FACTOR INFLUENCE JOB SATISFACTION AMONG P-HAILING RIDERS IN KLANG VALLEY, MALAYSIA

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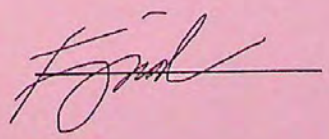

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Abstract

The gig economy has long been one of the key areas of employment in the development of the global economy, and P-hailing is one of them that is becoming increasingly popular. In Malaysia, the number of P-hailing riders showed a significant increase when the Movement Control Order (MCO) was enforced in March 2020, in response to the COVID-19 pandemic. P-hailing services have become an important field of employment in Malaysia, particularly during the COVID-19 pandemic, as the gig economy's rapid growth has transformed labor markets globally. Although p-hailing riders offered essential services during times of constrained mobility, they nevertheless have to deal with issues like unstable income, long workdays, and inadequate social protection. These circumstances raise questions about their well-being, job happiness, and the viability of gig labor. This study examines the connections between Malaysian p-hailing riders' job satisfaction, income stability, and work-life balance. Based on survey data mostly from riders in Selangor and Kuala Lumpur, the study looks at how riders' opinions of their employment are affected by unpredictable timetables, varying wages, and economic influences. By offering localized information on gig workers' experiences in Malaysia a setting that is frequently ignored in international scholarship, the findings seek to close a significant research gap. The work informs policymakers about how to improve rider welfare, adds to the scholarly conversation on labor precarity, and provides useful insights for platform providers. The research emphasizes the significance of evidence-based interventions to guarantee the long-term survival of p-hailing services and the resilience of Malaysia's gig economy by highlighting the relationship between personal well-being and economic stability.

Keywords: Gig economy, P-hailing, rider welfare, safety risk, financial security, career development.

Abstrak

Ekonomi GIG telah lama menjadi salah satu bidang pekerjaan penting dalam pembangunan ekonomi global, dan p-hailing merupakan salah satu sektor yang semakin mendapat perhatian. Di Malaysia, jumlah penunggang p-hailing menunjukkan peningkatan ketara apabila Perintah Kawalan Pergerakan (PKP) dikuatkuasakan pada Mac 2020 sebagai tindak balas terhadap pandemik COVID-19. Perkhidmatan p-hailing telah menjadi bidang pekerjaan yang penting di Malaysia, khususnya sepanjang pandemik, seiring dengan pertumbuhan pesat ekonomi GIG yang telah mengubah pasaran buruh di seluruh dunia. Walaupun penunggang p-hailing menyediakan perkhidmatan penting ketika mobiliti terhad, mereka tetap berdepan dengan isu seperti pendapatan yang tidak stabil, waktu kerja yang panjang, dan perlindungan sosial yang tidak mencukupi. Keadaan ini menimbulkan persoalan tentang kesejahteraan, kepuasan kerja, serta kelangsungan pekerjaan GIG. Kajian ini meneliti hubungan antara kepuasan kerja, kestabilan pendapatan, dan keseimbangan kerja-hidup dalam kalangan penunggang p-hailing di Malaysia. Berdasarkan data soal selidik yang dikumpul terutamanya daripada penunggang di Selangor dan Kuala Lumpur, kajian ini menilai bagaimana jadual kerja yang tidak menentu, kadar upah yang berubah-ubah, serta pengaruh ekonomi memberi kesan terhadap persepsi mereka terhadap pekerjaan. Dengan menyediakan maklumat berasaskan konteks tempatan mengenai pengalaman pekerja GIG di Malaysia suatu bidang yang sering diabaikan dalam kajian antarabangsa penemuan kajian ini berusaha menutup jurang penyelidikan yang signifikan. Hasil kajian ini memberi panduan kepada pembuat dasar dalam usaha meningkatkan kebajikan penunggang, menyumbang kepada perbincangan akademik mengenai ketidakstabilan buruh, serta menyediakan pandangan praktikal kepada penyedia platform. Kajian ini menekankan kepentingan intervensi berasaskan bukti untuk menjamin kelangsungan jangka panjang perkhidmatan p-hailing dan ketahanan ekonomi GIG di Malaysia dengan menyorot hubungan antara kesejahteraan peribadi dan kestabilan ekonomi.

Kata Kunci: Ekonomi GIG, P-hailing, kebajikan penunggang, risiko keselamatan, jaminan kewangan, perkembangan kerjaya

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P-hailing	Parcel-Hailing (On-demand goods delivery services)
SOCSO	Social Security Organisation (Pertubuhan Keselamatan Sosial)
EPF	Employees Provident Fund
GIG	Gig Economy
MCO	Movement Control Order
NGO	Non-Governmental Organizations
DOSM	Department of Statistics Malaysia (Jabatan Perangkaan Malaysia)
JPJ	Road Transport Department (Jabatan Pengangkutan Jalan)
MOT	Ministry of Transport
Penghantar	Persatuan Penghantar P-Hailing Malaysia

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

A gig economy is a temporary and part-time position labour market that is filled by independent workers and freelancers rather than full-time permanent employees, who may come from diverse backgrounds of academic qualifications, age, and skills. The term ‘gig’ is from the music world, where performers book a single or short-term slot or ‘gigs’ at various venues to perform.

According to the UK government, “the gig economy is the money exchange for labour between an organisation or individuals via digital platforms that actively facilitate matching between providers and customers, on a short-term and payment-by-task basis” (Charlton, 2021).

The Gig economy began centuries ago, but it was only in the mid-90s that it began to be recognized as a result of the development of information technology. Starting with the emergence of Craiglist around the 2000s Airbnb and Uber began to appear in the market, and until now, the list has grown, as the gig economy is growing rapidly as the internet and online business progress (Saguier, 2021).

The future of the gig economy in the US as a whole is equally as promising as the startling expansion of companies like Airbnb, Uber, and Lyft. The number of gig workers (57.3 million) was less than that of typical employees (102.7 million) in 2017.

However, by 2027, the numbers are predicted to flip, with traditional employees (83.4 million) surpassing gig workers (86.5 million).

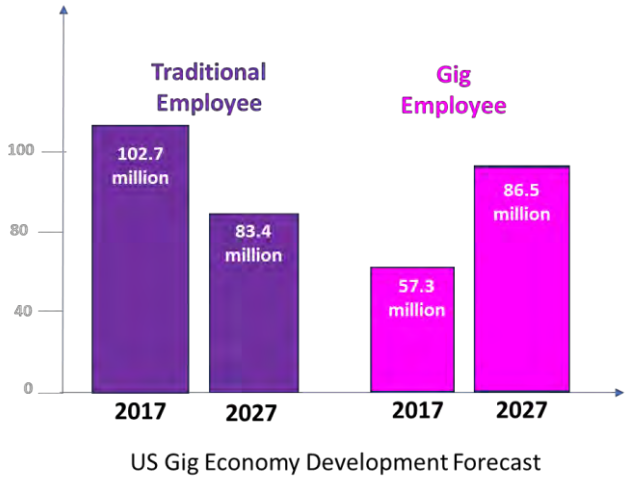

Figure 1.1: US Gig Economy Development Forecast (Gigonomic)

The Malaysian government had announced that the gig economy would be part of the 12th Malaysia Plan 2021-2025, identifying it as a new source of Malaysia's economic growth (Ahmad, 2021). Freelance jobs such as p-hailing, e-commerce delivery, and computer programming are among the most rapidly increasing in the gig economy in Malaysia, especially during the COVID-19 pandemic. Most of those involved with the gig economy are small traders who are unable to trade as a result of the movement control order (MCO), employees who are laid off as a result of the company suffering losses due to the loss of the effects of the pandemic, unemployed fresh graduates as well as housewives who work to help support the income of husbands affected by the determinant and the dropship, courier services, and food delivery are the most selected gig jobs by them.

Due to the pandemic lockdown, many have lost their jobs, some of them have been reduced to working hours or given unpaid leave, and some have only been given a portion of their actual salary so the only option they have is to engage with gig economy sectors. This is the main contributing factor to the high increase in the gig economy during the pandemic COVID-19.

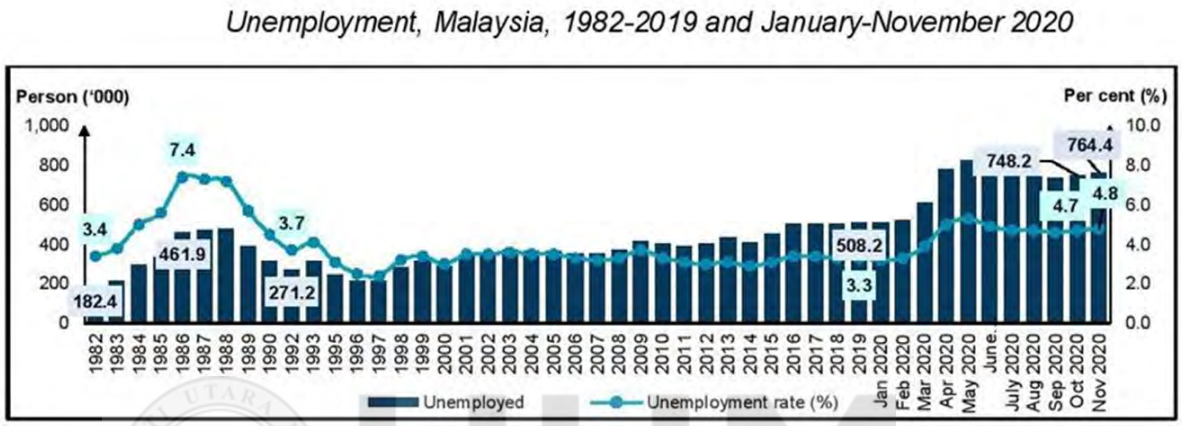

Figure 1.2: Unemployment in Malaysia ; 1982-2019 and Jan–Nov 2020(Department of Statistic Malaysia)

In an attempt to stop the spread of Covid-19, the MCO was implemented in March, April, and May 2020, causing the jobless rate in Malaysia to rise to an all-time high. In June, July, August, and September of last year, it finally began to recover, and in October, it increased marginally once again.

Figure 1.3: Loss of Employment (LOE) in Malaysia from 2019 to 2021 (PERKESO)

Figure 3 shows the loss of employment(LOE) in Quarter 1 and Quarter 2 of 2020 as per PERKESO (Pertubuhan Keselamatan Sosial) contributors' data. There was a sharp rise in Q1 and Q2 2020 due to the different Movement Control Orders (MCO) that have been implemented, which prevent the non-essential industries from physically operating their companies to stop the spread of Covid-19. Many firms were compelled to lay off employees during that time to reduce losses since they were unable to cover fixed expenditures in the absence of revenue.

Furthermore, as per government classification, the gig economy is closely associated with the "key" workers who are allowed to work under MCOs, causing the gig economy sector to explode and thrive throughout the pandemic. The Malaysian Digital Economy Corporation (MDEC) reported that some 2.2 million gig workers had already registered for various digitization supports (such as digital skills training and setting up businesses online), and the numbers were rising (Lim, 2022). P-hailing (*parcel hailing*) services are defined as delivering food, drink, and parcels using motorcycles. According to

statistics, there are 100,000 gig workers who are p-hailing raiders in Malaysia. The number keeps increasing drastically, especially involving young people as young as 15 years old (Povero, 2021). So it is not surprising that a total of 97.71 percent of gig workers in food and goods delivery services (p-hailing) in Malaysia are youths aged 15 to 30 (Azman, 2023) With the involvement of young people as p-hailing riders, where they are supposed to finish secondary school and then pursue higher education, p-hailing riders are seen as a threat that traps young people at the same level of education, which certainly masks their chances of progressing in careers in the future. In fact, for p-hailing raiders with higher education qualifications, the field of work in the gig economy sector will decrease their chances of higher positions and achieve the highest achievement in their careers.

The fact that in 2019 an estimated 390,000 or 72.1% secondary school or SPM leavers were not interested in continuing their studies at a higher level because of more attractive job opportunities in the gig economy sector, especially p-hailing riders, is alarming (Abas, 2022).

If this trend continues, what will happen to our country's mission to become a developed nation if it is expected to produce 500,000 scientists and engineers by 2020 to deal with the challenges of IR4.0?

P-hailing riders not only do not receive protection and advantages like permanent employees in a company, but they are also constantly exposed to the risk of accidents while working. According to statistical data released by the police's Traffic Enforcement and Investigation Department stated that a total of 2,576 deaths involving

motorcycle riders were recorded during the implementation of various stages of the Movement Control Order (MCO) within nine months and a total of 91 accidents cases related to p-hailing riders, which involves the delivery of parcels and food items using motorcycles which 64 cases involved light injuries and 10 cases of serious injuries while 17 cases resulted in death (Povero, 2021).

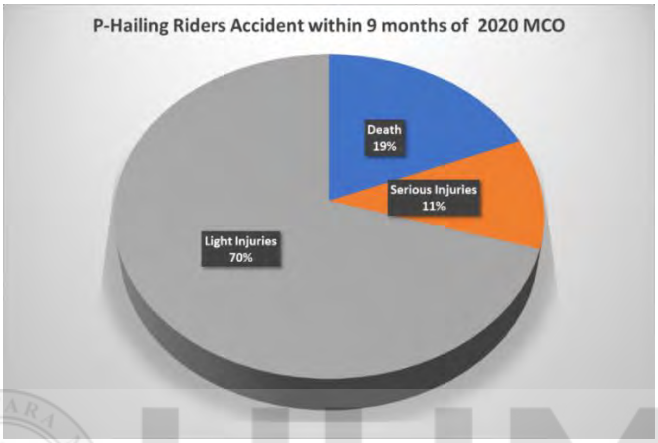

Figure 1.4: P-hailing Accident Within 9months 2020 MCO (Ministry of Transport Malaysia)

Even with P-hailing services' explosive expansion, users still struggle to balance their personal lives and financial stability. Many work long hours for little compensation, little downtime, and no official benefits. These circumstances cast doubt on their capacity to earn a steady income and preserve a positive work-life balance. Concerns over work-life balance and economic stability arise because gig labour frequently lacks the structure and benefits of regular employment, despite offering autonomy.

When mobility restrictions interrupted traditional supply chains during the COVID-19 epidemic, p-hailing riders were acknowledged as frontline service providers, ensuring

the continuation of daily life and trade (Zulkifly, 2023; Tahir & Palanisamy, 2023). Their position brought to light the significance and fragility of gig workers. The unstable character of platform-based work was highlighted by the fact that riders had to deal with erratic pay, long hours, and increased health hazards while demand for delivery services increased (Syahril, Norzaidi, & Junos, 2024; Radzlan et al., 2024). Job satisfaction is a major issue in this situation since it affects not only personal well-being but also workforce stability and service quality. Two crucial factors influence how satisfied p-hailing users are:

a. Work-Life Balance

The ability of people to handle their personal and family obligations in addition to their professional obligations is referred to as work-life balance. This balance is frequently supported in traditional employment by set hours and perks. Gig labour, such as p-hailing riders, however, presents both potential and difficulties. On the one hand, riders have the freedom to decide when to work, which enables them to fulfil personal or family obligations (Pilatti et al., 2024). However, the pressure to maintain a sufficient income often leads to excessive hours, erratic scheduling, and little downtime (Wheatley,2024). The conflict between flexibility and overwork is especially evident for p-hailing riders. Due to long workdays, many riders report feeling exhausted, having less time with their families, and having health issues. These elements directly impact their general job happiness and well-being. Therefore, it is essential to comprehend how riders manage their work-life balance to assess the viability of p-hailing as a profession.

b. Income Stability

Another major issue with gig labour is income consistency. In contrast to salaried workers, p-hailing riders' earnings are subject to change based on external expenses, such as gasoline and motorcycle maintenance, platform incentives, and customer demand (Zainuddin, 2022; Zahari, 2024). Riders may make a lot of money during peak times, but their income might drastically decline during off-peak periods or recessions. For riders who depend on p-hailing as their main source of income, this instability puts their financial security at risk and causes stress. The problem is made worse by Malaysia's rising cost of living. Riders find it difficult to budget for long-term expenses like housing, healthcare, or education when their income is unpredictable (Azman, 2023). As a result, their job happiness and general quality of life are greatly influenced by their financial stability.

c. Job Satisfaction

In organizational psychology, job satisfaction is a well-known concept that includes employees' emotional and mental assessments of their work experiences. While poor job satisfaction frequently leads to stress, disengagement, and turnover, high job satisfaction is associated with motivation, retention, and productivity (Wheatley, 2024). Many factors affect job satisfaction for p-hailing riders, but work-life balance and income stability are particularly important. Riders are more likely to express contentment if they believe that their jobs allow them to maintain their personal well-being and generate steady money. On the other hand, unhappiness, burnout, and attrition might result from poor balance and erratic

incomes (Whitehead, 2021). Analysing these connections is essential to comprehending Malaysia's p-hailing industry's sustainability.

The way these factors interact is particularly significant for Malaysia's post-pandemic economic recovery. Policymakers and platform providers are becoming more conscious of the reality that worker contentment and well-being are critical to the gig economy's viability. Problems like high turnover, poor service quality, and socioeconomic inequity may continue if riders' demands are not sufficiently attended to. Therefore, it is important to study the relationship between work-life balance, income stability, and job satisfaction among p-hailing riders. This study helps close a gap in the Malaysian setting, where there is still little empirical data despite the industry's explosive growth. The research attempts to influence organizational procedures, policy development, and social debate around the future of gig employment by offering insights into the factors that influence rider happiness.

1.1 Problem Statement

Despite the growing reliance on p-hailing services, riders still experience financial instability due to shifting consumer demand, platform-driven incentive schemes, and outside economic variables like traffic and fuel pricing. P-hailing riders' income is extremely erratic because they do not have regular pay, perks, or social security like typical employees do. In addition to endangering their financial security, this volatility raises stress levels and raises questions about the profession's long-term viability.

The experiences of P-hailing riders after the Covid-19 epidemic demonstrate the economic precariousness of Malaysia's gig economy employment. Due to strong demand and little competition, riders reported making between RM5,000 and RM6,000 per month during the lockdown. But by 2023, many riders were only earning between RM50 and RM100 a day due to a sharp decline in revenue. Reduced fare rates and the lack of governmental monitoring, which allows businesses to set their own prices, are blamed for this reduction.

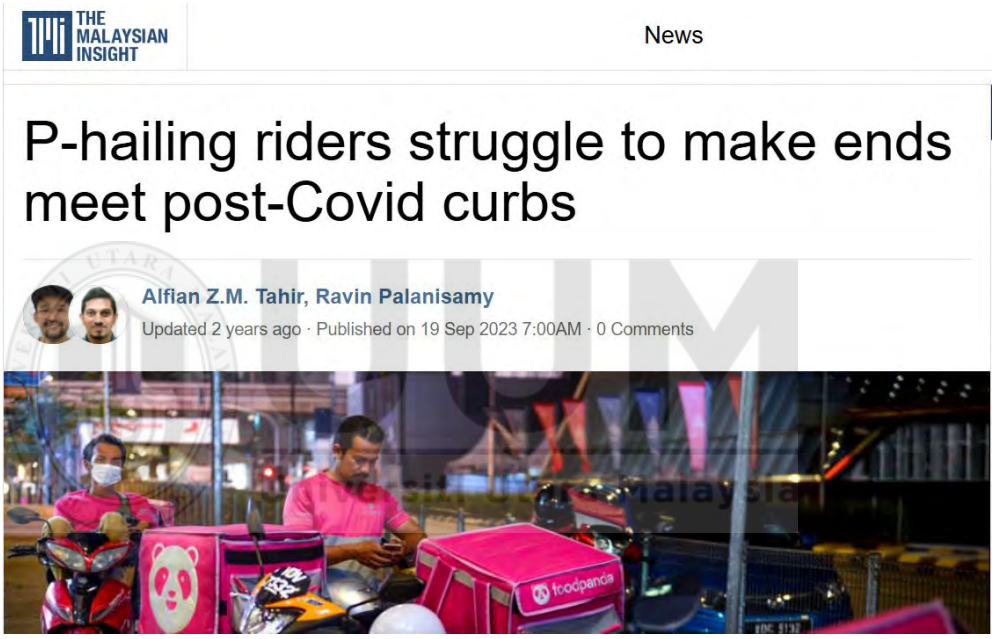

Figure 1.5 : P-Hailing Riders Facing Income Decline Post-Covid in Urban Malaysia

"Now we are on the losing end, while the p-hailing companies and consumers have all the advantage," stated Arif Asyraf Ali, head of the Grab Drivers Malaysia Association (Tahir & Palanisamy, 2023). These testimonials demonstrate the power disparity between platform operators and employees, highlighting the critical need for legislative

action to guarantee equitable compensation and long-term livelihoods in Malaysia's gig economy.

At the same time, work-life imbalance is frequently caused by the erratic and long hours needed to maximize earnings.

Figure 1.6 : Fatigue-Driven Accidents Among P-Hailing Riders in Malaysia's

In Malaysia's gig economy, fatigue from extended work hours has become a major issue, especially for p-hailing passengers. According to Zulhelmi Mansor, president of Persatuan Penghantar P-Hailing Malaysia (Penghantar), three to four incidents occur every week, and they are frequently linked to riders who work more than four hours straight without taking a break. This pattern is consistent with police data indicating a 20-fold rise in rider accidents in 2020 compared to the year before, as many riders put customer ratings and speed ahead of safety. In addition, riders must contend with

environmental concerns like hazardous roads, severe weather, and pollution exposure, all of which increase the likelihood of tiredness and accidents. The most common causes of accidents, according to recent studies, are risky behaviors including speeding and moving infractions, highlighting the critical need for occupational safety regulations and regulatory control (BERNAMA, 2023; Zulkifly, 2023; Schnicke, 2023).

Riders often have to give up personal time, family obligations, and sleep in order to fulfill delivery goals or react to moments of high demand. Their general quality of life, psychological health, and physical health are all significantly impacted by this imbalance, which raises questions regarding burnout and decreased job satisfaction.

Studies on gig workers around the world have shown comparable difficulties, highlighting the unstable nature of platform-based employment. However, there is still a dearth of empirical research in Malaysia, especially when it comes to analyzing how work-life balance and income stability interact to affect p-hailing riders' job satisfaction (Zulkifly, 2023). The majority of current research focuses on consumer viewpoints or broad gig economy trends, which leaves a gap in our knowledge of riders' actual experiences and satisfaction levels. Policymakers, platform providers, and labor activists have a problem due to this lack of regional evidence. Strategies to increase welfare, including minimum salary guarantees, flexible scheduling policies, or rider support programs, remain fragmented and reactive in the absence of comprehensive insights into the factors that determine rider satisfaction (Radzlan, Rahman, & Ismail,

2024). Closing this gap is essential since the gig economy's viability depends not just on consumer demand but also on the happiness and well-being of its employees.

Thus, in the post-pandemic setting of Malaysia, this study aims to examine the relationship between work-life balance, income stability, and job satisfaction among p-hailing riders. By doing this, it hopes to offer evidence-based suggestions that can influence organizational procedures, policy creation, and more general conversations about the future of gig labor in the nation.

1.2 Research Questions

The purpose of the research questions is to determine the importance and relative impact of economic and psychosocial elements on riders' overall work satisfaction in the gig economy.

RQ1: How does work-life balance influence Job satisfaction among P-hailing riders?

This inquiry investigates whether riders' overall job happiness is impacted by their capacity to manage personal obligations and professional demands. It takes into account elements that could interfere with riders' personal lives, such as erratic scheduling, long workdays, and the lack of formal job benefits. By answering this query, the study hopes to ascertain whether better work-life balance raises job satisfaction, lowers stress levels, and improves wellbeing.

RQ2: How does income stability affect Job satisfaction among P-hailing riders?

This inquiry looks at how riders' opinions of their jobs and levels of happiness are impacted by steady and dependable pay. It accounts for the volatility of gig economy income, which is impacted by shifting demand, platform incentives, and outside economic factors like fuel prices. The answer to this question will shed light on whether riders who have a steady income experience less financial stress and are more motivated, loyal, and satisfied.

These research questions work together to identify the main factors that influence job satisfaction in Malaysia's p-hailing industry. They offer a paradigm for examining how riders' experiences in the gig economy following the pandemic are shaped by the interplay between personal, work-life balance, and economic, income stability factors.

1.3 Research Objectives

This research objective aims to examine the relationship between work-life balance and Job satisfaction among p-hailing riders.

RO1: To examine the relationship between Work-Life Balance and Job Satisfaction among P-hailing riders.

The goal is to determine how riders' overall job satisfaction is influenced by their ability to balance personal obligations with professional duties. In the p-hailing industry, where passengers often face erratic schedules, lengthy workdays, and pressure to maximize profits, maintaining a work-life balance is especially crucial. By examining this relationship, the study hopes to determine

whether better work-life balance raises riders' job satisfaction, lowers their stress levels, and enhances their wellbeing.

RO2: To examine the relationship between Income Stability and Job Satisfaction among P-hailing riders.

This goal focuses on how riders' opinions of their employment are impacted by steady and dependable pay. Because riders' earnings vary depending on demand, platform incentives, and external economic factors like gasoline prices, income stability is a crucial issue in the gig economy. Examining this connection will reveal whether a steady paycheck improves riders' motivation, loyalty, and job satisfaction while lowering financial stress.

When taken as a whole, these goals seek to offer a thorough grasp of the elements influencing Malaysian p-hailing passengers' employment satisfaction. The results are anticipated to contribute to the sustainability of the gig economy by guiding platform practices (e.g., incentive structures, rider support programs) and regulatory interventions (e.g., labor laws, minimum income standards).

1.4 Significance of the Study

This research contributes to the understanding of gig work dynamics in Malaysia by focusing on two key factors that shape rider satisfaction. The findings will be valuable for academic study, policymakers, platform companies, and labor advocates seeking to improve working conditions and support systems for P-hailing riders also the social impact.

1.4.1 Academic Contribution:

By concentrating on the Malaysian p-hailing industry, which is still less studied than ride-hailing or other gig work domains, this study adds to the expanding corpus of scholarship on the gig economy (Syahril, Norzaidi, & Junos, 2024; Saran, 2023). The study adds empirical data to theoretical discussions on labor precarity, worker well-being, and employment satisfaction in non-traditional work arrangements by analyzing the relationship between work-life balance, income stability, and job satisfaction. Additionally, it fills a void in the scholarly conversation on Southeast Asian gig workers by providing a localized viewpoint that enhances worldwide studies.

1.4.2 Policymaker

It is anticipated that the results of this study will educate Malaysian labor authorities and policymakers on the difficulties encountered by p-hailing users. Policies pertaining to minimum income requirements, social assistance programs, other rider welfare initiatives can be guided by data on the effects of work-life balance and economic stability on job satisfaction. In the post-pandemic period, when gig work has grown to be a substantial part of the national economy, such findings are essential to ensuring that labor policy continue to be responsive to the reality of platform-based work (Cheah, 2025; Zulkifly, 2023).

1.4.3 Practical Implications

The study provides platform firms and service providers with practical insights into how improved incentive structures, schedule flexibility, and support systems can improve riders' satisfaction. Companies can create interventions that lower turnover, enhance service quality, and encourage riders' long-term loyalty by having a thorough understanding of the factors that influence job satisfaction (Radzlan, Rahman, & Ismail, 2024). The results can also assist businesses in striking a balance between worker welfare and profitability, assuring long-term success in the cutthroat gig economy.

1.4.5 Social Impact

The topic has wider social significance in addition to its contributions to academia and politics. It improves public awareness of the difficulties and goals of gig workers by showcasing the real-life experiences of p-hailing riders (Saran, 2023; Tahir & Palanisamy, 2023). This knowledge can increase societal empathy and support, promoting more inclusive conversations on social justice and labor rights. In the end, the study strengthens the resilience of communities that rely on gig economy services, encourages sustainable livelihoods, and enhances the well-being of riders. This study will also help the younger generation in making career choices by considering the benefits and risks they will face if they intend to join the gig economy sector, especially as a p-hailing rider.

1.5 Scope and Limitation of the Study

This study focuses on Malaysian p-hailing riders, specifically looking at how income stability and work-life balance influence their job satisfaction in the gig economy. Despite the fact that riders from all around Malaysia are included in the survey, the majority of responses are centered in Selangor and Kuala Lumpur because these cities have more p-hailing groups on social media. Online tools like Facebook groups, Telegram channels, and WhatsApp groups were used to gather data, which increased accessibility to rider communities but reduced representation from rural states.

The study acknowledges several limitations, such as the exclusion of riders with lower levels of digital connectivity, the dependence on self-reported data that may compromise accuracy, and the urban bias that may fail to capture variations in dangers, working hours, and infrastructural issues throughout other states. Within this scope, the study looks at three key factors: job satisfaction, which includes general well-being, motivation, and retention in the p-hailing industry; income stability, which is concerned with the consistency of earnings despite fluctuating demand, incentives, and external costs; and work-life balance, which refers to riders' ability to manage personal and family obligations alongside delivery work.

1.6 Research Gap

Despite the gig economy's widespread scholarly interest, there is still a dearth of study that specifically focuses on Malaysian p-hailing riders. Previous research frequently focuses on ride-hailing instead of delivery services or looks at gig employment in general without focusing on the particular difficulties associated with p-hailing. In this

context, few research combine income stability and work-life balance as indicators of job satisfaction.

This gap emphasizes the necessity for focused studies that examine how these variables combine to influence passengers' experiences. By filling this gap, the current study adds to the body of knowledge on gig work and provides useful information for rider communities, platform businesses, and legislators. The results can help develop methods to boost employment satisfaction, promote rider well-being, and guarantee the long-term sustainability of p-hailing services in Malaysia.

1.7 Definition of Key Terms

There are four key terms in this study. The terms are defined as follows:

a. Gig Economy define to a free-market system where businesses frequently use independent contractors for temporary assignments, and temporary positions are common.(Naaz, H., & Khalid, S.,2025)
b. Gig Workers define to workers in the gig economy.(Labonté, R., & Ruckert, A.,2018)
c. P-Hailing Riders (*parcel hailing*) define to services that use motorbikes to deliver packages, food, and beverages.(Zulkifly, S. S. ,2023)
d. MCO define to Movement Control Order, which was a series of national quarantine and cordon sanitaire measures implemented by the federal government of Malaysia in response to the COVID-19 pandemic.(Said, S. M., Aman, A., Hassan, M. R., & Dastane, O.,2022)

1.8 The Organisation of the Study

This study consists of five chapters and is organized as follows. The first chapter lays the groundwork for the study by outlining the history and backdrop of Malaysia's gig economy, especially the p-hailing industry. It highlights the importance and breadth of the study while outlining the research challenge, aims, and questions. Meanwhile, in chapter two, theoretical frameworks and previous research on work-life balance, financial stability, and job satisfaction are examined in the literature review. It highlights research gaps, summarizes local and global findings, and justifies the study's methodology in the Malaysian context. The population, sample plan, research design, and data collection tools are all described under methodology in chapter three. It provides clarity on how the study was carried out and how validity and reliability were maintained by outlining the methods for data collection, measurement scales, and analytical methodologies. The study's conclusions are presented in results at chapter four, which includes inferential analysis, including correlation tests and descriptive statistics on the demographics and variable distributions of the respondents. In order to immediately answer the research objectives and questions, the results are summarized. The results are interpreted in light of current literature and theoretical frameworks in chapter five. It talks about how the findings affect academic study, the creation of policies, and the real-world of p-hailing riders. In addition to offering suggestions for governments and platform businesses to enhance rider welfare, the chapter illustrates how the study advances knowledge of the factors influencing work satisfaction among p-hailing rider. The study's limitations are noted, including its dependence on self-reported data, geographic focus, and sample size limitations. Future study directions

are suggested, including longitudinal studies, cross-regional comparisons, and investigation of other variables. The chapter ends with a summary of the study's overall contribution and a reaffirmation of its applicability to Malaysia's developing gig economy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter critically examines the body of literature relevant to the study's investigation, with an emphasis on two central domains: work-life balance and income stability. It explores key issues such as irregular and extended working hours, mental strain from blurred boundaries between work and personal life, unpredictable earnings, and high operating costs without financial protection. These factors are examined in relation to rider satisfaction, drawing on academic and policy literature that highlights the lived experiences and welfare challenges of P-hailing riders in Malaysia. The review also considers broader structural conditions that shape gig work, including the absence of formal employment benefits and the pressures of platform-driven management.

The COVID-19 outbreak in 2020 has increased public awareness of the food delivery industry and sparked conversations regarding the welfare of "riders," or workers hired by digital platforms to transport and deliver goods using a variety of transportation methods, usually a motorcycle. (Boniardi et al., 2024) Most prior research has predominantly addressed safety and physical health, along with the welfare of gig workers, with little emphasis on p-hailing riders in particular. Simultaneously, as the p-hailing industry experiences tremendous growth, emerging as a crucial component of the gig economy, concerns over mental health and long-term financial security are increasingly impacting p-hailing riders.

The various challenges shaping the lived experiences of P-hailing riders in Malaysia's rapidly evolving gig economy are closely tied to the themes of work-life balance and income stability. To assess how effectively current systems support riders' financial well-being, the section on income stability reviews literature on income volatility, employment precarity, and the lack of formal financial protections such as insurance and retirement benefits. Meanwhile, the discussion on work-life balance considers the impact of irregular and extended working hours, mental strain, and the erosion of boundaries between work and personal life (Hatim, 2021). Safety concerns, both physical and digital, are examined as contributing factors to stress and burnout, while the ambiguity of job status is explored in relation to riders' limited access to legal protections, collective bargaining, and welfare entitlements (Zulkifly, 2023). Together, these themes provide a foundation for understanding how structural and platform-driven conditions influence rider satisfaction and overall well-being.

2.2 Key Concept, Theories and Studies

The P-Hailing work model is a type of gig-based package delivery business where people convey goods using motorcycles. This is usually organized using mobile platforms like Grab, FoodPanda, Lalamove, and others. With its flexible, app-mediated work that enables riders to choose their own hours and work independently, this model is ingrained in the gig economy. In contrast to traditional employment, P-Hailing riders operate as independent contractors who are paid for each delivery duty rather than being regarded as official employees.

In Malaysia, according to statistical data, until August 2020, there were approximately 140 gig economy platforms that offer job opportunities as gig workers, which are estimated to involve 540,000 active workers nationwide. Foodpanda and GrabFood are among the companies that continue to record an increase in gig workers. While 190,000 gig workers are involved as riders and drivers for logistics and delivery services (MOF, 2021). The trend of young people choosing to join the gig economy sector over a permanent career or pursuing higher education is very noticeable in this post-pandemic so much so that research is done on this issue. (Herrmann et al. 2023)

Work-life balance refers to an individual's ability to effectively manage the demands of their job while maintaining a fulfilling personal and family life (P.Gawande, 2024). According to Delecta (2011), work-life balance means a person's ability to fulfill their obligations, both professional and personal, including family and other commitments. People try to keep a balance between their personal and professional obligations, which is known as work-life balance. Finding this balance is essential for overall well-being, as it reduces stress, boosts job satisfaction, and improves mental health (Greenhaus & Allen, 2011).

Meanwhile, Frone (2003) stated that work-life balance is characterized by low levels of conflict and high levels of interrole facilitation. In traditional employment, workplace policies, paid leave, and set working hours frequently encourage this balance. This equilibrium, however, becomes more intricate and self-managed in the gig economy, particularly in P-Hailing services. The need for work-life balance for gig workers is a crucial issue that requires consideration in the developing gig economy.

While gig employment's flexibility allows employees to fit their schedules around personal obligations, it frequently causes the lines between work and personal life to become more hazy (Wilson et al, 2024).People can protect their personal time and avoid burnout by practicing effective time management, delegation, and saying no when it's necessary. Restoring energy and perspective outside of work requires taking part in activities that encourage relaxation and rejuvenation, spending time with loved ones, and developing hobbies.

Income stability refers to the consistency and predictability of earnings over time, allowing individuals to plan for expenses, save, and maintain financial security (UMA, 2025). In traditional employment, regular working hours, a set salary, and benefits are what sustain economic stability. However, revenue is frequently erratic and unpredictable for gig workers, particularly those employed by P-Hailing firms. Although many people find this flexibility appealing, particularly young individuals, students, and those seeking additional income, there are also significant drawbacks. While riders' earnings vary according to demand, platform incentives, and client tipping behavior, they are still responsible for covering the costs of fuel, vehicle maintenance, insurance, and mobile data (Lyft, 2024).

In Malaysia, the gig economy hit sharply during the MCO period of the pandemic era COVID-19, as people had to stay at home and try to avoid as much personal contact with outsiders, where delivery services were available for almost all of their daily needs.

The gig economy in Malaysia has its specific advantages for the Malaysian gig workers, employees, and the consumers themselves. In the first place, the gig economy is proven

to help stabilize the income of households affected by the pandemic, and some are even able to get a higher income than their previous permanent career, and provide income stability even in the post-pandemic (Ahmad, 2021).If previously only the husband was the source of income, now with the gig economy, women are also able to earn a side income in addition to managing the household. The gig economy is more flexible, where employees are free to choose the place, time and what tasks they want to do and are not tied to any employer. The gig economy also helps business owners, especially small traders, in expanding their business not only in the local market but also outside their area. It was proven during the Covid-19 pandemic era that the gig economy helped affected businesses continue to operate even during the MCO.

However, besides the various advantages, the gig economy also has several disadvantages, such as gig workers not enjoying the benefits from an employer, such as intensive medical facilities, insurance protection, fixed salary guarantees, employee savings or pensions like permanent employees. The gig economy can also be a source of stress because job insecurity means financial insecurity, especially if it is the main source of income for a household.

Based on the study conducted by Zurich Insurance Group and the Smith School of Enterprise and the Environment at the University of Oxford in 2020, 38% of Malaysians who are currently employed full-time are considering joining the gig economy in the future (Pang, 2022). This figure was found to be higher than the 20% global average growth rate.

A preliminary literature review shows that past studies are primarily focused on how the COVID-19 pandemic affects the economic sector, which causes an increase in the rate of unemployment, so people turn to the gig economy to cover the lost income. There are a few studies that discuss the plight of gig workers and their welfare. There are also studies linking the gig economy to the education system, as the trend of Sijil Pelajaran Malaysia (SPM) graduates not interested in continuing their studies to higher levels is increasing, partly because they choose to participate in the gig economy (Daily, 2022).

2.2.1 Work-Life Balance Among P-Hailing Riders

From a global perspective on work-life balance among the gig workers, especially P-hailing riders, according to Wheatley (2024), gig labor in the US and Europe essentially redefines conventional ideas of work-life balance by placing nearly all of the burden of time management on employees. Although platforms frequently highlight flexibility as a major benefit, computational algorithms that determine when and how drivers and passengers should work actually limit this autonomy. Wheatley refers to this phenomenon as "temporal colonization," in which digital platforms use incentive structures, performance monitoring, and notifications to quietly but effectively alter the rhythms of daily life. Workers are encouraged to match their availability with peak demand times, which are frequently late nights, weekends, or holidays, rather than having the freedom to choose their own schedules. This leads to a paradox: even while employees seem to have control over their time, platform algorithms that

reward responsiveness and penalize idleness have a significant impact on their decisions. As riders feel compelled to stay "always on" to earn a sufficient income, this gradually blurs the line between personal and professional life. This illustrates how platform-mediated flexibility can conceal deeper kinds of control and precarity, leading to a cycle of prolonged working hours, interrupted rest, and decreased job satisfaction.

According to Mourya's (2025) comparative study of India and Southeast Asia, food delivery workers in developing countries face long hours, few opportunities for social interaction, and elevated stress levels, conditions that are similar to those faced by Malaysian p-hailing riders. The study emphasizes that although gig labor is frequently welcomed as a source of temporary income and flexibility, especially appealing to young people and those displaced from traditional employment, these advantages are frequently overshadowed by more significant structural issues. Workers in these areas frequently do not have access to institutional support systems like health insurance, retirement funds, or rights to collective bargaining. As a result, their long-term well-being is compromised; many experience social isolation, financial instability, and exhaustion. Mourya contends that the lack of official safeguards exposes riders to the unpredictability of platform-driven employment, where wages change in response to incentives and demand, and where the need to be present all the time reduces personal time. This comparative data places Malaysia's riders in the context of a larger regional trend: gig platforms raise pressing concerns about

sustainability and worker welfare in the developing world while also fostering precarity and volatility.

Power dynamics between platforms and workers are crucial to comprehending work-life balance issues in the gig economy, according to a global systematic review released by MDPI in 2024. (Pilatti, Pinheiro, & Montini, 2024) Workers' schedules and actions are shaped by platforms through processes including algorithmic management, incentive systems, and customer ratings. Because riders and drivers fear losing their employment or getting fewer assignments if their ratings drop or if they don't exceed incentive thresholds, these systems put ongoing pressure on them to be responsive. Because of this, a lot of employees say they feel "always on," connected to their mobile apps, and unable to completely detach from work, even when they have free time. Increased stress, exhaustion, and decreased pleasure result from this blurring of the lines between personal and work life. The paper emphasizes how, despite gig platforms' claims of freedom, workers' autonomy is actually limited by algorithmic cues that specify when and how they should work. Over time, this deteriorates the quality of work-life balance as employees find it difficult to maintain social connections, take care of their families, or schedule meaningful downtime. The MDPI synthesis shows that boundary erosion and continuous connectedness are structural characteristics of platform-mediated activity worldwide rather than isolated events by placing these findings across several areas. This supports the claim that the flexibility offered by gig labor frequently conceals more serious

kinds of control and precarity, which have serious consequences for both job satisfaction and well-being.

According to comparative research, Malaysian p-hailing riders confront difficulties that are very similar to those of their peers in other Asian economies. For example, studies claim that motorcyclists in Vietnam and Indonesia often suffer from physical exhaustion, loneliness, and risky riding practices, primarily due to long workdays and the pressure to reach incentive-driven goals (Nguyen-Phuoc et al., 2020; Djunaidi et al., 2024). These circumstances draw attention to the contradiction of gig work: whereas platforms encourage flexibility and independence, riders frequently feel pressured to forgo social ties, rest, and safety to make enough money. The results highlight that these problems are not unique to Malaysia but rather are a part of a larger regional trend where precarity is exacerbated by algorithmic management and incentive structures. Riders in Southeast Asia talk about being trapped in cycles of overwork, where unsafe actions like speeding, disobeying traffic signals, or working through exhaustion are caused by the desire for bonuses or higher ratings. These behaviours eventually deteriorate psychological and physical health as well as job satisfaction. The comparative data presented by Schor et al. highlight the critical need for platform-level solutions, such as welfare assistance, rest policies, and systems to lessen the dependence on incentive-driven overwork. Without such safeguards, riders are still susceptible to the structural pressures of gig employment, where the chase of quick money jeopardizes long-term sustainability and security.

A 2023 poll by the Employees Provident Fund (EPF) indicates that the majority of gig workers exceed 60 hours of labor per week, hindering their ability to achieve a work-life balance. (Noorlailahusna et al., 2024) The freedom to choose when and how long to work shapes work-life balance for P-Hailing riders. However, this flexibility can also make it harder to distinguish between work and personal life, particularly when riders feel pressured to put in extra hours to satisfy platform incentives or financial obligations. (Chikate, 2024) Some employees can plan delivery around personal interests, religious holidays, or family obligations because of this liberty. For some others, to optimize earnings and free up time for childcare or education, a rider decides to work exclusively during peak hours.

a. Irregular and External Working Hours

Basically, gig workers are free to choose when they work, but the type of job or service they participate in will ultimately determine their working hours. It seems like they can freely set their schedule, but in the end, they still need to comply with the demands of customers or the job platform providers. In reality, gig platform employees often do not receive the schedules they prefer. Unsocial, erratic, and unpleasantly long hours are all possible outcomes of gig labor (Abdul Rahim et al.2021). According to Schor et al, (2022), platform-dependent or, in other words, the full-time gig workers who have no other income sources, "feel compelled to work outside of conventional office hours, e.g., weekends and late evenings."

In Malaysia, P-Hailing riders frequently work long and erratic hours, including on weekends, public holidays, and late at night. Because gig labour has no set schedule like regular employment does, riders are free to self-manage their time according to demand, platform incentives, and their own financial needs. Although some people find this flexibility desirable, it frequently results in erratic workloads and lengthy hours that interfere with daily routines and jeopardize personal well-being. Based on findings from my previous primary research, approximately 60% of p-hailing riders work between 10 to 12 hours per day, underscoring the considerable difficulty they face in achieving a sustainable work-life balance.

Riders are forced to choose between making money and taking time off to recover because there is no paid leave, set breaks, or official rest times. In order to reach daily goals or earn platform incentives, many feel pressured to work nonstop, which worsens physical tiredness and raises the possibility of riding fatigue. As P-Hailing riders try to optimize their earnings under pressure, studies have revealed that weariness is associated with unsafe riding habits, including speeding and disobeying traffic signals (Rusli et al, 2025).

It gets harder to maintain a healthy lifestyle in these circumstances. Sleep, eating, and schedules are all disrupted by irregular hours, which can have long-term health effects (Baek at el, 2024). Long work hours have been shown to have a substantial impact on employees' adoption of unhealthy lifestyles in earlier studies. These negative consequences include a higher chance of

partaking in unhealthy habits, including smoking, eating poorly, not exercising, and getting too little sleep. (Choi et al,2021) Additionally, the job's solitary nature means riders spend the majority of their time alone on the road, reducing the opportunity for professional relationships and social connections. P-Hailing labor is primarily isolated, which adds to feelings of loneliness and alienation in contrast to typical workplaces that encourage team relationships and peer support. Relationships with others are also affected. Due to erratic schedules, riders frequently miss social events, family get-togethers, and precious time spent with loved ones. It is difficult to stick to personal plans or keep deep relationships when you are always required to be accessible for delivery. Further affecting mental health, this strain on interpersonal interactions can result in emotional stress and a weakened sense of belonging.

In conclusion, even if P-Hailing provides flexibility, the reality of erratic and external working hours poses serious difficulties. These illnesses compromise social well-being and work-life balance in addition to affecting mental and physical health. Platform-level solutions, like workload management, rest regulations, and support systems that put rider welfare and operational effectiveness first, are needed to address these problems.

b. Mental Strain and Blurred Boundaries

Additionally, riders face mental strain and blurred boundaries between work and personal life. One feels "always on" due to the pressure to fulfil delivery goals, reply to app notifications, and pursue incentive-based income. Their

general level of job satisfaction may suffer as a result of stress, burnout, and emotional tiredness brought on by their continuous use of the platform. Platforms can use algorithms that track and react to worker activities to finally shape the gig workers' schedules. (Alvarez de la Vega et al. 2023) Riders may experience stress and uncertainty as a result of the platforms' usage of algorithmic algorithms for job assignment and performance monitoring.

The amount of deliveries made, the distance travelled, and platform-specific rewards like client tips or bonuses during peak hours all affect how much money P-Hailing riders make. Earnings can vary greatly from day to day due to this task-based payment approach. How many jobs are available and how much riders can make depends on a number of factors, including weather, traffic, fuel prices, and shifts in customer demand. Rainy days, for instance, may decrease demand or make deliveries more challenging, whereas holiday seasons may result in an increase in workload but also greater rivalry among riders (Virgel C. et al, 2022). The distribution of income is also significantly influenced by platform algorithms. These algorithms, which are frequently based on responsiveness, performance ratings, and geography, choose which riders get job offers. A rider's income may be negatively impacted if they acquire fewer assignments due to poorer ratings or longer acceptance delays. Furthermore, workers may be exposed to unexpected declines in revenue due to changes in platform policies, such as commission rates or incentive schemes (Khalil, 2025).

Physical strain and fatigue are frequent problems. Riders frequently travel for extended periods of time, subject to weather, traffic, and the demands of making quick deliveries. Burnout can result from not getting enough sleep or recuperation time, which can have an impact on one's physical and mental health. Furthermore, riders must manage their own well-being and downtime, frequently at the expense of income, due to the absence of official support mechanisms like paid leave or health insurance.

Despite the freedom to decide when, where, and with whom they want to work, p-hailing riders, who are one of the platform worker categories, face the daily risk of being involved in an accident as their "workplace" is the road. Because their work performance is assessed using a rating system, platform employees must always strike a balance between speed and traffic safety risk. This is because their ability to deliver goods to customers in a timely, accurate, and damage-free manner is what counts (Makhtar et al.,2024). Sometimes they spend more than 10 hours a day on the road at risk of accidents and obstacles to change as scorching heat and heavy rainfall. The presence of raiders with FoodPanda and GrabFood uniforms is common, we see every day on the road, especially at traffic lights. Sometimes one time almost 10 p-hailing raiders come across, and the news of accidents involving P-hailing Raiders is common to hear. Additionally, platform workers' informality, flexibility, and "part-time character" may indicate a lack of knowledge, understanding, or adherence to the applicable laws on their part (Garben, 2017). After Vietnam, Malaysia was second to record a high accident rate involving motorcycles with 332

motorcyclist fatalities per 1,000 population, and according to the Royal Malaysian Police between January 2020 and July 2021, p-hailing riders recorded 347 accidents, with 48 fatalities. (Povero, 2021)

Although in 2021 the government through the Ministry of Transport (MOT) has established a law that all p-hailing workers are obliged to have a p-hailing license there is no guarantee that it contributes to the reduction in the accident rate involving p-hailing raiders.

According to the president of the Malaysian P-hailing Senders Association Zulhelmi Mansor, the main issue causing some of the p-hailing raiders to break the rules is they have to rush to make the deliveries due to time constraints because they failed to deliver within a certain time frame, it can affect their income and their key performance indicators. And certainly, their attention is more focused on handphones because they are reliant on their handphones when making deliveries. Additionally, he also said that the inaccuracy of the distance in the service provider's application to the distance in reality results in a delivery rider breaking the traffic rules. This is what happens when the system has conquered the rider so they follow the system instead of the traffic rules (Tan, 2023). About three to four accidents are reported weekly among p-hailing riders in the country due to fatigue and being tied to the application system.

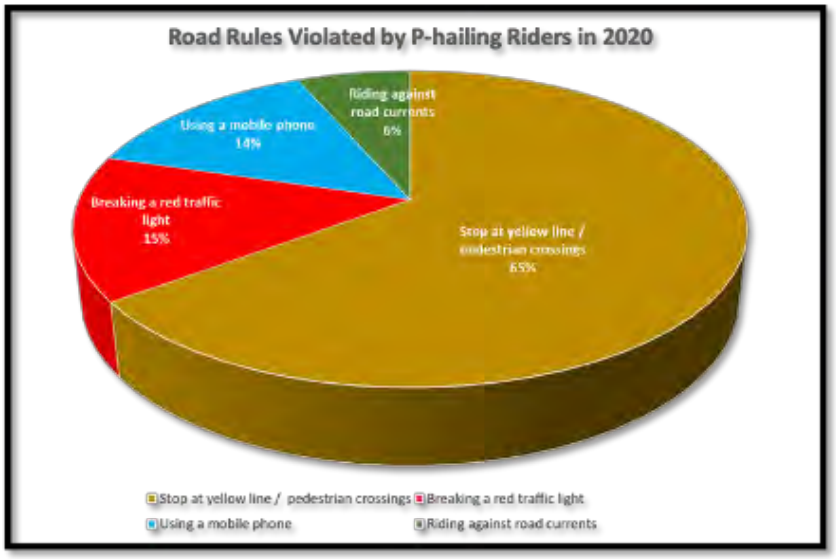

Figure 2.1: Road Rules Violated by P-hailing Riders in 2020 (Ministry of Transport Malaysia)

In conclusion, P-Hailing gives workers flexibility that can help them maintain a healthy work-life balance, but it also puts all of the responsibility for doing so on them. In this situation, striking a balance between work and family life calls for preparation, discipline, and frequently sacrifice, especially in the absence of institutional support or labor laws.

2.2.2 Income Stability Among P-hailing Riders

At the global view, according to research done in Spain and Italy, delivery riders' earnings are extremely erratic throughout Europe, changing in response to outside variables like the weather, consumer demand, and platform incentive schemes. Rainy or cold days, for instance, frequently result in fewer orders from customers, but weekends and holiday seasons can significantly boost demand

while also escalating rider competition. Because of this unpredictability, riders' earnings fluctuate greatly from day to day, making it impossible for them to rely on a steady income stream. Additionally, platform incentives like peak-hour bonuses, surge pricing, and performance-based rewards are crucial in determining income levels (Forde & Slater, 2021). While some riders face fewer possibilities and lower income, others may be able to achieve higher profits if they can work during periods of high demand or maintain outstanding customer ratings. According to academics, this arrangement produces a two-tiered workforce, with those who can adjust to platform schedules and algorithms doing better while others face financial instability.

The unstable circumstances that delivery riders confront are highlighted by recent research on the gig economy in Latin America, especially in Brazil and Mexico (Azuara Herrera et al., 2025; World Bank, 2023). Many riders rely on platform-based labor as their only source of income, and thus face extremely unstable incomes and increased accident risks. Their susceptibility to health-related disruptions and economic shocks is increased by this dependence. Riders continue to be trapped in cycles of debt and financial instability because of the absence of state-backed safeguards like social security or job benefits. These results support arguments for governmental actions to protect workers' welfare by highlighting the structural precarity inherent in platform-mediated labor.

Comparative studies highlight a recurrent tendency in the Asia-Pacific area: platform competition increases rider density while lowering wage levels. The

overabundance of delivery workers in Indonesia and India has increased precarity by making workers compete for fewer jobs at lower wages (Dubal,2023). Similar dynamics may be seen in Vietnam's quickly growing gig economy, where lax regulations allow platforms to set terms that compromise worker safeguards (Nguyen & Do, 2024). These trends are mirrored in Malaysia, where riders express psychological stress, excessive work hours, and economic instability, leading to legislative action through the Gig Workers Bill (2025). When taken as a whole, these results demonstrate how platform-driven competition transforms labor markets in developing nations, creating structural weaknesses that go across national borders.

The constancy and predictability of earnings over time are referred to as income stability. Income for gig workers, particularly P-hailing riders, is frequently erratic and influenced by external factors, including platform algorithms, customer demand, and the time of day.

a. Unpredictable Earnings and Financial Pressure

Because of shifting demand and irregular work availability, riders experience erratic incomes and financial strain. Many people are compelled to work excessive hours in order to fulfill their fundamental financial necessities because there is no steady revenue structure or guaranteed minimum pay. Anxiety and discontent may result from this volatility, particularly if profits do not correspond with the amount of work put in.

Today, with the emergence and development of various brands of delivery service providers such as Misi, Shopee Food, Lalamove, OrderMakan, and even airline companies also joining the competition with their AirAsia Food delivery services, the gig-economy sector is even more intense in terms of job opportunities and the payment offered. And Food Panda and GrabFood are now facing big challenges in the food delivery services industry, where previously both companies were the main choice for gig-job hunters. As an example with 8 million monthly orders processed as of Q1 2024, ShopeeFood Malaysia, which was introduced in 2020, has 3.2 million active users, prioritizes accessibility 70% of its orders come from middle-class households and helps 22,000 SMEs by partnering with low-commission businesses (Alifah,2025). ShopeeFood is considered as the huge threat to both senior players in this p-hailing industry. This is not only a challenge for delivery service providers, but it will also affect existing p-hailing riders due to the increase in the number of riders and the risk of pay rates reducing when companies have to compete to remain in the market.

There has been a significant decrease in the rate of payment received by p-hailing riders. According to one of the p-hailing riders that had been interviewed by Bernama reporter, in 2020 his wages were high, which can reach up to RM10 per trip, but in 2022 the rates were reduced to RM7, and for 2023, p-hailing riders were only paid RM5 per order (Bernama,2023).

Figure 2.2 : GrabFood riders' expression (Facebook Group)

"*Previously, working 8 hours could yield around 15 jobs and earn RM200. While not substantial after deducting fuel and maintenance, it was enough to survive and pay bills. Now, even after 14 hours and more 20 jobs, earning RM150 is uncertain. Expenses are up, purchasing power is down, and physical strain is increasing.*"

Growing financial precarity in the P-hailing industry is highlighted by recent experiences from GrabFood riders in Malaysia. Despite an increase in task intensity, a comparison of past and present earning conditions shows a notable reduction in revenue viability. Riders describe putting in long hours, often more

than 14 hours a day, without seeing a corresponding pay increase; some indicate that, even after completing more than 20 delivery tasks, their income levels have fallen below RM150.

b. High Operating Costs and Lack of Financial Protection

Riders also lack financial protection and are subject to hefty operating costs. Net income is greatly lowered by costs, including equipment, mobile data, fuel, and auto maintenance. Economic vulnerability is increased, and long-term financial security is further compromised by the lack of official employment perks like paid sick leave, insurance, or retirement savings.

The burden of high operating costs is one of the most important issues influencing the consistency of revenue for P-Hailing workers in Malaysia. Because they are categorized as self-employed gig workers rather than official employees, riders are responsible for a variety of financial duties. Fuel expenditures, which vary with market prices and have a direct impact on daily profits, are among the most significant expenses. Despite the fact that Malaysia offers discounted gasoline options such as RON95, riders frequently complain that long delivery routes and frequent travel lead to significant fuel consumption, particularly for full-time workers.

Another significant factor influencing operational expenses is vehicle maintenance. Due to the significant mileage accrued during daily delivery, motorcycles need to have regular maintenance performed, including tire replacements, oil changes, and repairs. Motorcycle maintenance is important for

both long-term cost savings and safety, not only for keeping the vehicle operating smoothly. This is why it's important, first increase repair expenses where small problems, such as an undiscovered oil leak, might turn into more significant engine repairs. Second, safety risks when serious accidents can result from neglecting the suspension, tires, or brakes and third is the fuel inefficiency, where when an engine is not properly maintained, it uses more fuel, which raises expenses (iMotor, 2025).

Item	Monthly Cost (MYR)
Engine oil change	RM15–RM18
Brake pad replacement	RM3–RM8
Tire replacement	RM7–RM21
Chain & sprocket set	RM6–RM13
Battery replacement	RM3
Spark plug	RM1
Air filter	RM5
Light bulbs (head/rear)	RM3–RM8
Side mirrors	RM2
Brake cable/fluid change	RM3–RM4
Clutch spring & plate	RM11
Top set gasket	RM7

Figure 2.3 Estimated Monthly Motorcycle Maintenance Costs for P-Hailing Riders in Malaysia

The total estimated cost for regular usage, typical of full-time P-Hailing riders who frequently travel hundreds of kilometers each week, is around RM60 to

RM100, depending on the motorbike model, riding style, and workshop rates (Afandi, 2025).

Income stability is further complicated by deductions relating to the platform. In addition to unpaid waiting periods, job switching, and algorithm-driven work distribution that could restrict access to high-paying assignments, many P-Hailing platforms charge commission fees for every delivery. Due to these hidden expenses, riders have voiced concern that fare increases do not always result in more take-home pay. Furthermore, mandatory social security contributions and compliance fees may be introduced by planned legislative changes like the Gig Workers Bill 2025. If platform improvements are not made to offset these expenses, net earnings may be further reduced.

These high operating costs have the combined impact of decreasing profit margins and raising pressure to put in more hours in order to stay financially viable. This undermines work-life balance and long-term sustainability by affecting not just financial stability but also physical and emotional exhaustion. Therefore, lowering high operating costs is crucial to boosting P-Hailing workers' financial stability and guaranteeing equitable pay in the gig economy.

There is no doubt that the rise of the gig economy sector creates a new job opportunity for young and low-income people, especially during the pandemic Covid-19, and continues to grow in the post-pandemic, but it also means that there are new policy challenges for workers' welfare. Unlike the other permanent jobs, gig economy workers including p-hailing raiders are not in the

social protection systems, which means they have no insurance coverage by the employer, no employer deduction for EPF (Employee Provident Fund), and medical benefits that it seems like an exploitation possibility has happened. The gig workers are commonly self-employed, so they fall outside the scope of traditional unions and labour laws in modern welfare states (Woodcock & Graham, 2020). In the area of social protection, 72.25% of respondents gave to SOCSO, compared to 22.75% who did not donate at all. Consequently, 77.95 percent of P-Hailing employees did not make any contributions to the EPF, while just 22.05 percent made contributions.

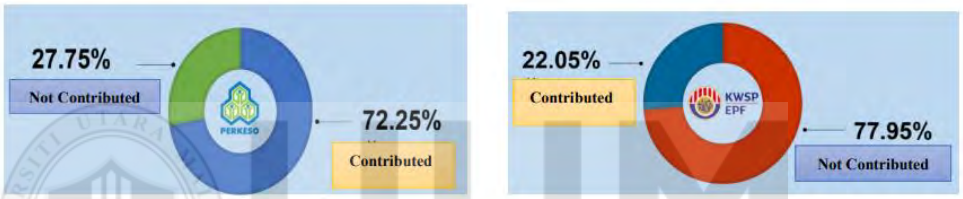

Figure 2.4:
Percentage of the P-Hailing Raider SOCSO and EPF contribution in 2022 (Department of Statistics Malaysia)

Many gig workers and employers are not clear on this type of employment arrangement, causing injustice to one of the parties, which may affect the affairs of both parties. The improper and incomplete data of the gig economy workers and employers is also one of the serious issues that policymakers, researchers, and other stakeholders could use to improve the policies that benefit all the industry players involved (Pang, 2022).

According to the Minister of Human Resources, V Sivakumar, there is no specific law or act that gives full protection to gig economy workers either in

Malaysia or other countries because they are considered self-employed as not everyone in the group agrees that the sector is controlled by any particular party (Basyir, 2023).

As one of the jobs in the gig economy sector, P-hailing riders are classified as independent workers who are not legally bound to employers or service provider platforms. It also means that p-hailing riders are not entitled to employee benefits like permanent workers, such as minimum wage benefits, overtime pay, and insurance. Precarious work is a term used for the gig economy sector, which means a situation that is unpredictable, unstable, and insecure, where workers, rather than companies or the government, bear the risks of their jobs while receiving few statutory safeguards and social benefits (Li et. al, 2022) The term 'pay-as-you-go' describes gig workers who are excluded from permanent employee benefits, such as health insurance, pension schemes, and holiday and parental leave (Popan, 2021).

As freelance workers not bound to delivery service companies, it means P-hailing riders are not covered by labor laws that would protect them like regular permanent workers. They are susceptible to exploitation since they lack legal rights and have little negotiating power. Therefore, the Self-Employment Social Security Act 2017 (Act 789) is part of the present legal framework that governs the gig economy in Malaysia in order to protect gig workers. For gig workers, it offers scant social security benefits with large coverage gaps. Many workers lack proper protection since current regulations do not fully address all facets of

gig employment (Sabrina Hashim & Co, 2022). In India, as an example, particularly on tech-based platforms where the employee-to-gig worker ratio is nearly 1:20, gig workers are not entitled to benefits or protection. These gig workers deal with a variety of issues, including inconsistent income, no insurance, credit difficulties, and wage disparities (Gill & Gupta, 2024). The Labour Code of the Russian Federation is only applicable to the term “labour relations”; refers to the relationship between an employer and employee that is founded on an agreement between the two parties regarding the employee's performance of a work function for payment (work of a certain specialty, with a qualification, in a position), the employee's adherence to internal working regulations, and the employer providing the working conditions outlined in the collective contract, labor law, agreements, and labor contract (Davletgildeev & Klimovskaya, 2019). Gig workers in Malaysia are still waiting for good news from the new bill that will provide them with protection under labor law. Currently in the drafting stage, the Gig Workers Bill is anticipated to be introduced in the Malaysian Parliament in August or September of 2025 (Sunil, 2025). By filling in the gaps in social protection, job classification, and dispute resolution procedures, this proposed law is a critical step toward creating a specific legal framework for gig economy workers, including p-hailing passengers.

Since the beginning of 2021, various legal and policy changes related to the gig economy have occurred worldwide, and based on the research and analysis conducted, it might be a costly mistake for Malaysia to blindly imitate what

other countries have done. Therefore, it is important for us to examine an approach that is more suitable for our legal framework, labor laws, national tax base, and current social safety net schemes, among other factors.

2.2.3 Job Satisfaction Among P-Hailing Rider

Studies at the global stage show that work-life balance and income stability interact to influence job satisfaction among p-hailing riders. According to Wheatley (2024), employees' ability to regulate their personal time determines their level of happiness; although flexibility improves wellbeing, blurred boundaries result in overwork and exhaustion. This is consistent with previous research by Greenhaus and Allen (2011) and Frone (2003), who show that strong inter-role facilitation and low work-family conflict are predictors of satisfaction. However, because there are no institutional protections in the gig economy, workers are forced to self-regulate this balance, frequently at the risk of their own well-being. At the same time, a crucial factor in determining contentment is income stability. While flexibility and autonomy have psychological benefits, Singha and Saikia's (2024) comprehensive study shows that these benefits are undermined by long hours and a lack of social support, especially when wages fluctuate abruptly. Consistent revenue sources that can mitigate the dangers of erratic demand and platform-driven commission arrangements are frequently linked to the satisfaction of p-hailing drivers. Workers may put in more hours to make up for unstable income, which undermines work-life balance and increases discontent.

Scholarly research in Malaysia consistently emphasizes the combined significance of income stability and work-life balance in influencing gig workers' job satisfaction, especially those in the food delivery and ride-hailing industries. Jamaluddin et al. (2022) discovered that personal time management and financial stability had a significant impact on the well-being and satisfaction levels of food delivery riders in Selangor. Overworked riders frequently made more money overall, but their level of happiness decreased as a result of exhaustion, less family time, and deteriorated health. This highlights the contradiction of gig work: longer hours may increase revenue in the short term, but they also undermine the very equilibrium that maintains long-term satisfaction. Ling (2023) also noted that Malaysian gig workers appreciate platform work's flexibility, which enables them to modify their schedules to accommodate personal and family obligations. However, structural issues, including falling per-trip charges, growing fuel and maintenance expenses, and platform commission structures, are gradually undermining this flexibility. Because of these financial constraints, employees are forced to work longer hours in order to maintain their wage levels, which negates the advantages of flexibility. This worry is echoed by Bernama (2023), which reports that net income among gig workers has decreased despite continuous labor input, illustrating the unstable nature of earnings in Malaysia's gig economy. Syahril et al. (2024) extended these findings to P-hailing and showed that job satisfaction is a crucial indicator of long-term employee engagement. According to their research, income volatility is the largest negative predictor of

contentment, while work-life balance and income stability are both important antecedents of satisfaction. Unpredictable demand patterns and shifting incentives cause instability for ride-hailing drivers, which directly affects their level of satisfaction and frequently forces them to work longer shifts in order to make up for it. In addition to lowering satisfaction, this cycle of high hours and inconsistent pay jeopardizes the sector's long-term viability. Taken together, these studies indicate that job happiness in the Malaysian gig economy depends on both the predictability and stability of wages as well as the autonomy and flexibility promised by platform labor. While consistent income without reasonable bounds increases the risk of burnout, flexibility without a steady income increases the risk of overwork and stress. In order to ensure that autonomy translates into true well-being rather than precarious labor, the research suggests that institutional or governmental reforms that protect both characteristics are necessary.

2.3 Hypotheses Development

Employee performance, retention, and general well-being are all significantly impacted by job satisfaction. Several work-related and personal factors, especially work-life balance and financial stability, may influence job satisfaction among Malaysian p-hailing users. The purpose of this research is to investigate the relationship between these two independent variables and the dependent variable, job satisfaction.

H1:Work-life balance has a significant relationship with job satisfaction among p-hailing riders.

(The capacity to successfully manage one's personal and professional lives is known as work-life balance. Finding balance can be challenging for p-hailing drivers with erratic schedules and delivery demands. Research indicates that increased work-life balance leads to higher levels of job satisfaction.)

H2: Income stability has a significant relationship with job satisfaction among p-hailing riders.

(Earnings constancy over time is known as income stability. Due to fluctuating demand and outside variables, P-hailing users' pay varies. Higher job satisfaction and less financial stress are two benefits of a stable income.)

2.4 Related Underpinning Theories

This research utilizes a number of underlying theories that provide a multifaceted framework for analysis in order to comprehend the intricacies of work-life balance and income stability among P-Hailing gig workers.

By differentiating between motivational elements and hygiene variables, Herzberg's Two-Factor Theory offers a helpful framework for comprehending job satisfaction among p-hailing riders (Herzberg et al., 1959; Herzberg, 1968). Herzberg says that while hygiene elements reduce dissatisfaction, they do not always increase contentment, but motivational variables contribute to positive job satisfaction (Herzberg, 1968). Work-life balance serves as a motivator for p-hailing riders. Riders' sense of fulfillment and psychological happiness are strongly impacted by their ability to manage job hours, set aside time for family, and pursue personal well-

being(Herzberg, 1968; Greenhaus & Allen, 2011). Even in the lack of standard employment benefits, riders are more likely to feel motivated, appreciated, and content with their work when they have a healthy work-life balance. This explains why, among p-hailing riders, work-life balance has a greater impact on total job satisfaction. On the other hand, according to Herzberg's paradigm, income stability is a hygiene aspect. Financial stress and discontent brought on by job insecurity, erratic pay, and the dearth of benefits that gig workers frequently experience are lessened by steady and regular income. However, if riders continue to endure long work hours, exhaustion, and a work-life imbalance, increases in pay alone may not substantially enhance job satisfaction, even while income stability is crucial for satisfying basic needs and sustaining dependents(Greenhaus & Allen, 2011; Wood et al., 2019). Collectively, these findings substantiate Herzberg's Two-Factor Theory by indicating that financial stability primarily mitigates dissatisfaction, whereas work-life balance serves as a motivator that elevates overall job satisfaction. Sustainable increases in employment satisfaction for p-hailing riders necessitate addressing both aspects: guaranteeing sufficient and steady pay while concurrently encouraging flexible scheduling and moderate workloads (Apouey et al., 2020; Greenhaus & Allen, 2011). In the gig economy, this integrated strategy is essential for enhancing rider performance, retention, and well-being.

2.5 Summary of the Chapter

The literature draws attention to a paradox in gig work: although p-hailing provides freedom and additional income, it also necessitates long hours, erratic pay, and expensive personal expenses. The difficulties faced by riders in Malaysia are consistent

with more general structural problems of platform-mediated work, where competition lowers salaries and raises rider density, according to comparative studies conducted throughout Asia and Europe. In this industry, job happiness is dependent on striking a balance between income stability and autonomy. However, in Malaysia, dropping rates, rising prices, and excessive hours weaken job satisfaction, placing riders into global patterns of algorithmic precarity and financial instability. In order to guarantee sustainable livelihoods, this synthesis emphasizes the critical need for policy innovation that balances flexibility with protections. Research from around the world indicates that job satisfaction in the gig economy depends on both work-life balance and income stability. While autonomy and flexibility can increase job satisfaction, long hours, unclear boundaries, and a lack of institutional support frequently decrease it. A crucial factor is stable income, as inconsistent wages are associated with anxiety and discontent, and decreasing per-trip rates undermine happiness even in the face of increased work volumes. Similar trends can be seen in Malaysia, where workers in the food delivery and ride-hailing industries place a high value on flexibility but are dissatisfied due to long hours, decreasing per-trip rates, and growing costs. The strongest negative predictor of sustained engagement is income volatility. Together, these results highlight the importance of work-life balance and income stability as antecedents of job satisfaction, but their fragility in gig labor renders satisfaction highly dependent on sustainable earning structures and outside protections.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodological approach employed in this study, which investigates the relationship between work-life balance, income stability, and job satisfaction among p-hailing drivers in the post-pandemic context. It details the research design, conceptual framework, variables, population and sampling, data collection procedures, and analytical techniques used to address the research objectives and questions.

3.2 Research Design

This study adopts a quantitative research design using a correlational approach. The primary aim is to examine the extent to which work-life balance and income stability influence job satisfaction. A cross-sectional survey method was selected to collect data at a single point in time, allowing for the analysis of relationships between variables across a defined population.

3.3 Conceptual Framework

The conceptual framework guiding this study is based on the assumption that job satisfaction is influenced by two key independent variables: work-life balance and income stability.

These relationships are represented as follows:

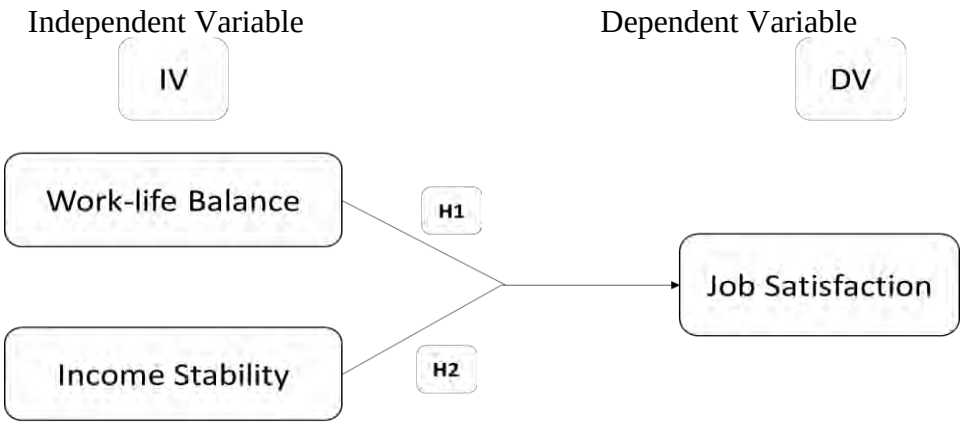

Figure 3.1 Conceptual Framework

Job satisfaction serves as the dependent variable (DV), while work-life balance and income stability are the independent variables (IVs). The framework reflects the hypothesized directional influence of each IV on the DV.

3.4 Variables of the Study

The variables in this study are defined as follows:

Dependent Variable (DV):

Job Satisfaction refer to the degree to which p-hailing drivers feel content and fulfilled in their work.

Independent Variable (IV1):

Work-Life Balance refer to the perceived ability to manage work responsibilities alongside personal life.

Independent Variable (IV2):

Income Stability refer to the consistency and reliability of earnings from p-hailing activities.

3.5 Population and Sampling

It is estimated that there are about 100,000 p-hailing raiders in Malaysia and 60% of them are in Kuala Lumpur and Selangor due to geography conditions, infrastructure facilities, population density, and rapid economic activity (Yeo, 2021). The target population for this study is among the p-hailing raiders in Klang Valley due to the high percentage of the volume and the advantages of the environment as the country's economic center.

3.5.1 Sampling Technique

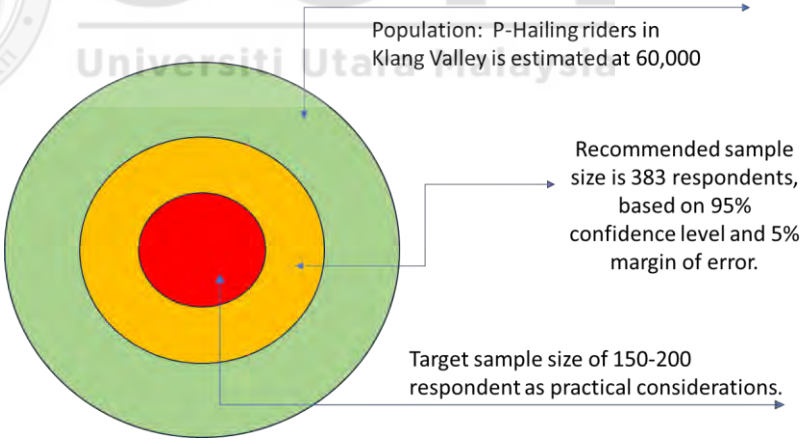

Figure 3.2 Sampling

A sample size of 383 respondents would be optimal for a population of 60,000 at a 95% confidence level and 5% margin of error, according to

Krejcie and Morgan's table. However, this study uses a target sample size of 150–200 responders due to practical limitations. Respondents are chosen according to their availability and desire to participate using a convenience sample technique. Although fast and economical data gathering is made easier by this strategy, it is accepted that the results may not be as generalizable as those from probability-based approaches. Within the practical constraints of the study, efforts are taken to include respondents from a variety of accessible groups to reduce potential bias and improve the sample's representativeness.

3.6 Data Collection Procedure

The online questionnaire was created using Google-Form and the link to the form was posted in a variety of Facebook Groups, Telegram channels, and WhatsApp applications. A set of Google Form links of questionnaires was posted in the 15 p-hailing riders Facebook group, 3 Telegram channels, and 2 WhatsApp groups. Approximately 3 weeks are required to collect 150 responses from all channels used. During this period, posting on Facebook groups needs to be done every 2 days so that the posted survey is not drowned by new posts by other group members to make sure it reaches as many correspondents as possible. Usually, the survey is conducted through a Telegram Channel and WhatsApp groups get feedback faster, and this is probably because these two channels are always alerting telephone users compared to Facebook.

The correspondent's confidentiality was guaranteed where there was no need for them to provide their personal details in the questionnaire. Finally, the participants received gratitude for taking part in the research.

The questionnaire was made in dwi-language Malay and English due to the variety of races and different demographics in Malaysia, especially in urban areas. It is also to make sure no language barriers, so not only one specific race is interested in participating in this survey.

3.6.1 Data Collection Strategy

Facebook groups provided about 95% of the respondents to the questionnaire. The response rate from WhatsApp and Telegram channels, on the other hand, was significantly lower. The primary causes of this were group rules that prohibited the sharing of external links and concerns about potential fraud and scams among the targeted respondents. As a result, more focus was placed on gathering input via Facebook groups, which turned out to be the most effective way to connect with p-hailing users across the country. There are a few strategies that have been implemented to reach as many respondents as possible.

Strategy 1: Finding Facebook groups with the largest membership among p-hailing riders was the first step. In addition to about 15 other groups with comparable traits, other examples are GrabFood Riders Community Malaysia (GRCM), which has about 59.4K members, FoodPanda Riders Community Malaysia, which has 38.9K members, and Lalamove Riders Community Malaysia, which has 113.5K members.

Strategy 2: During periods of high traffic, such lunchtime and late at night, posts were made in the targeted groups. Every post started with a brief description of the study's objectives and a self-introduction. Since some organizations implemented rules that forbade direct links to external websites in postings, the Google Form link was moved from the main post to the comment section.

Strategy 3: To keep each post at the top of the group feed, several comments were added to it. The goal of this strategy was to improve awareness and raise the possibility that potential participants would respond.

Strategy 4: To reach as many possible responses as feasible, new posts were made in the same groups every two days using the same approach.

The desired number of respondents was successfully reached over the roughly two weeks that this technique was put into practice.

Figure 3.3 Example of Facebook Group Posting

3.7 Research Instrument

3.7.1 Questionnaire Structure

The questionnaire consists of four sections:

Section A: Demographic details (age, gender, education, income, working hours)

Section B: Work-Life Balance (IV1) - measured using the Satisfaction with Work-life Balance Scles of Seven Items (Omar, 2016)

In their study The Role of Work Life Balance for Organizational Commitment to investigate on how work-life balance influences organizational commitment, Hutagalung, Soelton, and Octaviani (2020) employed the Work-Life Balance Scale, a set of seven items developed by Omar (2016), to measure employees' perceptions of balance between personal and professional life domains.

Section C: Income Stability (IV2) - measured using the Pay Satisfaction Questionnaire (PSQ) (Asekun, 2015)

Ogunleye and Osekita used the Pay Satisfaction Questionnaire (PSQ) created by Asekun (2015) in their 2016 study on Nigerian bank workers and discovered that greater levels of pay satisfaction strongly predicted stronger organizational engagement while also lowering turnover intention.

Section D: Job Satisfaction (DV) - measured using the Job Satisfaction (Faragher, Cass, & Cooper, 2013) and Job Descriptive Index (JDI) Global Items (Smith, Kendall, & Hulin, 1969)

In their study on meaningful work and mental health, Allan, Dexter, Kinsey, and Parker's (2016) applied the Job Satisfaction scale developed by Faragher, Cass, and Cooper (2013) as a moderating variable, testing whether the benefits of meaningful work on mental health outcomes (depression, anxiety, stress) depend on individuals' levels of job satisfaction.

Meanwhile Balzer et al. (1997), in their User's Manual for the Job Descriptive Index (JDI) and the Job in General (JIG), applied both instruments across national, cross-industry samples. The JIG scale successfully captures total job satisfaction beyond the facet-specific scores reported by the JDI, according to their studies, which also included updated normative data and empirical evidence. This application demonstrates how reliable the JDI and JIG are as validated instruments for evaluating job satisfaction in a variety of occupational contexts.

3.7.2 Measurement Scale

The dependent variable, independent variables, and demographic data were collected using a combination of nominal, ordinal, and ratio scales in the questionnaire.

Variable Dimension	Operational Definition	Items	Sources
Work-Life Balance	Ability to manage personal and professional responsibilities effectively	1) I have enough time for my family and personal life 2) I feel exhausted after work 3) My work schedule allows flexibility 4) I can rest adequately between shifts 5) I can manage both work and personal commitments	Satisfaction with Work-life Balance Scles of Seven Items (Omar, 2016)
Income Stability	Consistency and predictability of earnings from p-hailing work	1) My income is sufficient to cover basic needs 2) My earnings vary significantly week to week 3) I feel financially secure in this job 4) I can plan long-term expenses 5) My income depends heavily on platform incentives	Pay Satisfaction Questionnaire (PSQ) (Asekun, 2015)
Job Satisfaction	Overall emotional and cognitive evaluation of work experience	1) I am satisfied with my current job 2) I feel motivated to continue working as a p-hailing rider 3) I feel appreciated for my work 4) I would recommend this job to others 5) I see a future in this career	Job Satisfaction (Faragher, Cass, & Cooper, 2013) and Job Descriptive Index (JDI) Global Items (Smith, Kendall, & Hulin, 1969)

Figure 3.3 Measurement of Items

Each section is explained as follows:

Section A : Demographic Data

Several demographic factors were used in this survey to record the respondents' backgrounds. Age, gender, years of work experience, and educational attainment were among the variables. The proper measuring scales were used to operationalize these variables. In particular, ordinal scales were used for ordered categories like income brackets, but nominal scales were used for categorical variables like gender and educational attainment. For continuous variables like age and years of work experience, ratio scales were also used, enabling proportionate comparisons and reasonable interpretation of disparities.

Section B: Work-Life Balance (IV1)

The Satisfaction with Work-Life Balance Scale of Seven Items, created by Omar (2016), was used to measure work-life balance. Seven items make up the

instrument, which is intended to gauge respondents' happiness with the harmony between their personal and professional lives. A Likert-type ordinal scale, usually ranging from strongly disagree (1) to strongly agree (5), was used to record responses. Greater satisfaction with work-life balance is indicated by higher scores.

Section C: Income Stability (IV2)

The Pay Satisfaction Questionnaire (PSQ), created by Asekun (2015), was used to gauge income stability. Pay satisfaction is defined by the Pay Satisfaction Questionnaire (PSQ) as an individual's assessment of income adequacy, fairness, and consistency. Because the PSQ measures riders' opinions of the consistency and predictability of their earnings, it is used in this study as a proxy for income stability. Because wages are frequently changeable and based on working hours, demand fluctuations, and platform algorithms, this questionnaire was selected to examine income stability satisfaction among p-hailing riders in Malaysia. The measure consists of items that gauge respondents' contentment with income stability, benefits, and pay level. A Likert-type ordinal scale was used to gather responses, which represented different levels of satisfaction. Greater levels of income stability are indicated by higher scores.

Section D: Job Satisfaction (DV)

Two well-known tools were used to measure job satisfaction: the Job Satisfaction Scale (Faragher, Cass, & Cooper, 2013) and the Job Descriptive

Index (JDI) Global Items (Smith, Kendall, & Hulin, 1969). While the JDI Global Items capture particular aspects of work-related attitudes, the Job Contentment Scale measures general contentment. Ordinal Likert-type scales were used to record responses to both questionnaires; higher scores indicated higher levels of job satisfaction.

3.8 Data Analysis

The statistical program Jamovi 2.7.12 was used to examine the gathered data. Frequencies, percentages, averages, and standard deviations are examples of descriptive statistics that were used to analyze the distributions of study data and to summarize demographic features. These analyses gave a summary of the sample profile and made it possible to spot any anomalies or trends in the data.

The linear correlations between the independent variables, income stability and work-life balance, and the dependent variable, job satisfaction, were investigated using Pearson correlation analysis. This method was used to find out if workers who have a more stable income or a better balance between their personal and professional lives are likely to be more satisfied with their jobs. The correlation coefficient (r) shows whether the relationships are positive, negative, or insignificant, as well as the degree and direction of these associations. The study sheds light on how psychosocial and financial elements work together to influence total job satisfaction by examining these patterns.

The internal consistency of the scales used in this study was evaluated using Cronbach's alpha to determine the survey instrument's reliability. To make sure the items measured

a consistent underlying dimension, each construct was investigated separately. Work-life balance was examined as an independent variable using items that captured respondents' perceptions of the balance between personal and professional obligations. Items expressing financial security and earnings predictability were used to evaluate the independent variable income stability. Items pertaining to motivation, general contentment, and work satisfaction were used to measure the dependent variable, job satisfaction. All constructs' Cronbach's alpha coefficients were higher than the suggested cutoff of 0.70 (Nunnally & Bernstein, 1994), demonstrating adequate internal consistency and bolstering the measures' dependability for further statistical analysis.

3.9 Ethical Considerations

Ethical integrity was maintained throughout the study. Participants were informed of the purpose of the research and provided consent prior to participation. Anonymity and confidentiality were assured, and all data were used solely for academic purposes. The study adhered to ethical guidelines set by Universiti Utara Malaysia.

3.10 Summary of the Chapter

This chapter outlines the research methodology employed for the study. It covers important elements, including the population, sample design, operational definitions, research design, hypothesis development, and research framework. It also provides an overview of the methodological approach, instrumentation, and data collection techniques. Factors like work-life balance and income security are anticipated to have a considerable impact on employment satisfaction among p-hailing riders due to the

uncertain changes in the economic landscape, changing societal lifestyles, and the rapid growth of technology. Investigating tactics that improve the general standard of labor and welfare of p-hailing riders is nevertheless crucial as these factors change over time, guaranteeing their continued contentment and output in the future.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The results of the survey that was given to 167 p-hailing users in different parts of Malaysia are shown in this chapter. The goal of the data gathering was to get a thorough grasp of rider experiences in the gig economy, especially in the years following the COVID-19 outbreak. Demographic characteristics, income stability, work-life balance and job satisfactionvare the main pillars around which the analysis is organized.

To ensure internal consistency among assessed constructs, this chapter evaluates the survey instrument's reliability, in addition to providing descriptive insights. The study's hypotheses were tested and correlations between variables were investigated using inferential statistical techniques. In particular, frequency counts, measures of central tendency and dispersion (mean and standard deviation), correlation analysis, regression modeling, and hypothesis testing were used to examine the data and determine statistical significance.

These investigations collectively offer a comprehensive perspective on Malaysia's p-hailing scene, supporting debates about whether gig labor is a good opportunity or a systemic trap for people who are already at risk.

4.2 Reliability Analysis

Cronbach's Alpha was used to assess the questionnaire's internal consistency for important constructs before inferential statistical techniques were carried out. The purpose of this reliability test is to determine whether the items in each segment measure the same underlying idea consistently. The three main components of the instrument, work-life balance, income stability, and job satisfaction, were the focus of the analysis.

Reliability Statistics

Scale	Items	Cronbach's α	Interpretation
Work-Life Balance	7	0.991	Excellent internal consistency
Income Stability	4	0.894	Good internal consistency
Job Satisfaction	4	0.922	Excellent internal consistency

Table 4.1 Cronbach's Alpha

Cronbach's Alpha (α) was used to evaluate the three scales' internal consistency. The Work-Life Balance scale (7 items) demonstrated excellent reliability ($\alpha = 0.991$), according to the results, indicating that the items were relatively homogeneous and consistently measured the construct. The coefficient of $\alpha = 0.894$ obtained from the Income Stability scale (4 items) is within the range of acceptable reliability ($0.80 \leq \alpha < 0.90$). This suggests that the items offered a stable measure of perceptions related to income and were sufficiently connected. Lastly, the four-item Job Satisfaction scale

yielded an α value of 0.922, indicating outstanding dependability and verifying that the items accurately reflected the underlying concept of job satisfaction.

Overall, the reliability coefficients confirmed that all three scales were internally consistent and suitable for further analysis, surpassing the well-recognized threshold of α = 0.70 (Nunnally & Bernstein, 1994). The Work-Life Balance and Job Satisfaction measures' remarkably high reliability indicates that there is little measurement error, and the Income Stability scale's robustness as a gauge of respondents' financial attitudes is further supported by its outstanding dependability.

4.3 Descriptive Analysis

The core tendencies and variability of responses across the three main constructs, work-life balance, income stability, and job satisfaction, as well as an overview of the respondents' demographics, were investigated using descriptive statistics. While demographic factors, including age, gender, education level, and employment position, were examined using frequency and percentage distributions, all construct items were scored on a 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree."

4.3.1 Demographic Analysis (Section A)

Analysing the demographics of respondents is crucial because it gives context about who took part in the study, guarantees that the sample is representative of the public, and enables researchers to find subgroup variations that can affect

results. Additionally, demographic information supports the generalizability of results, helps control for confounding variables, and satisfies academic and ethical standards for transparency. To put it briefly, demographics tell the story of the data, making the findings more understandable, reliable, and significant for application and interpretation.

In this study related to job satisfaction among p-hailing riders in Malaysia, demographic information such as education level, duration of working as a p-hailing rider, number of working hours per day, and monthly income has a significant impact on the study results and is closely related to the discussion at the end of the study.

Table 4.2 Summarizes the demographic characteristics of the respondents.

	Level	Frequency	Percentage
Age	**16 - 19**	15	9.0
	20 - 30	53	31.7
	31 - 40	42	25.1
	41 - 50	51	30.5
	>51	6	3.6
Race	**Cina**	2	1.2
	India	10	6.0
	Melayu	146	88.0
	Others	1	0.6
	Sabah	6	3.6
	Sarawak	1	0.6
Gender	**Female**	2	1.2

	Level	Frequency	Percentage
	Male	164	98.8
Education	**Bachelor Degree**	39	23.6
	PhD	1	0.6
	SPM	100	60.6
	STPM / Diploma / A-Level	24	14.5
	Sarjana / Master Degree	1	0.6
MaritalStatus	**Divorcee**	5	3.0
	Married	89	53.6
	Single	72	43.4
Dependents	**1 - 3 Person**	106	65.4
	4 - 6 Person	50	30.9
	7 - 9 Person	6	3.7
WorkType	**Full-time**	98	59.4
	Part-time	67	40.6
YearsRiding	**1 - 3 Years**	78	46.7
	4 - 6 Years	60	35.9
	7 - 10 Years	21	12.6
	>10 Years	8	4.8
Income	**<RM1000**	14	8.5
	<RM2000	24	14.6
	<RM3000	65	39.6
	<RM4000	41	25.0
	>RM4000	20	12.2
Working Hours	**>11hours**	31	18.6
	>12hours	42	25.1

Level	Frequency	Percentage
>3hours	19	11.4
>5hours	31	18.6
>8hours	44	26.3

The riders' age distribution reveals a multigenerational workforce. Almost one-third of the sample is in the 20 – 30 age range, which has the highest percentage. This implies that a large number of young adults are lured to p-hailing work, frequently because they are just starting their careers or are looking for flexible income alternatives. It's interesting to note that roughly 30% of riders are between the ages of 41 and 50. This suggests that middle-aged people also strongly rely on this occupation, perhaps due to family obligations or restricted access to other types of employment. A quarter of the sample consists of riders between the ages of 31 and 40, indicating a significant representation of people in their prime working years. At the extremes, just 3.6 percent are over 51, indicating little engagement from older adults, and only a small percentage are teens between the ages of 16 and 19, who are probably juggling a part-time job and school.

The majority of riders are Malay, accounting for over 88% of the sample as a whole. This dominance is a reflection of Malaysia's demographic majority as well as the socioeconomic conditions that make gig work more desirable to this demographic. There is also representation from smaller groups: 6% of riders are Indian, and a little more than 1% are Chinese. Although in smaller numbers,

there are riders from Sarawak (0.6%) and Sabah (3.6%), indicating participation from East Malaysian states. Less than 1% of people fit under the "Others" group. Overall, the data indicate that although p-hailing is available to all ethnic groups, it is primarily used by Malay riders, with substantially lower rates of participation from minority groups.

The distribution of genders shows a glaring disparity. guys make up 98.8 percent of the sample, meaning that almost all riders are guys. Female riders make up a very tiny minority, just over 1%. This implies that p-hailing is seen and practiced as a male-dominated profession, whether as a result of cultural norms, worries about safety, or the physical strain of lengthy driving hours. Gender-based hurdles to admission are highlighted by the almost complete lack of women in this workforce, which may be a reflection of larger trends in gig work participation throughout Malaysia.

Educational attainment among riders varies, although the majority have completed SPM (Sijil Pelajaran Malaysia) at secondary school, which accounts for more than 60% of the sample. This suggests that p-hailing draws people with entry-level credentials who might have few options for conventional employment. Nonetheless, a significant percentage, nearly 25% have a bachelor's degree, indicating that even highly educated people choose gig work, maybe as a result of underemployment or the allure of flexible schedules. The percentage of riders with STPM (Sijil Tinggi Pelajaran Malaysia), Diploma, or A-Level credentials, which indicate mid-level schooling, is about 14.5%. Only

two riders, one with a Master's degree and the other with a PhD reported postgraduate credentials at the highest end. This distribution highlights the wide range of educational backgrounds of riders, from university graduates to high school dropouts, all of whom are coming together in the gig economy.

According to data on marital status, 53.6% of p-hailing riders are married. This implies that a large number of riders are family males who probably rely on p-hailing as their main source of income. In contrast, 43.4% of riders are unmarried, which could be the result of younger riders joining the workforce or people using gig labor as a transition before getting married. People with divorced make up just 3% of the population, which may be a sign of financial strain or life changes that make flexible employment more desirable. Overall, the marital status profile shows that p-hailing is a source of income for married people with family responsibilities as well as for young people who are unmarried.

The number of dependent riders supported is a clear indication of family responsibility. The majority, 65.4%, have one to three dependents, which is indicative of small families that still need a reliable source of income. However, over one-third of riders support four to six dependents, which puts a greater financial strain on them and could account for the observed extended work hours. A smaller percentage, 3.7%, had seven to nine dependents, indicating very large households with particularly high income demands. This distribution demonstrates that p-hailing riders are frequently the primary providers of

income, with many juggling the difficulties of providing for several family members.

The majority of riders treat p-hailing as their full-time job, with 59.4% depending on it as their primary source of income, according to employment type. This emphasizes gig work's function as a primary source of income rather than merely a supplement. However, 40.6% of passengers work part-time, most likely using p-hailing to augment other employment or academic pursuits. The combination of full-time and part-time riders shows how adaptable the gig economy is, drawing both individuals who rely solely on it and those who utilize it as a supplemental source of income.

The workforce has a range of experience levels. The fact that nearly half of the p-hailing riders have only been in the field for one to three years indicates that many of them are relatively recent arrivals. A further 35.9% have four to six years of experience, indicating that a sizable portion of riders have established stability in this field. Long-term gig economy veterans are represented by smaller groups, such as those with seven to 10 years of riding experience (12.6%) and those with more than ten years (4.8%). This distribution demonstrates the quick rise in new riders as well as the tenacity of seasoned riders who have managed to stay in the business over time.

Income levels show the riders' financial difficulties. Most make less than RM3000 a month, with the largest group earning between RM2000 and RM3000. Because of this, the majority of riders are in the lower-income range

and frequently find it difficult to support their families. Approximately 25% make between RM3000 and RM4000, which offers a little more stability but is still small in comparison to the national average. Only 12.2% of riders make more than RM4000, which is a small percentage of riders with higher incomes. These riders may be people who work extremely long hours or operate in high-demand locations. At the lowest end, 8.5% make less than RM1000, indicating a high degree of income vulnerability. According to the research, the majority of p-hailing riders are low-income earners, and just a small percentage have larger financial returns.

Data on working hours depict a tough profession. The intensity of gig work and the urge to maximize earnings are reflected in the fact that 25% of p-hailing riders report working more than 12 hours a day. Another quarter works more than eight hours a day, which is comparable to a regular full-time job but frequently without the perks of official employment. There is a variety in commitment levels, with nearly one-fifth working over 11 hours and another fifth working over 5 hours. A smaller group, probably part-timers augmenting other sources of income, ride for more than three hours every day. When the data is combined, it shows that many riders work long, tiresome shifts that frequently go beyond regular business hours to support their families.

The average p-hailing rider is a Malay man in his 20s or 40s who works full-time, has an SPM degree, and is frequently married with one to three dependents. The majority make less than RM3000, have one to six years of

riding experience, and work long hours on the road to support their families. This profile illustrates the socioeconomic realities of gig work in Malaysia: it draws people of all ages and educational levels, but it is largely male-dominated, low-paying, and time-consuming. P-hailing serves as both a means of subsistence and a survival strategy for riders, who are not only young singles but also family males juggling home duties.

4.3.2 Work-Life Balance (Section B)

The research on work-life balance among p-hailing riders employs standard deviation analysis to illustrate the consistency or variability of their experiences. The standard deviation reveals if riders have similar or very different opinions, whilst the mean score indicates the overall degree of satisfaction. While a large standard deviation suggests notable differences, with some riders feeling extremely strained and others feeling well-balanced, a low standard deviation indicates that most riders experience similar degrees of balance, revealing systemic tendencies. This metric is essential for detecting disparities, assessing the efficacy of survey questions, comparing rider groups, and bolstering other statistical analyses. To put it briefly, standard deviation reveals the hidden diversity of riders' experiences with work-life balance that averages alone are unable to reveal.

Item Statement	Mean	SD	Interpretation
Work-life balance achieved	2.96	1.24	Moderate variation
Satisfied with work-life balance	2.90	1.25	Highest variation
Satisfied with work-life time allocation	3.02	1.24	Moderate variation
Satisfied with work-life attention division	2.99	1.23	Lowest variation
Satisfied with work-life fit	3.00	1.25	Higher variation
Satisfied with balancing job & life needs	3.01	1.22	Most consistent
Satisfied with work & non-work performance	2.98	1.25	Highest variation

Table 4.3 Work-Life Balance

Work-life balance achieved (M = 2.96, SD = 1.24). The responses to this issue show a moderate range, showing that while many participants feel they have established a balance between work and non-work life, there is still a noticeable percentage who disagree. This suggests that the sample's experiences with balance are not consistent, with some people expressing success in juggling both domains while others find it difficult.

Satisfied with work-life balance (M = 2.90, SD = 1.25). One of the largest reaction spreads is seen in this item. There are wide variations in respondents' satisfaction levels; some are quite satisfied, while others are not. The variety

implies that the idea of "work-life balance" is perceived differently based on individual circumstances, expectations, and definitions of balance

Satisfied with work-life time allocation (M = 3.02, SD = 1.24). The moderate range in responses suggests that most participants are satisfied with the way they allocate their time between work and non-work activities. Differences do exist, though, indicating that people still differ in how well they manage their schedules even though time allocation is slightly simpler to assess consistently.

Satisfied with work-life attention division (M = 2.99, SD = 1.23). There is more agreement among respondents on this question, which has the least fluctuation of all. The majority of individuals have similar opinions about how they balance their time between work and personal life. This implies that, in contrast to other aspects of balance, attention control is viewed more consistently and with less dispute.

Satisfied with work-life fit (M = 3.00, SD = 1.25). Higher variety is reflected in the more varied responses to this item. The fact that different people have different opinions about how well work and personal life "fit together" emphasizes how subjective integration is. People's perceptions of the compatibility of these two realms are probably influenced by personal circumstances, work commitments, and family duties.

Satisfied with balancing job & life needs (M = 3.01, SD = 1.22). With the lowest overall SD, this question exhibits the most consistent replies. The majority of participants concur that they are content with their capacity to manage the

demands of their personal and professional lives. This implies that, in contrast to other topics, there is less disagreement when it comes to the group's shared experience of practically balancing demands.

Satisfied with work & non-work performance (M = 2.98, SD = 1.25). This question shows the most variation, indicating that respondents' perceptions of their capacity to effectively carry out both job and non-work tasks vary the most. The broad distribution implies that dual domain performance is extremely individualized, contingent upon individual capacity, support networks, and the demands of the job.

Overall, there is more agreement on things about attention division and juggling work and personal obligations, but there is more disagreement on issues about balance satisfaction, fit, and performance. This trend indicates that while respondents differ greatly in how they understand or experience more general concepts of balance and integration, they agree more on the practical aspects of balancing demands.

4.3.3 Income Stability (Section C)

Item Statement	Mean	SD	Interpretation
Satisfied with take-home pay	2.78	1.087	Moderate satisfaction
Satisfied with benefits package	2.16	0.971	Low satisfaction
Satisfied with recent salary increase	1.63	0.997	Lowest satisfaction
Satisfied with overall pay structure	2.17	0.964	Low satisfaction

Table 4.4 Income Stability

Satisfied with take-home pay (M = 2.78, SD = 1.087). The mean, which leans slightly below the middle of the scale, indicates a moderate level of contentment with take-home earnings. The SD shows moderate fluctuation, indicating that respondents' opinions vary; some are content, while others are not. This implies that not everyone in the group experiences pay adequacy in the same way.

Satisfied with benefits package (M = 2.16, SD = 0.971). The low mean indicates a general lack of satisfaction with the benefits package. The majority of respondents concur that benefits are insufficient, and the comparatively smaller SD indicates that opinions are more consistent. This suggests that there is a common sense of discontent.

Satisfied with recent salary increase (M = 1.63, SD = 0.997). Strong discontent with recent salary increases is indicated by the lowest mean of all the items. The SD is moderate, indicating that although the majority of respondents are unhappy, there is significant fluctuation; a small percentage may feel marginally better. This item represents the lowest level of satisfaction overall.

Satisfied with overall pay structure (M = 2.17, SD = 0.964). The low mean indicates discontent with the compensation structure as a whole. Responses are quite consistent because the SD is the lowest of all the items. The majority of respondents have the same unfavourable opinion, demonstrating widespread consensus that the compensation structure is inadequate.

4.3.4 Job Satisfaction (Section D)

Item Statement	Mean	SD	Interpretation
Overall Satisfies	2.81	1.096	Moderate satisfaction
Workplace recommendation	2.50	0.981	Neutral to slightly dissatisfied
Satisfied with work schedule	2.87	1.101	Moderate satisfaction
All-inclusive satisfies	2.17	0.964	Low satisfaction
Generally satisfies	2.77	1.075	Moderate satisfaction

Table 4.5 Job Satisfaction

Overall Satisfies (M = 2.81, SD = 1.096). Overall, respondents expressed a modest level of job satisfaction. According to the mean score, participants generally leaned slightly but not significantly toward agreement. The comparatively high SD indicates that opinions vary, with some respondents expressing satisfaction and others expressing dissatisfaction, indicating a range of experiences across the sample.

Workplace Recommendation (M = 2.50, SD = 0.981). A neutral to slightly negative attitude about recommending the workplace to others is reflected in the average score. This implies that workers are reluctant to recommend their company, which could indicate underlying issues with perks, workplace culture, or general conditions. The majority of respondents grouped around this neutral-to-negative perspective, as indicated by the SD's moderate consistency.

Satisfied with Work Schedule (M = 2.87, SD = 1.101). Work schedule satisfaction is only marginally greater than total job satisfaction. This suggests that one of the comparatively better features of the job experience is scheduling. The SD, however, once more exhibits significant heterogeneity, indicating that whereas some workers value the flexibility or structure of their schedules, others find them bothersome.

All-inclusive Satisfies (M = 2.17, SD = 0.964). When all aspects of the job are taken into account, this item obtained the lowest mean score, indicating widespread discontent. In general, respondents disagreed with the notion of total satisfaction. The lower SD indicates that there is an obvious need for organizational reform because this discontent appears to be very constant throughout the group.

Generally Satisfies (M = 2.77, SD = 1.075) The responses here indicate a moderate level of contentment, which is marginally lower than overall satisfaction. The SD shows conflicting opinions, with some workers being happy and others not. This item supports the trend that satisfaction is balanced between agreement and disagreement rather than being overwhelmingly positive.

Meanwhile, in Section D (II), riders were given a simple Yes/No response when asked if they were happy with their work overall. This item complements the Likert-scale analysis as a comprehensive gauge of job satisfaction. The results provide a direct indication of overall sentiment, show whether passengers'

accumulated experiences translate into subjective satisfaction, and give a clear picture of general mood.

Chart 4.6 Overall Job Satisfaction

The binary Yes/No question in Section D (II) , "All things considered, are you satisfied with your present job?" provides a comprehensive and direct indicator of Malaysian p-hailing riders' work satisfaction. When these considerations are taken into consideration, the majority of riders are not content with their current work, as indicated by the results, which reveal that about 90 respondents said "No," while about 75 said "Yes."

This result supports the more general conclusions drawn from the Likert-scale analysis, which showed consistently poor ratings for income stability, especially with regard to benefits and salary increases, and only moderate satisfaction with work-life balance and job scheduling. The discrepancy between individual item scores and the overall Yes/No assessment indicates that although many aspects

of the job may be bearable or even advantageous, many riders have a negative perception of their profession due to the combination of long hours, low pay, and unstable finances.

This pervasive discontent highlights the practical and emotional burden of gig employment, underscoring the need for structural changes in psychosocial support and financial stability. This conclusion is a crucial signal to platform operators and policymakers that improving rider well-being necessitates a complete approach to employment quality and economic stability, not just discrete changes.

The last question on Section D required respondents to rate their own feelings about their jobs by allocating 100% to neutrality, discontent, and satisfaction. A comprehensive understanding of job sentiment is provided by the forced-choice structure, which guarantees that pleasure is contextualized against conflicting emotional states. The inclusion of discontent and neutrality offers important insight into ambivalence and negative affect, which may impact general well-being and performance, even though only the satisfaction % is officially rated.

I) The percentage of time respondents feel Satisfied with their present job

The proportion of respondents' work experience that is marked by positive emotions like fulfilment, recognition, and enjoyment is reflected in the amount of time they feel content with their current job. By recognizing that employees may vary between neutrality,

dissatisfaction, and satisfaction, this measure offers a more comprehensive picture of job satisfaction. The study provides a comprehensive picture of workplace well-being by measuring satisfaction as a percentage of time, which captures both the frequency and distribution of emotional states.

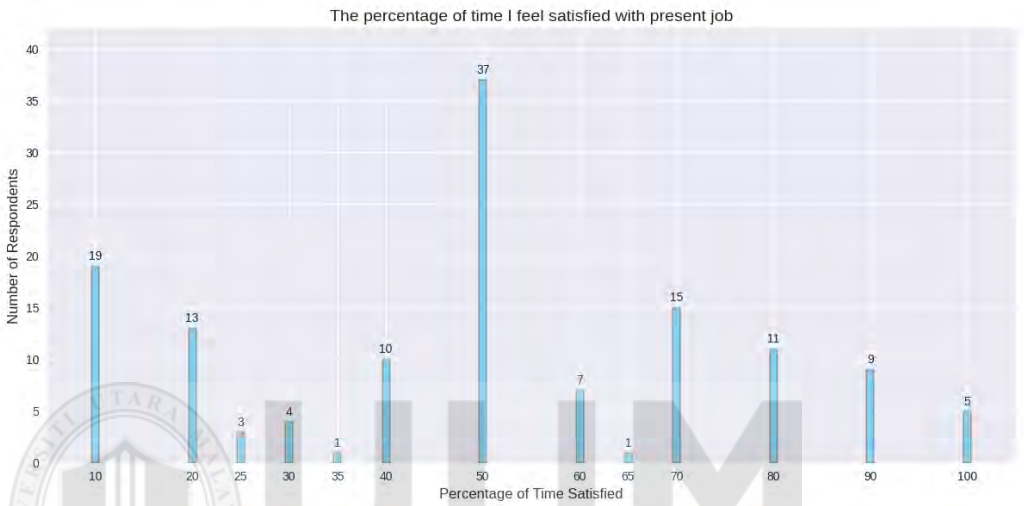

Chart 4.7 Percentage of time respondents feel Satisfied with their present job

The bar graph "The percentage of time I feel satisfied with present job" shows a wide range of emotional engagement with work, providing a nuanced picture of respondents' job happiness. With 37 respondents saying they are satisfied half the time, the most commonly stated satisfaction level is 50%. This suggests that a sizable fraction of the sample has moderate or mixed sentiments about their work. It's interesting to note that a significant portion of respondents also expressed extremely low levels of satisfaction: 19 people selected 10%

and 13 selected 20%, indicating a worrying level of discontent. Peak job contentment is rather uncommon within this group, as just 14 respondents indicated high satisfaction levels (90–100%). Although they are not overwhelming, mid-range values like 70% (15 respondents) and 80% (11 respondents) exhibit some optimism. With peaks at both 50% and 10%, the total distribution looks bimodal, indicating a divided sentiment some employees are reasonably satisfied, while others are miserable. This trend calls for more research into the variables driving these emotional results, as it may be a reflection of underlying problems such as job insecurity, a lack of recognition, or unfavourable working conditions.

II) The percentage of time respondents feel Unsatisfied with their present job

The percentage of respondents who are dissatisfied with their current employment indicates how much their work experience is dominated by negative feelings. When combined with neutrality and satisfaction, this measure displays the balance of emotional states that influence overall job quality. It also sheds light on the frequency of dissatisfaction, annoyance, or disengagement. High levels of discontent could be a sign of structural issues at work that call for focused actions to improve worker retention and well-being.

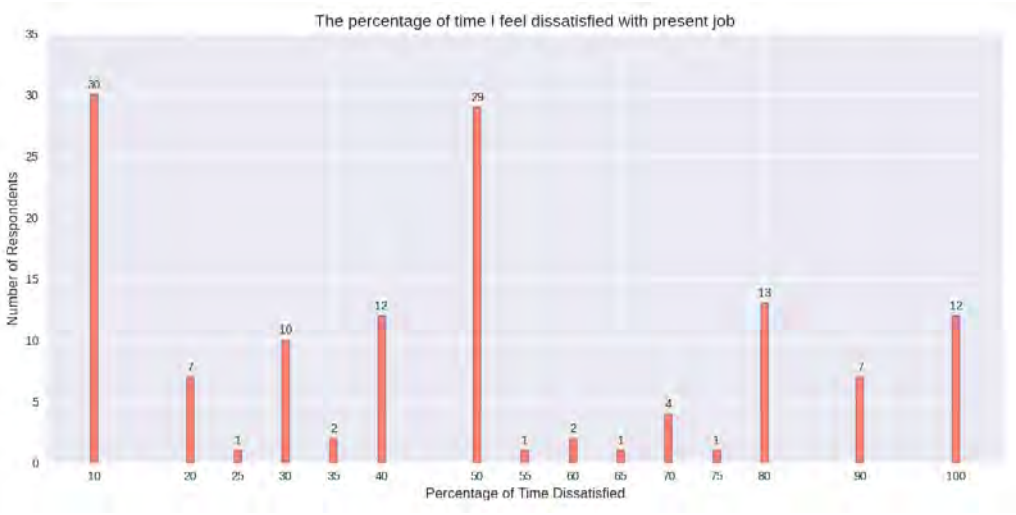

Chart 4.8 Percentage of time respondents feel Unsatisfied with their present job

The "The percentage of time I feel dissatisfied with present job" bar chart highlights both acute and chronic discontent and shows a wide variety of emotional reactions among employees. With 30 and 29 responders, respectively, the most commonly reported amounts are 10% and 50%. This indicates that a sizable segment of the workforce struggles with ongoing discomfort, as evidenced by the division between those who feel dissatisfaction only infrequently and those who do so half the time. notably, 32 people indicate significant levels of discontent (80–100%), indicating a troubling proportion of employees who are generally unhappy. Conversely, replies to moderate dissatisfaction levels (30–70%) are dispersed, with lesser counts across the spectrum, including 30% (10 respondents), 40% (12), and 70% (4). These numbers imply that while some employees only occasionally feel dissatisfied,

others do it more frequently. Similar to the previous satisfaction chart, the overall distribution seems bimodal and could be a reflection of systemic problems like job instability, a lack of autonomy, or unfavorable working circumstances. The need for focused interventions to enhance workplace well-being and lessen persistent unhappiness is highlighted by this emotional landscape.

III) The percentage of time respondents feel Neutral with their present job

The proportion of respondents who are neutral about their current position indicates how frequently their work experience is characterized by ambivalence or indifference as opposed to overt satisfaction or discontent. The balance of emotional states influencing overall job quality is reflected in neutrality, along with the other metrics. High neutrality may indicate confusion or disengagement, implying that workers are neither completely satisfied nor publicly unhappy. This might point out areas where companies need to improve employee engagement and make expectations clear in order to move employees toward higher levels of satisfaction.

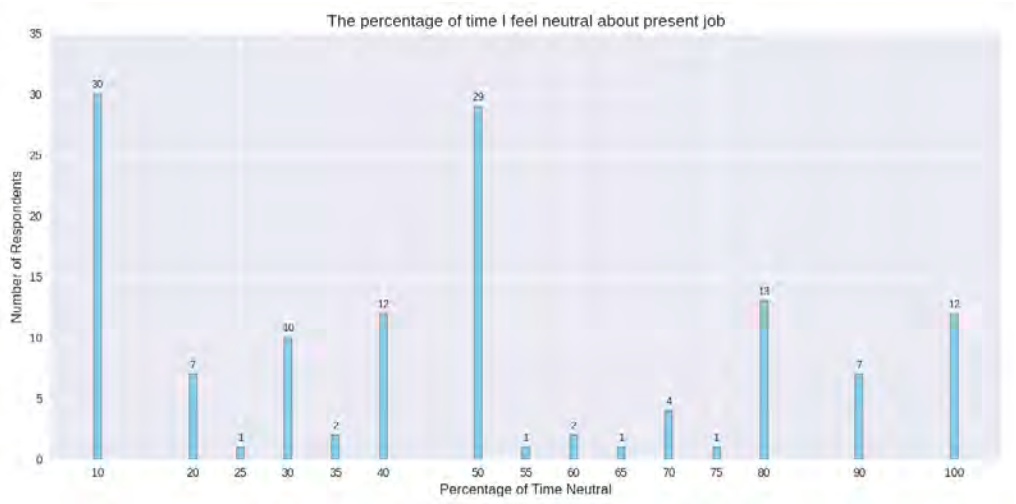

Chart 4.9 Percentage of time respondents feel Neutral with their present job

A convincing distribution of respondents' neutrality is seen in the chart. With 30 and 29 responders, respectively, the most commonly reported amounts are 10% and 50%. This implies that a sizable segment of the workforce either experiences neutrality half the time or only infrequently, suggesting a combination of ambivalence and emotional detachment. It's interesting to note that 32 people report high neutrality levels (80–100%), which could indicate a disconnected or emotionally detached relationship with their work. While very low numbers (such as 25%, 35%, and 55%) are rarely represented, mid-range percentages like 30% (10 respondents) and 40% (12 respondents) demonstrate moderate neutrality. The general pattern supports the notion that emotional reactions to work are polarized by reflecting the bimodal distribution observed in the pleasure and dissatisfaction charts. Some people are

extremely engaged or dissatisfied, while others are in a neutral state—possibly as a result of monotonous work, a lack of professional advancement, or ambiguous job responsibilities. This chart is particularly helpful in identifying workforce segments that can profit from role enrichment or re-engagement tactics.

4.4 Inferential Analysis

Inferential analysis investigates statistical correlations between variables in a study, allowing for hypothesis testing and generalization of results outside the sample. This section employs techniques such as correlation analysis, regression analysis, and hypothesis testing.

4.4.1 Correlation Analysis

Pearson correlation analysis was used to determine the degree and direction of the correlations between the selected variables. The correlation coefficients (r) and statistical significance (p-values) are shown below.

Pearson Correlation Analysis

Variable 1	Variable 2	Pearson's r	p-value	Interpretation
Work-Life Balance	Job Satisfaction	0.662	< .001	Strong positive
Income Stability	Job Satisfaction	0.719	< .001	Strong positive

Table 4.10 Pearson Correlation Analysis

4.4.1.1 Work-Life Balance and Job Satisfaction

Work-life balance and job satisfaction were shown to be strongly correlated ($r=0.662$, $t=11.09$, $p<.001$). This suggests that those who have a better work-life balance are much more likely to be satisfied with their jobs. The strength of this relationship emphasizes how crucial it is to strike a balance between work and personal responsibility in order to improve overall job satisfaction. This may demonstrate how a flexible schedule, autonomy, and less role conflict lead to a more satisfying work experience for p-hailing riders. These findings are consistent with previous research that highlights work-life balance as a crucial factor influencing employee well-being.

4.4.1.2 Income Stability and Job Satisfaction

Additionally, the research showed a significant positive association ($r=0.719$, $t=13.00$, $p<.001$) between job satisfaction and income stability. This implies that people are more likely to be content with their jobs if they believe their income is steady. The strong t-value and statistical significance further demonstrate this link's resilience. Perceived stability can play a significant role in determining the entire job experience of gig workers, whose pay may vary. This result emphasizes the psychological effects of financial predictability and

bolsters the claim that job happiness is mostly dependent on economic security.

As the conclusion, all three of the correlations between work-life balance, income stability, and job satisfaction were statistically significant ($p < .001$), with differing degrees of association, according to the Pearson correlation analysis. In particular, there was a moderately positive connection between work-life balance and income stability ($r = 0.475$, $t = 6.89$), suggesting that those who are better at juggling their personal and professional obligations also tend to view their income as more stable. On the other hand, there was a substantial correlation between work-life balance and job satisfaction ($r = 0.662$, $t = 11.09$), indicating that a better work-life balance is a major factor in total job satisfaction. In a similar vein, there was a significant positive association between income stability and job happiness ($r = 0.719$, $t = 13.00$), underscoring the crucial role that financial predictability plays in influencing employees' job contentment. When taken as a whole, these results highlight the importance of both psychosocial and economic elements in improving job satisfaction, especially when workers deal with flexible or uncertain work conditions.

4.4.2 Regression Analysis

A multiple linear regression study was carried out to look at the predictive connections between important factors. The model evaluated how much income stability and work-life balance contribute to job satisfaction. While accounting

for the other independent variable, this method aids in determining the relative importance of each one.

Regression Model Summary

Model Fit Statistic	Value
R	0.820
R^2	0.673
Adjusted R^2	0.669
F	161
p-value	< .001

Dependent Variable: Job Satisfaction
Predictors: Work-Life Balance, Income Stability

Table 4.11 Regression Model Summary

According to the statistically significant model ($F = 72.36$, $p < 0.001$), work-life balance and income stability together account for almost 45% of the variation in job satisfaction. This indicates that these two criteria are significant predictors of riders' level of satisfaction in their current roles, as evidenced by the relatively strong model fit.

Predictor	B (Unstandardized)	β (Standardized)	t-value	p-value	Interpretation
Work-Life Balance	0.364	0.459	8.80	<0.001	A significant positive predictor
Income Stability	0.546	0.459	9.50	<0.001	A significant positive predictor

Table 4.12 Coefficients Table

If income stability stays constant, the unstandardized coefficient (B = 0.364) indicates that job satisfaction rises by 0.364 units for every unit increase in work-life balance. In comparison to other variables, the standardized beta (β = 0.459) indicates that work-life balance has a moderate-to-strong impact on job satisfaction. The statistical significance of this link is shown by the high t-value (8.80) and extremely low p-value (<0.001). This implies that increasing respondents' job happiness is mostly dependent on improving work-life balance.

With an unstandardized coefficient of 0.546, the predictor Income Stability exhibits an even greater impact. This shows that, after adjusting for other variables, a one-unit increase in income stability results in a 0.546-unit improvement in work satisfaction. It has a somewhat higher relative influence than work-life balance, as indicated by the standardized coefficient (β) of 0.495. Its function as a highly significant and favourable predictor of job satisfaction is further supported by the t-value of 9.50 and the p-value less than 001.

4.4.3 Hypothesis Testing

Multiple linear regression analysis was used as the foundation for hypothesis testing in order to assess the suggested theoretical correlations. By adjusting for the impact of other predictors, this method enables the evaluation of each independent variable's distinct contribution to the dependent variable, job satisfaction. Standardized beta coefficients (β), t-values, and p-values were used

to assess each hypothesis's significance; p < 0.05 was considered statistically significant.

4.4.3.1 Hypothesis Formulated

a) Work-Life Balance

i) Null Hypothesis (H_0): Work-Life Balance does not predict job satisfaction ($B = 0$).

ii) Alternative Hypothesis (H_1): Work-Life Balance significantly predicts job satisfaction ($B \neq 0$).

iii) Test Result:

- $t = 8.80, p < .001$
- Since $p < .05$, we reject H_0.
- Conclusion: Work-Life Balance is a statistically significant positive predictor of job satisfaction.

b) Income Stability

i) Null Hypothesis (H_0): Income Stability does not predict job satisfaction ($B = 0$).

ii) Alternative Hypothesis (H_1): Income Stability significantly predicts job satisfaction ($B \neq 0$).

iii) Test Result:

- $t = 9.50, p < .001$
- Since $p < .05$, we reject H_0.

- Conclusion: Income Stability is a statistically significant positive predictor of job satisfaction.

We reject the null hypotheses for each of the three predictors, Income Stability, Work-Life Balance, and Intercept, because their results are statistically significant ($p < .001$). This demonstrates that income stability and work-life balance both significantly influence the prediction of job satisfaction.

4.4.4 Hypothesis Summary

Hypothesis Code	Statement	Statistical Support	Interpretation
H_1	Work-Life Balance has a significant positive effect on Job Satisfaction.	Supported ($\beta = 0.459$, $t = 8.80$, $p < .001$)	Riders who successfully manage their personal and professional lives typically report higher levels of job satisfaction.
H_2	Income Stability has a significant positive effect on Job Satisfaction.	Supported ($\beta = 0.495$, $t = 9.50$, $p < .001$)	Riders who perceive their income as consistent and sufficient report higher levels of satisfaction with their work.

Table 4.13 Hypothesis Summary

The results of hypothesis testing based on the multiple linear regression analysis carried out in Section 4.10 are compiled in this section. The purpose of the hypotheses was to investigate the predicted connections among Malaysian p-hailing passengers between Work-Life Balance, Income Stability, and Job

Satisfaction. Standardized beta coefficients (β), t-values, and p-values were used to assess each hypothesis; $p < 0.05$ was considered statistically significant.

According to the first hypothesis (H_1), work-life balance significantly improves job satisfaction. The regression results, which display a standardized coefficient of $\beta = 0.459$, a t-value of 8.80, and a p-value less than.001, provide statistical support for this hypothesis. These numbers show a robust and statistically significant correlation between job satisfaction and work-life balance. Practically speaking, this implies that riders who are able to successfully manage their time and strike a healthy balance between their personal and professional obligations typically report better levels of job satisfaction. The standardized coefficient's strength emphasizes work-life balance as a significant factor in total occupational wellbeing, highlighting the significance of individual autonomy and time management in the context of the gig economy.

According to the second hypothesis (H_2), job satisfaction is significantly positively impacted by income stability. With a standardized coefficient of $\beta = 0.495$, a t-value of 9.50, and a p-value less than.001, the regression analysis further supports this hypothesis. These findings support the notion that income stability is a reasonably robust and statistically significant predictor of work satisfaction. According to the interpretation, riders are more likely to be content with their jobs if they believe their pay is steady, dependable, and adequate. This research highlights how important financial security is in determining

employees' emotional and professional well-being, especially in gig or informal labor environments where revenue fluctuation can be stressful.

When taken as a whole, these results confirm that income stability and work-life balance are crucial factors affecting riders' job satisfaction. Interventions targeted at enhancing time flexibility and income predictability may significantly improve the overall quality of work life in the gig economy, according to their statistical significance and positive effects.

4.5 Summary of the Chapter

According to a survey of 167 p-hailing riders in Malaysia, the majority of this gig workforce consists of Malay men in their 20s to 40s who work full-time, have at least an SPM diploma, and frequently provide modest monthly earnings of less than RM3000 for small to medium-sized families. Due to the hard nature of their employment, many riders put in more than 8 to 12 hours a day.

Improvements in time management and financial predictability are associated with higher levels of occupational contentment, according to Pearson correlation analysis, which revealed statistically significant positive correlations between work-life balance, income stability, and job satisfaction. Regression analysis was used to further evaluate these correlations and found that work-life balance and income stability are both significant predictors of job satisfaction, with work-life balance being the stronger contributor.

The results indicate that riders are only somewhat satisfied with work-life balance and workplace circumstances, and they constantly rank income stability as low, particularly when it comes to benefits and pay raises. Total job satisfaction is low; scheduling is viewed as somewhat favorable, but total satisfaction is still low.

Work-life balance and income stability both significantly predict job satisfaction, with income stability having a marginally greater impact, according to correlation and regression analyses. Overall, the study emphasizes that p-hailing is a means of subsistence and survival, but it is still a male-dominated, financially precarious, and physically taxing industry where riders' contentment is greatly enhanced by mental well-being and financial predictability. All things considered, this chapter provides empirical data that expands our understanding of Malaysian p-hailing consumers' actual experiences. The results have practical implications for platform operators, policymakers, and scholars who want to improve the sustainability and equity of gig labor arrangements.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides a thorough analysis of the quantitative results presented in Chapter 4, relating them to the goals of the study, its theoretical underpinnings, and the larger body of research on gig economy labor. The objective is to place the statistical findings in the perspective of Malaysian p-hailing riders' real-life experiences, especially in the wake of the COVID-19 pandemic, which profoundly altered platform-based labor dynamics and employment trends. The chapter starts off by going over the main connections found via regression and correlation analysis, with an emphasis on the ways that income stability and work-life balance affect job satisfaction. These concepts were chosen because they are important to rider well-being and are widely used in the literature on platform-based and informal labor. In order to clarify the importance of these interactions and their consequences for rider engagement, retention, and general quality of life, the debate incorporates both actual data and theoretical viewpoints. After the debate, the chapter summarizes the study's overall findings and how they have advanced both academic and practical knowledge about gig labor in Malaysia. The conclusion considers how well the study's goals were met and emphasizes the importance of localized, data-driven insights in guiding labor policy and platform design. The chapter concludes with specific recommendations for platform operators, legislators, and upcoming scholars. Based on the study's findings, these suggestions seek to promote the growth of more sustainable, rider-centered, and

egalitarian gig labor settings. The chapter promotes a comprehensive strategy for enhancing job satisfaction and wellness in the p-hailing industry by addressing both the economic and human aspects of the passenger experience.

5.2 Discussion of Key Findings

This chapter examines the study's main conclusions in light of the research questions. This study shows that work-life balance and financial stability have a influences on p-hailing riders' job satisfaction. Interestingly, work-life balance turned out to be the greater predictor, indicating that riders' capacity to balance personal and professional responsibilities is more important in determining their job satisfaction than just financial factors. In addition to the function of economic stability, this emphasizes the significance of psychosocial variables in gig employment. At the same time, as many riders support dependents and have household financial obligations, income stability continues to be a crucial factor, underscoring the need for consistent earnings. Together, these findings highlight the necessity of addressing both income security and work-life balance when attempting to improve job satisfaction among p-hailing passengers, offering insightful information for theory, practice, and policy in the gig economy.

5.2.1 Work-Life Balance and Job Satisfaction

RQ1: How does work-life balance influence job satisfaction among P-hailing riders?

With mean scores ranging from 2.9 to 3.0 across the pertinent items, the survey's findings show that p-hailing users only expressed moderate levels of satisfaction

with their work-life balance. This implies that although some riders were able to successfully balance their personal and professional obligations, a sizable percentage suffered from long workdays, exhaustion, and the conflicting demands of family and financial obligations. The very high standard deviations found further emphasize the diversity of experiences, indicating that work-life balance is not consistently attained but rather is influenced by unique situations, including family responsibilities, financial requirements, and coping mechanisms**.**

Despite the fact that scheduling freedom is frequently mentioned as one of the primary benefits of gig labor, the results show that this autonomy does not always result in better balance. Riders who can control their hours enjoy more independence and less worry, but many are forced to work longer hours to make enough money, which wears them out and makes them less satisfied. This dynamic highlights the unstable nature of gig work, where financial necessity undermines the promise of flexibility. The results align with the Job Demands-Resources (JD-R) paradigm, which suggests that work-life balance serves as a vital resource that can protect against stress and improve well-being. However, the statistics also show that riders' capacity to attain balance is still precarious and mostly depends on personal resilience rather than institutional protections in the absence of structural assistance from platforms or regulatory measures. This suggests that, despite its importance, work-life balance is susceptible to deterioration due to the demands of rigorous work schedules and erratic income, which limits its total impact on job satisfaction.

P-hailing riders' daily realities reveal several paradoxes that challenge the idealized image of gig work. First, long working hours, second, limited flexibility due to financial pressure, third, family and social responsibilities are compromised, and finally, health and safety are jeopardized, with fatigue, stress, and exposure to traffic risks becoming routine consequences of prolonged labor.

a. Working Long Hours

Many riders claim to work more than eight to twelve hours a day, frequently going above and beyond traditional full-time schedules. Although the desire to achieve a suitable income is the driving force behind this prolonged labor, increased profits are not always the result. Rather, while working longer hours, riders continue to be concentrated in lower-income levels, exposing inefficiencies in remuneration.

Income Level	>3 hours	>5 hours	>8 hours	>11 hours	>12 hours
RM1,000	2	3	4	3	4
RM2,000	3	5	6	5	6
RM3,000	8	12	17	12	17
RM4,000	6	8	11	8	11
>RM4000	2	3	4	3	4

Table 5.1 Correlation Between Working Hours and Income for P-Hailing Riders

Table 5.1 shows a contradiction in the respondents' working hours and income of P-hailing riders. The distribution shows that, contrary to expectations, working more hours does not result in higher incomes. Even though 62.7% of people make less than RM3000 each month, many of them work the longest hours. In

particular, 25.1% of respondents work more than 12 hours a day, and 26.3% work more than 8 hours. These numbers probably include a sizable percentage of low-income earners. Additionally, 18.6% of workers put in more than 11 hours, and another 18.6% put in more than 5 hours, which confirms that prolonged labor is common across all income levels. Only 12.2% of respondents, on the other hand, make more than RM4000, and they are not overrepresented in the categories with the longest working hours. These trends imply that those with lower incomes may actually work longer hours more frequently than those with higher incomes. This disparity draws attention to possible injustices or inefficiencies in the industry's pay arrangements, when effort invested does not always result in financial reward. The information shows that respondents' income levels and working hours have a complex relationship. Interestingly, a sizable fraction of those making less than RM3000, or 62.7% of the sample, fall into other categories of extended working hours, with 25.1% working more than 12 hours and 26.3% working more than 8 hours per day. Given that a sizable portion of low-income earners work long hours, this shows that longer working hours may not always translate into better income. On the other hand, people who make more than RM4000 (12.2%) are underrepresented in the categories with the longest working hours, suggesting that income and time invested may not be correlated. These results highlight the necessity of rigorously analyzing the effectiveness and fairness of working conditions in the industry, especially for employees whose long hours do not result in equivalent financial benefits.

b. Limited Flexibility Due to Financial Pressure

Whereas riders are theoretically free to choose their own schedules, financial pressure forces them to work longer hours, undermining the benefits of autonomy. Although gig work is frequently marketed as providing freedom and independence, many riders are forced to go beyond realistic boundaries due to financial instability. Schedule flexibility is compromised by the desire to maximize profits, especially when there is no steady demand or salary guarantee.

As a result, riders feel more and more stressed and exhausted, and the lines between their personal and professional lives become more hazy. They often forgo social interactions, family obligations, and relaxation in order to conform to peak demand or platform-driven incentives. A vicious loop is created by this imbalance: lower output results in longer hours, which further reduces wellbeing. The issue is made worse by the lack of set schedules or protective labor laws, which turn the promise of freedom into a type of overwork where financial necessity takes precedence over independence.

In the end, service demands and financial strain undermine riders' autonomy, leading to stress, declining health, and burnout. In an attempt to strike a balance between unpredictable income and stringent delivery requirements, riders may turn to risky behaviors, including running red lights, using cell phones while riding, ignoring protective gear, or riding without appropriate footwear. Such pressures have been connected by research to dangerous actions, such as failing to wear helmets, stopping suddenly at yellow lights, and having incomplete side

mirrors (Malik et al., 2023). These violations show how schedule-driven stress and financial instability overshadow the promise of flexibility and promote unsustainable, dangerous work practices. They are motivated by the ongoing desire to maximize profits and prevent consumer displeasure.

c. Family and Social Responsibilities

Marital Status	1–3 Dependents	4–6 Dependents	7–9 Dependents	Total Riders	% of Total
Married	65	20	4	89	53.60%
Single	38	25	2	72	43.40%
Divorcee	3	5	0	5	3.00%
Total	106	50	6	166	100%

Table 5.2 Marital Status and Household Dependents of P-Hailing Rider

Married riders (53.6%). The majority of the sample consists of married riders, the majority of whom provide for one to three dependents, and a sizable percentage also manage four to six. This group bears the greatest twin burden: they must work long hours to earn a steady income while also taking care of their family members at home. Missed milestones, strained family ties, and a lower quality of life are frequently the results of juggling household responsibilities with financial instability. Their circumstances demonstrate how social well-being and economic precarity in the gig economy are closely related, rendering married riders more susceptible to stress and burnout.

Single riders (43.4%). The data reveal that many single riders also report dependents, especially in the one to three and four to six range, despite the assumption that they have fewer family obligations. This implies that single riders

frequently support parents, siblings, or shared houses as part of extended family caregiving. Their responsibilities undermine the idea that being single means being independent because they have to balance social obligations and financial strains. The need to support dependents undermines the flexibility of gig work for these riders, highlighting the larger issue of blurred boundaries between personal and professional life.

Divorcee riders (3.0%). Despite making up a small percentage of the sample, divorcees' distribution throughout the dependent ranges is noteworthy. Separation does not always result in fewer home duties, as evidenced by the fact that many report taking care of four to six dependents. In fact, because women frequently take on caring responsibilities without a partner's assistance, divorcees may experience increased financial burden. This group serves as an example of how family structure can exacerbate economic vulnerability, as riders are compelled to extend their working hours in order to fulfil household and personal obligations. Their experiences highlight the underlying complications of gig employment, when social commitments and financial necessity take precedence over individuality.

Due to the increased stress of juggling work and family life, married riders with dependents are especially at risk. The constraints of gig employment are exacerbated by the simultaneous burden of providing care and making ends meet. Riders frequently find themselves torn between the emotional and physical demands of family life and the lengthy work hours necessary to achieve a

reasonable salary. Riders may miss significant life events, disregard social obligations, or find it difficult to sustain meaningful contacts with spouses and children as a result of this tension, which frequently leads to strained family ties. In addition to lowering quality of life, the loss of family time exacerbates psychological anguish, loneliness, and feelings of guilt. Household interactions are further strained when riders' partners or family members are required to take on extra chores. When riders encounter unforeseen costs, childcare requirements, or eldercare responsibilities, the relationship between economic precarity and social well-being becomes particularly clear. Riders are compelled to put short-term financial survival ahead of long-term family unity in the absence of a steady income or institutional support. This disparity highlights how, while being promoted as flexible, gig employment frequently threatens the very social fabric it purports to support. In the end, the hidden costs of gig labor are brought to light by the combined weight of domestic responsibilities and economic instability. The ongoing balancing act between maintaining family ties and making enough money to support the household overshadows what seems to be scheduling autonomy. This relationship demonstrates how financial precarity affects not only the individual worker but also entire families and communities in the gig economy.

5.2.2 Income Stability and Job Satisfaction

RQ2: How does income stability influence job satisfaction among P-hailing riders?

The study's conclusions show that among p-hailing users, financial stability was a more significant predictor of job satisfaction than work-life balance. With mean scores ranging from 1.6 to 2.2, the survey findings repeatedly showed low levels of satisfaction with pay structures, perks, and salary increases, showing widespread dissatisfaction with financial arrangements. The binary Yes/No item, which revealed that more riders reported being dissatisfied (90) than those who expressed satisfaction (75), further supported this discontent and highlighted the prevalence of financial insecurity in this sector.

According to the statistics, riders' sense of security is severely undermined by earnings instability, even in situations when flexible scheduling may normally be seen as advantageous. Increased worry is brought on by unpredictable income, especially for married riders and those with several dependents, for whom maintaining family duties depends on financial security. These results are in line with Herzberg's Two-component Theory, which holds that financial stability serves as a hygiene component and that, even in the presence of other motivating factors like autonomy or flexible hours, its absence invariably results in discontent.

In this situation, riders might be able to put up with a bad work-life balance for a short while if their income is steady, but erratic income soon reduces satisfaction and adds to unfavourable opinions about gig employment in general. The ramifications are obvious: without structural changes to secure income, improvements in other elements of the employment are unlikely to result in

significant increases in overall happiness. For p-hailing users, financial security is the most pressing concern.

There are several factors that influence the P-hailing riders' monthly income stability.

i) Wage rate decrease.

As per the feedback obtained from the survey conducted on 265 respondents, where 91.43% of riders stated that they are not satisfied with the current wage rate they receive. The riders with 4 to 6 years of experience, which means they started being riders around 2019 and 2021, coinciding with the COVID-19 pandemic period, they surely they clearly aware the difference in current wage rates compared to the pandemic period. Covid-19 was first detected in Wuhan, China around November 2019 (Bryner , 2020) and the first case in Malaysia was detected in January 2020 (Md.Shah, Nur, Hevadas, & al, 2020). In March 2020, the Movement Control Order (MCO) began, marking the start of the trend in demand for P-hailing riders, which became one of the essential sectors given leniency during the MCO. At this time, with a wage rate of RM10 per trip, it allows riders to earn an income of up to RM5000 per month (Tahir & Palanisamy, 2023). Figure 5.2 below shows the wage rate changes between 2020 and 2025.

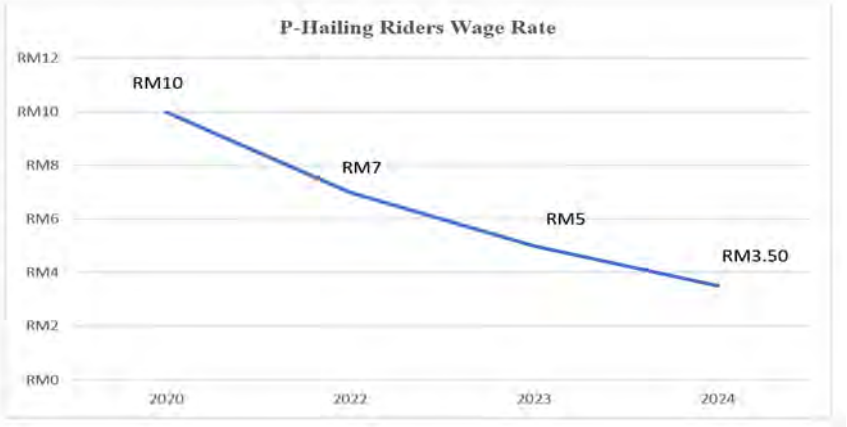

Figure 5.3 P-hailing Riders' Wages Rate Changes

The change in rider wages in Malaysia from 2020, which was the peak of their era, until now shows a significant decrease with no indication of it rising again. From wages that reached RM10 per trip, it has now fallen to RM3.50, and some riders only receive RM1 per delivery (Basaruddin, 2024).

Below are examples of both FoodPanda and GrabFood's daily wage calculations if they work for 11 hours, as per their current riders' wage packages.

FOODPANDA									
Shift	Hours	Deliveries	Base Pay/hour (RM)	Pay/Delivery (RM)	Avg Distance (km)	Distance Bonus (RM)	Hourly Pay (RM)	Delivery Pay (RM)	Total Pay (RM)
Morning (7–10am)	3	4	6	3.5	6	RM2.00	RM18.00	RM16.00	**RM34.00**
Lunch (11am–2pm)	3	5	6	4	7	RM3.00	RM18.00	RM23.00	**RM41.00**
Evening (4–6pm)	2	3	6	5	8	RM2.50	RM12.00	RM17.50	**RM29.50**
Night (8–11pm)	3	4	6	5.5	9	RM4.00	RM18.00	RM26.00	**RM44.00**
Total	**11**	**16**					**RM66.00**	**RM82.50**	**RM148.50**

Figure 5.4 Sample of FoodPanda Riders' Wages Calculation

GRABFOOD							
Shift	Hours	Deliveries	Base Pay/Delivery (RM)	Avg Distance (km)	Distance Pay (RM)	Bonus (Peak/Quest)	Total Pay (RM)
Morning (7–10am)	3	4	5	6	RM10.80	RM2.00	**RM32.80**
Lunch (11am–2pm)	3	5	5.5	7	RM15.75	RM3.00	**RM46.25**
Evening (4–6pm)	2	3	6	8	RM10.80	RM2.50	**RM41.30**
Night (8–11pm)	3	4	6.5	9	RM16.20	RM4.00	**RM46.20**
Total	**11**	**16**			**RM53.55**	**RM11.50**	**RM166.50**

Figure 5.5 Sample of GrabFood Riders' Wages Calculation

This amount is an estimate, assuming they work 11 hours a day. However, several variables, such as rest, emergency leave, sick leave, daily deliveries, and daily working hours, will ultimately determine their end-of-month salary. It is almost impossible for them to earn more than RM4000 a month because it means they have to maintain the same amount of working hours and deliveries, every day for 30 days, without any days off.

Besides the data obtained from surveys and information from the literature review, many authentic discussions in P-hailing rider community groups such as GrabFood Rider Malaysia, FoodPanda Rider Malaysia Official, FoodPanda Riders Community, ShopeeFood Rider Official MY, and many other private rider community groups on the Facebook platform allow researchers to obtain genuine views from the riders themselves.

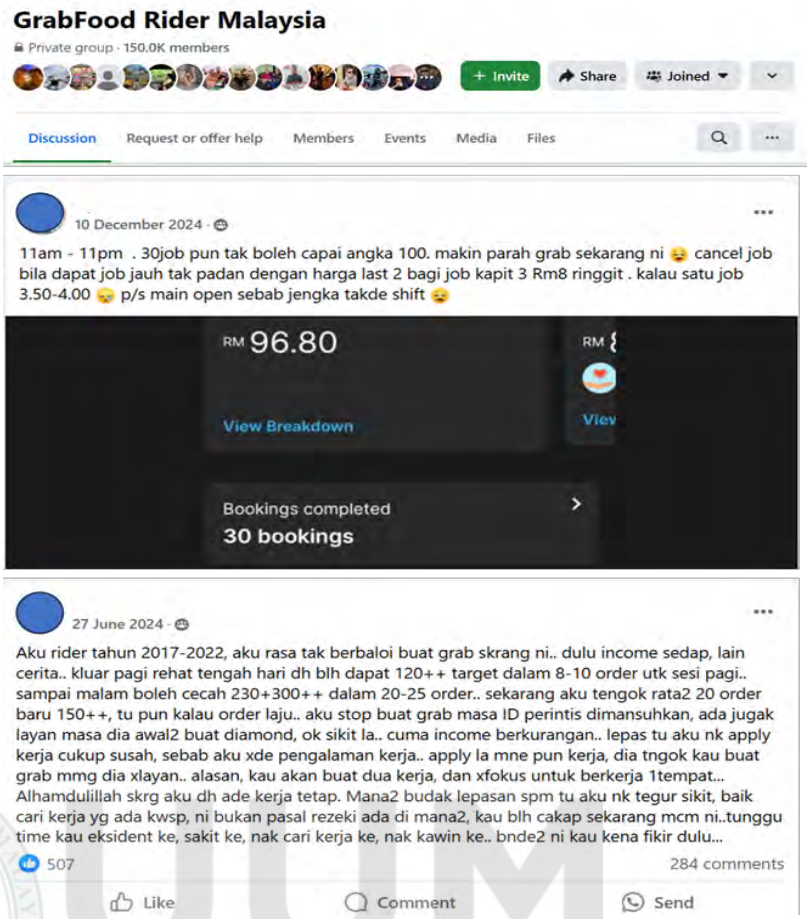

Figure 5.6 Screenshots from the GrabFood Rider Malaysia Facebook group highlighting riders' declining job satisfaction and income instability.

In the first post (10 December 2024), a rider who worked a 12-hour shift but only received 30 jobs, earning RM 96.80, expresses discontent. Unreasonably low airfare and job cancellations are cited as increasing issues.

A former full-time rider (2017–2022) explains introspectively in the second article (June 27, 2024) that job volume and incentives have drastically decreased over time. After quitting the gig economy, the rider describes how difficult it was to find steady work. She counsels younger

riders to put long-term financial security first and look for positions that contribute to the Employee Provident Fund (EPF). With 507 likes and more than 284 comments, this post received a lot of interaction, suggesting that a high level of public interest in the issue. This opinion is consistent with survey results indicating that most participants found it challenging to save money due to fluctuating income. The post is presented here to show how the problems addressed in this study are expressed in the real world and to give context for the quantitative data.

In conclusion, with decreasing wages, even though riders work at maximum capacity, it is difficult for them to earn a high income. With the cost of living increasing every year, it is indeed reasonable for them to consistently fail to save each month after deducting all their monthly commitments.

ii) Competition from the rapid increase in the number of riders.

The rapid increase in the number of riders on both full-time and part-time basis, affecting their income, especially during peak periods when demand is heightened. In response to a question on the matter, Assoc Prof Dr Mohd Helmi Ali, deputy dean of the Graduate School of Business at Universiti Kebangsaan Malaysia (UKM), stated that the fierce competition among the operators might have led them to lower the salary rates for riders. He claimed that, in contrast to prior years, the increasing number of platforms and industry participants in p-hailing

had an impact on the supply and demand elements. (Bernama, 2023) In 2020, when the COVID-19 pandemic began, the p-hailing industry surged dramatically during the Movement Control Order (MCO), with 60,000 riders recorded. The number increased to 75,000 to 80,000 people in the following years, 2021 and 2022. In 2023, the number of riders continued to increase to 100,000, with one of the contributing factors being that approximately 20% (out of 403,637) of post-SPM examination students decided to join the p-hailing industry and were not interested in continuing their studies (Jamie, 2023).

This situation occurred due to the economic downturn caused by the COVID-19 pandemic, which affected many business sectors, leading to widespread job losses. This is one of the reasons why SPM graduates chose to work to alleviate their families' financial burdens, in addition to being attracted by the lucrative wages at that time. The number of riders continued to increase in 2024, reaching 100,000 people due to the rise of food delivery service platforms and high demand for services, especially in urban areas (Muhammad, 2024).

iii) High operating cost.

P-hailing jobs operate using motorcycles, so their main expenses are fuel, vehicle maintenance, as well as road tax and insurance.

Expense Type	Estimated Monthly Cost (RM)	Notes
Fuel	RM300 – RM500	Depends on daily distance (avg. 120–180 km/day)
Maintenance	RM80 – RM200	Includes oil changes, tires, brake pads; varies with wear and tear
Insurance	RM30 – RM80	Monthly equivalent of annual motorcycle insurance premiums
Road Tax	RM2 – RM5	Annual road tax split monthly (for motorcycles <150cc)
Phone & Data Plan	RM30 – RM60	Essential for app use and navigation
Rider Gear *(optional)*	RM20 – RM50 (amortized)	Safety equipment, power banks, delivery bags, etc.

Figure 5.7 P-hailing Riders' Monthly Expenses Estimating

Riders' net income is directly impacted by changes in fuel prices because of the vast distances they travel each day. Operating costs are also greatly impacted by necessary vehicle maintenance, such as tire replacements, routine maintenance, and wear-and-tear repairs. Even while motorcycle insurance and road tax are yearly costs, many riders find the lump sum payments to be prohibitive. Furthermore, in order to access delivery platforms and stay in touch while on duty, digital equipment like cell phones, power banks, and data subscriptions is essential. The conclusion is, with unpredictable income and decreasing wages while operating costs remain high, it becomes increasingly difficult for riders to guarantee good pay at the end of the month. The Malaysian P-Hailing Delivery Riders Association (Penghantar) has urged the government to offer motorcycle maintenance subsidies due to growing operating expenses. Growing concern over the financial burden experienced by riders who depend on their automobiles as vital tools of commerce is reflected in this suggestion, which was made ahead of Budget 2023 (Sinar Harian, 2022). The group stressed that in the face of

falling fares and rising fuel expenses, riders' safety and sustainability may be jeopardized in the absence of such assistance.

5.2.3 Predictive Relationships

P-hailing riders' job happiness is significantly predicted by both work-life balance and income stability, according to regression research. Crucially, work-life balance turned out to be the bigger driver, suggesting that riders' capacity to reconcile personal and professional obligations is more important in determining their level of pleasure than just having enough money. This result emphasizes the combined significance of psychosocial and economic aspects in gig employment and supports the study's hypothesis. Because work-life balance has a larger predictive power, treatments that enhance riders' schedules, cut back on excessive working hours, and provide flexibility may boost job satisfaction more than just making financial changes. However, the importance of stable income cannot be understated because riders, who frequently provide for dependents and deal with household financial strains, still need steady incomes.

5.2.4 Comparative Insights

With mean scores of about 3.0, riders expressed a modest level of satisfaction with work-life balance; however, the wide range of experiences within the sample was mirrored in the considerable variation. On the other hand, income stability scores, which ranged from 1.6 to 2.7, were consistently poor. Strong discontent was especially noticeable with regard to pay raises and perks. Regression analysis

showed that work-life balance has a stronger predictive effect on job satisfaction despite this lower absolute satisfaction with income, highlighting the significance of psychosocial well-being as a more important factor than financial stability in shaping riders' overall job satisfaction.

The mean scores for p-hailing riders ranged from 2.5 to 2.8, indicating a moderate to low level of overall job satisfaction. When all characteristics of the profession are taken into account, this pattern reveals widespread dissatisfaction and implies a broad unwillingness to promote the occupation. These results were further supported by the binary Yes/No measure, which showed that most riders roughly 90 out of 167 were unhappy with their current jobs. When combined, these findings show that although individual riders may find some aspects of their jobs bearable, overall attitude is still negative, highlighting the need for structural changes in both working conditions and financial security to increase overall job satisfaction.

Because riders place a high value on relaxation, flexibility, and family time, which greatly influence their overall feeling of well-being, work-life balance serves as a qualitative driver of job satisfaction. Income stability, on the other hand, acts as a quantitative baseline, where discontent with compensation and benefits continuously reduces satisfaction but does not overcome the psychological stress brought on by an unbalanced lifestyle. When combined, these structures show that p-hailing riders' job satisfaction is multifaceted and

that, in order to achieve long-lasting gains in passenger experiences and retention, both financial stability and personal well-being must be addressed concurrently.

5.3 Contribution of the study

In the context of Malaysia's gig economy, especially concerning p-hailing riders, this paper makes a number of significant contributions to both academic research and the formulation of useful policies.

Empirical Evidence on Rider Well-Being: The study offers localized, data-driven insights into the lived reality of p-hailing passengers in Malaysia through a quantitative analysis of work-life balance, financial stability, and job satisfaction. The results show that although riders frequently put in longer hours, sometimes longer than those of a full-time employee, their pay is still disproportionately low, creating a paradox where more effort does not result in higher pay. This inefficiency in platform compensation schemes highlights fundamental flaws in gig employment, where the advantages of human input are diluted by algorithmic job allocation, falling wage rates, and increased competition. The study also shows that riders' ability to prepare for long-term stability is undermined by financial insecurity, and their psychosocial well-being is impaired by exhaustion, stress, and demanding family obligations. By highlighting these inconsistencies, the study contributes to our understanding of how gig platforms both promise flexibility and maintain precarity. It provides crucial evidence for policymakers and platform operators to reevaluate wage structures, scheduling

procedures, and social protections in order to establish more sustainable and equitable working conditions.

Theoretical Advancement: By showing how psychological resources and hygienic variables combine to influence job satisfaction among p-hailing riders, the findings support well-known theoretical frameworks Herzberg's Two-Factor Theory. Income stability is in line with Herzberg's hygiene factors, where its absence invariably results in discontent independent of other motivational reasons, assisting riders in managing stress and maintaining well-being. Collectively, these findings demonstrate that rider satisfaction is influenced by both financial security and personal well-being rather than by a single factor. The idea that both structural income safeguards and systems that assist riders' psychosocial needs are necessary for long-term improvements in gig employment is strengthened by this synthesis of theory and actual data.

Policy Relevance: The study emphasizes the significance of implementing comprehensive treatments that concurrently address p-hailing riders' financial security and personal well-being. The results show that work-life balance has a greater predictive impact on total job satisfaction, even while financial stability is still a crucial basis for lowering discontent and guaranteeing economic resilience. This demonstrates that riders' impressions of employment are frequently shaped more by their capacity to balance personal time, family obligations, and rest than by financial considerations alone.As a result, regulators and platform operators are directed toward more balanced approaches that incorporate transparent compensation structures and income guarantees with flexible scheduling, rest periods, and emotional assistance. This strategy

guarantees that interventions promote long-term improvements in the economic and human aspects of gig employment rather of being solely focused on financial results.

Practical Insights for Platform Design: Regression and comparison analysis data indicate that the use of dynamic scheduling tools, transparent earning systems, and minimum income guarantees could greatly increase rider satisfaction. Dynamic scheduling would allow riders to better control their working hours, minimize fatigue, and create a healthy work-life balance. By making it clear how fares are determined and allocated, transparent earning systems will allay concerns about algorithmic unpredictability and increase user confidence in platform operations.Income smoothing techniques, also known as minimum income guarantees, would lower financial volatility and guarantee that riders can continue to have a minimal degree of financial stability even in times of low demand. By providing structural solutions that improve both psychosocial well-being and financial resilience, these strategies collectively directly address the dual drivers of job satisfaction work-life balance and income stability.

Social Impact Awareness: The study shows that the effects of gig employment go well beyond the individual worker by connecting riders' economic precarity to their social and familial obligations. Riders frequently have to balance lengthy work hours with providing care at home, which stresses family ties, lowers quality of life, and increases psychological stress. This link shows that gig employment is a social phenomena that affects entire households and, consequently, communities, rather than just an economic arrangement. By highlighting the necessity of laws that acknowledge gig workers as

essential contributions to family stability and community well-being, the study expands the conversation on labor rights and social protection. The necessity of creating inclusive frameworks that protect social cohesion and financial stability in the gig economy is highlighted by this acknowledgment.

5.4 Limitations of the study

The very low response rate to the online questionnaire, in spite of focused dissemination efforts through social media platforms and well-established delivery rider networks, was one of the study's major weaknesses. A major contributing factor was correspondent increasing fear of online fraud, which caused many of them to be reluctant to click on unknown survey links. Together with time restraints and potential survey tiredness, this mistrust of digital technology probably decreased participation and might have impacted the sample's representativeness. Consequently, the findings' generalizability is rather limited. Alternative data gathering techniques, like in-person distribution, QR codes distributed via reliable middlemen, or collaborations with rider associations, could be used in future studies to overcome this difficulty and increase response rates. Fear of online scams, which is widespread among the public as a result of the rise in fraud cases involving the exploitation of personal data and phony surveys, was a major contributing element to this. Even if the purpose of the study and anonymity were made apparent, many potential respondents were reluctant to click on links or submit information via unknown internet platforms.

The sample size and diversity were probably impacted by this mistrust, especially among older or less tech-savvy riders who would have preferred in-person contacts over online engagement.

5.5 Recommendation

5.5.1 For Future Research

Leverage Endorsements to Build Trust: To legitimize the survey and increase participant trust, future research could think about working with reputable groups, such as unions, rider associations, or platform firms like Grab and Foodpanda. Credible organizations' endorsements might allay suspicion, especially among riders who are worried about data exploitation or internet scams. By demonstrating the legitimacy and applicability of the research, these collaborations may also enable wider outreach and raise response rates.

Use Multimedia Introductions to Establish Rapport: You may establish trust with potential respondents and humanize the research process by including a brief introductory video or a customized researcher profile at the start of the survey. Such multimedia components may lessen suspicion and promote participation by outlining the study's goals, ethical considerations, and data usage, particularly for riders who are leery of fraud or strange links.

Extend Geographic Scope and Sample Size: Future studies should strive for larger, more diverse sample sizes, as well as wider geographic coverage, to enhance the generalizability of their findings. A more thorough grasp of the issues and requirements of the P-hailing industry would result from including riders from different states, urban and rural locations, and platform affiliations. This strategy would also assist in identifying geographical differences in access to support networks, safety hazards, and income.

Incorporate Qualitative Methods for Deeper Insight: To obtain a more nuanced knowledge of the lived experiences of P-hailing riders, future research should consider utilizing qualitative techniques like focus groups or semi-structured interviews. Although survey data provides a broad perspective, qualitative approaches can reveal more in-depth information about the emotional, social, and financial difficulties that riders encounter, including problems that might not be well conveyed by closed-ended questions. This mixed-methods approach would support more focused policy recommendations and enhance the overall analysis.

Since extended exposure to erratic schedules and revenue instability may have cumulative consequences, future studies should look at the long-term implications of gig labor on riders' mental health and financial resilience. Since demand, competition, and access to support varied

greatly between contexts, it is also critical to look into regional differences between riders in urban and rural areas. Additionally, as riders' satisfaction and trust are directly impacted by their ability to browse apps and comprehend algorithmic processes, digital literacy and platform communication are important. When taken as a whole, these approaches emphasize the need for a more comprehensive understanding of gig employment that incorporates technological, economic, and psychosocial aspects.

5.5.2 For Platform Operators

A number of tactics can be used to improve rider satisfaction and well-being. In order to help riders better manage their working hours and prevent extreme exhaustion, dynamic scheduling technologies should be implemented to encourage rest and recuperation. Income smoothing techniques or minimal earning levels, on the other hand, can lessen financial volatility and guarantee riders a more steady and predictable income. To increase rider engagement and create a feeling of worth on the platform, transparent feedback and recognition mechanisms are also crucial. Platforms should also implement transparent earning mechanisms to lessen algorithmic volatility and offer incentives during busy hours or minimum earning guarantees to stabilize revenue. Lastly, the creation of scheduling tools that enable riders to better manage their hours will enable them to strike a balance between job and personal

obligations, thus promoting both financial stability and psychological wellbeing.

5.5.3 For Policymakers

A number of institutional and legislative initiatives should be given top priority in order to increase the sustainability of gig labor and enhance rider well-being. While platforms should be encouraged to include rider well-being standards, such as workload limitations and health assistance programs, governments should create legislative frameworks that guarantee equitable treatment and income protection for gig workers. Simultaneously, it is crucial to make social safety programs accessible to informal workers, especially by creating insurance and retirement savings plans specifically designed for gig workers. To help employees bargain for better terms and conditions, rider associations and collective bargaining processes should be encouraged. Lastly, institutional recognition of gig work under labor law would guarantee basic standards of compensation and benefits, giving riders more job security and credibility.

5.5.4 For P-hailing Rider

Adopting personal time management techniques is essential for riders to minimize exhaustion and preserve long-term well-being, particularly considering the long and erratic hours sometimes connected with gig labor. Riders may better maintain their energy and prevent burnout by

establishing clear limits, planning downtime, and striking a balance between work and personal obligations. Additionally, diversifying revenue sources increases financial resilience against erratic earnings or abrupt shifts in demand by lowering reliance on platform swings. This could entail looking for part-time jobs, small company endeavors, or other flexible sources of income to supplement p-hailing work.

Participating in peer networks is equally crucial since they provide spaces for group advocacy in addition to psychosocial support. Through these networks, passengers can enhance their collective voice in negotiating more equitable terms with platforms or legislators, learn coping mechanisms, and compare experiences. When combined, these strategies enable riders to manage the difficulties of gig work while protecting their financial security and well-being.

5.6 Summary of the Chapter

The statistical results from Chapter 4 are combined with theoretical viewpoints and actual rider experiences in Chapter 5. It starts by placing the findings in the context of the larger gig economy literature, highlighting the ways in which job happiness is influenced by work-life balance and stable income**.**

P-hailing riders exhibit moderate satisfaction with work-life balance, but this varies significantly among individuals. Despite the perceived autonomy of gig work, riders often work long hours driven by financial needs, which limits their flexibility. The struggle to juggle personal commitments with income maintenance results in

heightened stress, physical fatigue, and compromises in family and societal obligations. Ultimately, economic pressures diminish the expected independence in gig employment, contributing to psychological stress and a reduced standard of living.

P-hailing riders express dissatisfaction with wages, benefits, and income stability, facing challenges from wage drops, competition, and high operational costs. Their financial insecurity affects their ability to support their households, aligning with Herzberg's Two-Factor Theory, which underscores financial stability as a critical hygiene factor. Without structural changes to ensure income security, improvements in other job aspects are unlikely to significantly enhance overall job satisfaction.

According to the study, rider job satisfaction is predicted by both work-life balance and financial stability, although work-life balance is a greater predictor. The simultaneous relevance of psychosocial and economic aspects determines rider well-being: while a steady income lowers unhappiness, total contentment is more influenced by the capacity to handle personal, family, and rest obligations. Therefore, interventions that address both financial security and psychosocial needs through labor legislation and platform design are necessary for sustainable gains.

Although riders are still unhappy with both, the study's overall findings indicate that work-life balance has a greater influence on job satisfaction than economic stability. There is a moderate to poor level of job satisfaction among riders, with almost half expressing discontent and many refusing to recommend the profession. These results highlight the multifaceted nature of rider well-being and the need to address both

psychosocial and economic elements in order to achieve significant increases in satisfaction and retention.

The study comes to the conclusion that rider satisfaction is multifaceted and influenced by both financial security and personal well-being. Reforms in platform design (e.g., transparent earnings, dynamic scheduling), labor regulation (e.g., minimum income thresholds, fair treatment), and social protection (e.g., insurance, retirement savings, health support) are necessary to improve results. By acknowledging riders as both economic contributors and unique members of families and communities, these policies would foster a fairer and more sustainable gig economy.

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Appendix

Appendix A: Questionnaire

Academic Research Title :

"Factor Influence Job Satisfaction Among P-Hailing Riders in Klang Valley, Malaysia"

Researcher:
Faizah Baharum
Programme:
Master of Science (Management)
Fakulti:
Othman Yeop Abdullah Graduate School of Business

Tujuan Kajian:

Tujuan soal selidik ini adalah untuk memahami cabaran, motivasi dan pengalaman penunggang p-hailing di Malaysia, khususnya selepas pandemik COVID-19. Maklum balas ikhlas anda akan membantu penyelidik dan pembuat dasar memahami keperluan dan kebimbangan pekerja gig seperti anda.

Purpose Of Studies:

The purpose of this survey is to understand the challenges, motivations, and experiences of p-hailing riders in Malaysia, especially in the aftermath of the COVID-19 pandemic. Your honest responses will help researchers and policymakers better understand the needs and concerns of gig workers like yourself.

Kenyataan Kerahsiaan:

Kajian ini dijalankan secara anonim, dan segala maklumat yang diberikan akan dirahsiakan sepenuhnya dan hanya digunakan untuk tujuan penyelidikan.

Penyertaan anda adalah secara sukarela dan anda boleh berhenti pada bila-bila masa. Terima kasih atas masa dan kerjasama anda yang sangat dihargai.

Confidentiality Statement:

This survey is anonymous, and all information provided will be kept strictly confidential and used solely for research purposes.

Your participation is voluntary, and you may stop at any time. Thank you for your valuable time and cooperation.

BAHAGIAN A : MAKLUMAT DEMOGRAFI / DEMOGRAPHIC DETAILS

1) Berapakah umur anda? / What is your age range?

o 16 - 19

o 20 - 30

o 31 - 40

o 41 - 50

o 51 dan ke atas / above

2) Kaum / Race?

o Melayu

o Cina

o India

o Bumiputera Sabah

o Bumiputera Sarawak

o Lain-Lain / Others

3) Apakah jantina anda? / What is your gender?

o Lelaki / Male

o Perempuan / Female

4) Apakah tahap pendidikan tertinggi anda? / What is your highest education level?

o SPM

o STPM / Diploma / A-Level

o Ijazah Sarjana Muda / Bachelor Degree

o Sarjana / Master Degree

o PhD / Doktor Falsafah

5) Apakah status perkahwinan anda ? / What is your marital status?

o Bujang / Single

o Berkahwin / Married

o Bercerai / Divorcee

6) Berapakah jumlah tanggungan anda ? (anak atau/dan ibu bapa)

How many dependents do you have? (children or/and parents)

o 1 – 3 orang

o 4 – 6 orang

o 7 – 9 orang

o 10 – 12 orang

7) Adakah anda p-hailing riders sepenuh masa atau separuh masa?

Are you full-time or part time p-hailing rider?

o Sepenuh Masa / Full-time

o Separuh Masa / Part-time

8) Sudah berapa lama anda bekerja sebagai p-hailing riders?

How long have you worked as a p-hailing rider?

o 1 - 3 Tahun

o 4 - 6 Tahun

o 7 - 10 Tahun

o lebih daripada 10 tahun

9) Berapakah jumlah pendapatan semasa anda? / What is your current income?

o RM 0 – RM 1000

o RM 1100 - RM 2000

o RM 2100 - RM 3000

o RM 3100 – RM 4000

o RM 4000 and above

10) Berapa jam anda bekerja setiap hari? / How many hours you work daily?

o 3jam ke atas / 3hours and above

o 5jam ke atas / 5hours and above

o 8jam ke atas / 8hours and above

o 11jam ke atas / 11hours and above

o lebih daripada 12jam / more than 12hours

SECTION B / BAHAGIAN B (IV1)

WORK-LIFE BALANCE / KESEIMBANGAN KERJAYA-PERIBADI

Sila nyatakan jawapan anda antara **1 - 5**, dengan **1 sangat tidak bersetuju dan 5 sangat bersetuju.**

Please indicate your answer between **1 – 5,** with **1 is strongly disagree and 5 is strongly agree.**

No.	Statement	1	2	3	4	5
B1	I am successful in balancing my work and non-work life. Saya berjaya mengimbangi kehidupan kerja dan bukan kerja saya.	☐	☐	☐	☐	☐
B2	I am satisfied with the balance between my job and non-work life. Saya berpuas hati dengan keseimbangan antara pekerjaan saya dan kehidupan bukan kerja.	☐	☐	☐	☐	☐
B3	I am satisfied with the way I divide my time between work and non-work life. Saya berpuas hati dengan cara saya membahagikan masa antara kerja dan kehidupan bukan kerja.	☐	☐	☐	☐	☐
B4	I am satisfied with the way I divide my attention between my work and non-work life. Saya berpuas hati dengan cara saya membahagikan perhatian antara kerja dan kehidupan bukan kerja.	☐	☐	☐	☐	☐
B5	I am satisfied with how well my work life and my non-work life fit together. Saya berpuas hati dengan sejauh mana kehidupan kerja dan bukan kerja saya saling melengkapi.	☐	☐	☐	☐	☐
B6	I am satisfied with my ability to balance the needs of my job with those of my non-work life. Saya berpuas hati dengan keupayaan saya untuk mengimbangi keperluan kerja dengan keperluan kehidupan bukan kerja.	☐	☐	☐	☐	☐
B7	I am satisfied with the opportunity I have to perform my job well and yet be able to perform non-work related duties adequately. Saya berpuas hati dengan peluang yang saya ada untuk menjalankan tugas kerja dengan baik dan pada masa yang sama melaksanakan tanggungjawab bukan kerja dengan berkesan	☐	☐	☐	☐	☐

Satisfaction with Work-life Balance Scles of Seven Items (Omar, 2016)

SECTION C / BAHAGIAN C (IV2)
INCOME STABILITY / KESEIMBANGAN PENDAPATAN

1) Sila nyatakan jawapan anda antara **1 - 5**, dengan **1 sangat tidak bersetuju dan 5 sangat bersetuju.**

Please indicate your answer between **1 – 5**, with **1 is strongly disagree and 5 is strongly agree.**

No.	Statement	1	2	3	4	5
C1	How satisfied are you with your take home pay. Sejauh manakah anda berpuas hati dengan gaji bersih yang anda terima.	☐	☐	☐	☐	☐
C2	How satisfied are you with your benefits package. Sejauh manakah anda berpuas hati dengan pakej faedah yang diberikan.	☐	☐	☐	☐	☐
C3	How satisfied are you with your recent increase in salary. Sejauh manakah anda berpuas hati dengan kenaikan gaji yang diterima baru-baru ini.	☐	☐	☐	☐	☐
C4	How satisfied are you with overall pay structure. Sejauh manakah anda berpuas hati dengan struktur gaji secara keseluruhan.	☐	☐	☐	☐	☐

Pay Satisfaction Questionnaire (PSQ) (Asekun, 2015)

SECTION D / BAHAGIAN D (DV)
JOB SATISFACTION / KEPUASAN KERJA

I) Sila nyatakan jawapan anda antara **1 - 5**, dengan **1 sangat tidak bersetuju dan 5 sangat bersetuju.**

Please indicate your answer between **1 – 5**, with **1 is strongly disagree and 5 is strongly agree.**

No.	Statement	1	2	3	4	5
D1	Overall, I am satisfied with my job. Secara keseluruhan, saya berpuas hati dengan pekerjaan saya.	☐	☐	☐	☐	☐
D2	I recommed my organization to others as a good place to work. Saya mengesyorkan organisasi saya kepada orang lain sebagai tempat kerja yang baik.	☐	☐	☐	☐	☐
D3	I am satisfied with my current work schedule. Saya berpuas hati dengan jadual kerja saya sekarang.	☐	☐	☐	☐	☐

Job Satisfaction (Faragher, Cass, & Cooper, 2013)

II) Arahan: Sila jawab soalan-soalan berikut berkaitan dengan pekerjaan anda sekarang.
Directions: Please respond to the following questions regarding your current job.

D4. Secara Menyeluruh Setelah mengambil kira semua perkara, adakah anda berpuas hati dengan pekerjaan anda sekarang?
YA / TIDAK
All things considered, are you satisfied with your present job?
YES / NO

D5. Secara Am Sejauh manakah anda berpuas hati dengan pekerjaan anda secara amnya?
1 = Sangat tidak berpuas hati
2 = Agak tidak berpuas hati
3 = Neutral
4 = Agak berpuas hati
5 = Sangat berpuas hati
How satisfied are you with your job in general?
1 = Very dissatisfied
2 = Somewhat dissatisfied
3 = Neutral
4 = Somewhat satisfied
5 = Very satisfied

D6. Anggaran Peratusan Masa dalam Keadaan Kepuasan Kerja Sila berikan anggaran terbaik anda tentang peratusan masa anda berasa puas hati, tidak puas hati, dan neutral terhadap pekerjaan anda secara purata. Ketiga-tiga angka harus berjumlah 100%.
Estimated Percent Time in Job Satisfaction States Please provide your best estimates of the percentage of time you feel satisfied, dissatisfied, and neutral about your present job on average. The three figures should total 100%.

Secara purata:
Peratusan masa saya berasa puas hati dengan pekerjaan saya sekarang: __%
Peratusan masa saya berasa tidak puas hati dengan pekerjaan saya sekarang: __%
Peratusan masa saya berasa neutral terhadap pekerjaan saya sekarang: __%
JUMLAH: __%

On the average:
The percent of time I feel satisfied with my present job: __%
The percent of time I feel dissatisfied with my present job: __%
The percent of time I feel neutral about my present job: __%
TOTAL: __%

Nota: Hanya peratusan masa berasa puas hati yang akan dinilai.
Note: Only the percentage of time feeling satisfied will be scored.

Index of Job Satisfaction (Brayfield, A. H., & Rothe, H. F. ,1951)

Appendix B: Reliability Analysis

i) Work-Life Balance Reliability Analysis

Reliability Analysis

Scale Reliability Statistics

	Cronbach's α
scale	0.991

[3]

Item Reliability Statistics

	Item-rest correlation
B1_WorkLifeBalance	0.946
B2_WorkLifeBalance	0.959
B3_WorkLifeBalance	0.980
B4_WorkLifeBalance	0.986
B5_WorkLifeBalance	0.985
B6_WorkLifeBalance	0.970
B7_WorkLifeBalance	0.940

ii) Income Stability Reliability Analysis

Reliability Analysis

Scale Reliability Statistics

	Cronbach's α
scale	0.894

[3]

Item Reliability Statistics

	Item-rest correlation
C1_IncomeStabilty	0.659
C2_IncomeStabilty	0.892
C3_IncomeStabilty	0.662
C4_IncomeStabilty	0.878

iii) Job Satisfaction Reliability Analysis

Reliability Analysis

Scale Reliability Statistics

	Cronbach's α
scale	0.922

[3]

Item Reliability Statistics

	Item-rest correlation
D1_JobSatisfaction	0.879
D2_JobSatisfaction	0.770
D3_JobSatisfaction	0.793
D5_JobSatisfaction	0.844

Appendix C: Descriptive Analysis

i) Frequency of Correspondent for Demographic Analysis (Section A)

Frequencies of Age

Age	Counts	% of Total	Cumulative %
16 - 19	15	9.0 %	9.0 %
20 - 30	53	31.7 %	40.7 %
31 - 40	42	25.1 %	65.9 %
41 - 50	51	30.5 %	96.4 %
>51	6	3.6 %	100.0 %

Frequencies of Race

Race	Counts	% of Total	Cumulative %
Cina	2	1.2 %	1.2 %
India	10	6.0 %	7.2 %
Melayu	146	88.0 %	95.2 %
Others	1	0.6 %	95.8 %
Sabah	6	3.6 %	99.4 %
Sarawak	1	0.6 %	100.0 %

Frequencies of Gender

Gender	Counts	% of Total	Cumulative %
Female	2	1.2 %	1.2 %
Male	164	98.8 %	100.0 %

Frequencies of Education

Education	Counts	% of Total	Cumulative %
Bachelor Degree	39	23.6 %	23.6 %
PhD	1	0.6 %	24.2 %
SPM	100	60.6 %	84.8 %
STPM / Diploma / A-Level	24	14.5 %	99.4 %
Sarjana / Master Degree	1	0.6 %	100.0 %

Frequencies of MaritalStatus

MaritalStatus	Counts	% of Total	Cumulative %
Divorcee	5	3.0 %	3.0 %
Married	89	53.6 %	56.6 %
Single	72	43.4 %	100.0 %

Frequencies of Dependents

Dependents	Counts	% of Total	Cumulative %
1 - 3 Person	106	65.4 %	65.4 %
4 - 6 Person	50	30.9 %	96.3 %
7 - 9 Person	6	3.7 %	100.0 %

Frequencies of WorkType

WorkType	Counts	% of Total	Cumulative %
Full-time	98	59.4 %	59.4 %
Part-time	67	40.6 %	100.0 %

Frequencies of YearsRiding

YearsRiding	Counts	% of Total	Cumulative %
1 - 3 Years	78	46.7 %	46.7 %
4 - 6 Years	60	35.9 %	82.6 %
7 - 10 Years	21	12.6 %	95.2 %
>10 Years	8	4.8 %	100.0 %

Frequencies of Income

Income	Counts	% of Total	Cumulative %
	14	8.5 %	8.5 %
	24	14.6 %	23.2 %
	65	39.6 %	62.8 %
	41	25.0 %	87.8 %
>RM4000	20	12.2 %	100.0 %

Frequencies of DailyHours

DailyHours	Counts	% of Total	Cumulative %
>11hours	31	18.6 %	18.6 %
>12hours	42	25.1 %	43.7 %
>3hours	19	11.4 %	55.1 %
>5hours	31	18.6 %	73.7 %
>8hours	44	26.3 %	100.0 %

ii) Work-Life Balance Descriptive Analysis (Section B)

Descriptives

Descriptives

	N	Mean	Median	SD
B1_WorkLifeBalance	166	2.96	3.00	1.24
B2_WorkLifeBalance	166	2.90	3.00	1.25
B3_WorkLifeBalance	166	3.02	3.00	1.24
B4_WorkLifeBalance	166	2.99	3.00	1.23
B5_WorkLifeBalance	166	3.00	3.00	1.25
B6_WorkLifeBalance	166	3.01	3.00	1.22
B7_WorkLifeBalance	166	2.98	3.00	1.25

iii) Income Stability Descriptive Analysis (Section C)

Descriptives

Descriptives

	N	Mean	Median	SD
C1_IncomeStabilty	167	2.78	3	1.087
C2_IncomeStabilty	167	2.16	2	0.971
C3_IncomeStabilty	167	1.63	1	0.997
C4_IncomeStabilty	166	2.17	2.00	0.964

iii) Job Satisfaction Descriptive Analysis (Section D)

Descriptives

Descriptives

	N	Mean	Median	SD
D1_JobSatisfaction	165	2.81	3	1.096
D2_JobSatisfaction	167	2.50	3	0.981
D3_JobSatisfaction	167	2.87	3	1.101
D4_JobSatisfaction	162	2.17	3	0.964
D5_JobSatisfaction	163	2.77	3	1.075

Appendix D: Correlation Analysis

Correlation Matrix

Correlation Matrix

		WorkLifeBalance	IncomeStability	JobSatisfaction
WorkLifeBalance	Pearson's r	—		
	df	—		
	p-value	—		
IncomeStability	Pearson's r	0.475	—	
	df	163	—	
	p-value	< .001	—	
JobSatisfaction	Pearson's r	0.662	0.719	—
	df	158	158	—
	p-value	< .001	< .001	—

Appendix E: Regression Analysis

Linear Regression

Model Fit Measures

				Overall Model Test			
Model	R	R^2	Adjusted R^2	F	df1	df2	p
1	0.662	0.438	0.435	123	1	158	< .001

Note. Models estimated using sample size of N=160

Model Coefficients - JobSatisfaction

Predictor	Estimate	SE	t	p
Intercept	1.171	0.1508	7.76	< .001
WorkLifeBalance	0.526	0.0473	11.11	< .001

Linear Regression

Model Fit Measures

				Overall Model Test			
Model	R	R^2	Adjusted R^2	F	df1	df2	p
1	0.719	0.516	0.513	169	1	158	< .001

Note. Models estimated using sample size of N=160

Model Coefficients - JobSatisfaction

Predictor	Estimate	SE	t	p
Intercept	0.995	0.1431	6.95	< .001
IncomeStability	0.797	0.0613	12.99	< .001