	HL5	HL6	HL7	NC	POS
AC	**0.776**										
CC	0.493	**0.805**									
HL1	0.429	0.259	**0.821**								
HL2	0.477	0.205	0.579	**0.864**							
HL3	0.366	0.203	0.526	0.506	**0.960**						
HL4	0.207	0.181	0.143	0.236	-0.025	**0.918**					
HL5	0.401	0.104	0.559	0.606	0.576	0.199	**0.941**				
HL6	0.410	0.078	0.522	0.635	0.667	0.065	0.731	**0.870**			
HL7	0.409	0.202	0.566	0.671	0.641	0.159	0.656	0.759	**0.898**		
NC	0.449	0.395	0.518	0.462	0.460	0.197	0.435	0.427	0.435	**0.755**	
POS	0.441	0.179	0.555	0.586	0.713	0.072	0.693	0.793	0.776	0.433	**0.952**

DISCRIMINANT VALIDITY – HETEROTRAIT AND MONOTRAIT RATIO (HTMT)

Discriminant validity was assessed by examining the Heterotrait-Monotrait (HTMT) correlation ratio (Henseler et al., 2015) and ensuring that it was less than 0.90. The results presented in Table 8 indicate that all values in the study were below the 0.90 threshold, confirming the presence of discriminant validity.

Table 8: Discriminant Validity: Heterotrait and Monotrait Ratio (HTMT)

	AC	CC	HL1	HL2	HL3	HL4	HL5	HL6	HL7	NC	POS
AC											
CC	0.626										
HL1	0.515	0.309									
HL2	0.568	0.225	0.662								
HL3	0.409	0.215	0.570	0.544							
HL4	0.233	0.191	0.167	0.257	0.051						
HL5	0.463	0.114	0.604	0.657	0.595	0.206					
HL6	0.482	0.105	0.584	0.713	0.716	0.099	0.789				
HL7	0.479	0.229	0.647	0.760	0.692	0.175	0.713	0.855			
NC	0.570	0.512	0.660	0.568	0.530	0.269	0.507	0.506	0.528		
POS	0.502	0.196	0.603	0.633	0.736	0.091	0.720	0.855	0.840	0.495	

ASSESSMENT OF STRUCTURAL MODEL

VARIANCE INFLATION FACTOR (VIF)

The Variance Inflation Factor (VIF) analysis was conducted to evaluate collinearity. VIF values greater than 5.0 indicate collinearity (Hair et al., 2021). In this model, the VIF value obtained was less than 5.0, indicating that collinearity was not a significant issue. The VIF results for the structural model are presented in Table 9.

Table 9: Structural Model VIF Result

	OC	POS
Humanistic Leadership (HL)	3.294	1.872
Perceived Organisation Support (POS)	3.294	-

ASSESSMENT OF SIGNIFICANCE AND RELEVANCE OF THE STRUCTURAL MODEL RELATIONSHIP

The structural path analysis was performed to assess the coefficients of the relationships between variables and their statistical significance. The results of the relationships are presented in Table 10. H_1 aimed to investigate the relationship between humanistic leadership and perceived organizational support. The findings indicate a significant positive relationship between humanistic leadership and perceived organizational support ($\beta = 0.678$, t = 12.285, P

< 0.001). Therefore, H_1 was supported. H_2 examined the relationship between perceived organizational support and organization commitment. The results show an insignificant relationship (β = -0.026, t = 0.188, P < 0.425) and as a result, H_2 was not supported. H_3 explored the relationship between humanistic leadership and organization commitment. The findings revealed a significant and positive relationship between humanistic leadership and organization commitment (β = 0.613, t = 4.948, P < 0.001). Thus, H_3 was supported.

Table 10: Direct Relationships

Hypotheses	B	SE	T	P values	Results
H1: HL -> POS	0.678	0.055	12.285	0.000	Supported
H2: POS -> OC	-0.026	0.136	0.188	0.425	Not Supported
H3: HL -> OC	0.613	0.124	4.948	0.000	Supported

Note: B = Beta Coefficient, SE = Standard Error, T = t-Statistics, P = Probability value, relationship is significant at P < 0.001.

ASSESSMENT OF MEDIATION

A mediation analysis was conducted to investigate whether perceived organizational support roles as a mediator in the relationship between humanistic leadership and organization commitment. The results are presented in Table 11. H_4 proposed that the indirect effect of HL on OC, mediated by POS, would be insignificant (H4: β = -0.017, t = 0.186, P = 0.426). The total effect of HL on OC was significant (β = 0.596, t = 10.631, P < 0.001), and the direct effect of HL on OC was also significant (β = 0.631, t = 4.948, P < 0.001) regardless of POS. These results suggest that POS does not mediate the relationship between HL and OC. Therefore, H_4 was not supported.

Table 11: Mediation Analysis Result

Total Effect (HL - OC)		
Coefficient	T-Value	P value
0.596	10.631	0.000
Direct Effect (HL - OC)		
Coefficient	T-Value	P value
0.613	4.948	0.000 (Significant). Direct only. No mediation.

Indirect Effects of HL on OC			
Coefficient	SE	T-Value	P value
-0.017	0.094	0.186	0.426 (Not significant)

CONCLUSION AND RECOMMENDATIONS

This study successfully replicates the real-world conditions in the p-hailing industry, shedding light on the challenges faced by riders in terms of the lack of organizational leadership and support. By establishing and testing an integrated model that links humanistic leadership to organizational commitment, this study adds significant knowledge to the domain of leadership and provides valuable insights for business leaders, policymakers, platforms, and stakeholders. The findings of this study highlight that humanistic leadership, characterized by traits such as empathy, trust, and employee development, has a significant positive relationship with both organizational commitment and perceived organizational support. This suggests that business leaders who adopt a humanistic leadership approach are more likely to foster support and improved commitment from riders. The study also revealed that perceived organizational support did not have a relationship with organizational commitment and failed the role of a mediator. This implies that riders' perceptions of their organization's support may not be a

primary factor influencing their priority at this moment. Other variables beyond perceived support may play a more substantial role in determining commitment levels among p-hailers such as better income structure.

In conclusion, this study provides empirical evidence of the effectiveness of humanistic leadership in improving organizational outcomes, contributing to the literature on the significance of this less-explored leadership style. Platform leaders are encouraged to recognize the value of humanistic leadership and its potential to enhance organizational support and commitment, and sustainability of the online food delivery ecosystem.

THEORETICAL AND PRACTICAL CONTRIBUTIONS

This study delved into Ono and Ikegami (2020) humanistic leadership model and its relationship with organizational support and commitment. The research examined the underlying mechanisms of this model and its relevance to the other assigned variables. Understanding the factors that influence commitment is of paramount importance, and appropriate actions should be taken to address these factors. The practical implications of this study are noteworthy, emphasizing the critical role of humanistic leadership and digital platform accountability. The study highlights that poor commitment poses a risk to businesses, underscoring the importance of implementing humanistic programs to enhance humanistic leadership within the platforms which eventually extend better support scope which could align with delivery rider's needs. Additionally, conducting forums to improve employer-employee engagement can bring opportunities to understand the prolonged work condition issues, improving support and benefiting the stakeholders.

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