

ATTITUDE, JOB EMBEDDEDNESS, AND TURNOVER INTENTION IN GIG WORKERS IN THAILAND: THE ROLES OF SOCIAL INFLUENCE

Teerathep Thepprasarn^{1,*} and Sid Suntrayuth²

Abstract

This research explored the association between the social influence of gig workers in Thailand and the level of attitude towards job insecurity and perceived behavioral control among the perceptions of gig job workers. The study contributes to the literature by investigating job embeddedness and the level of turnover intentions. Social influence was investigated as a moderating factor that might affect the attitudes of the workers or have a direct influence on turnover intentions. Survey data were collected from 399 gig workers in 5 regions across Thailand. Multiple regression analysis and partial least squares structural equation modeling were used for data analysis. The results supported a negative association between job insecurity and job embeddedness, and a positive association between social influence and turnover intentions. Moreover, the analysis supported the moderating effect of social influence on gig workers attitudes toward job embeddedness.

Keywords: Job Insecurity, Perceived Behavioral Control, Social Influence, Theory of Planned Behavior, Job Embeddedness, Turnover Intentions

1. INTRODUCTION

The gig economy has recently emerged in society, while the US and European Union have indicated that various kinds of new technology-based business models are trending. The gig economy operates worldwide today because of social media and the development of technology. In Thailand, the gig economy related to online platforms is an option for people who are looking for part-time work. A study by the Mastercard and Kaiser Association (2019) confirmed that the gig economy will continue to grow significantly in the next five years. The gig economy in Thailand has grown significantly, as a recent report of GrabThailand (2020) revealed that it has extended its delivery service to serve local SMEs and provides gig

jobs in more than 30 provinces throughout the country. In terms of the number of gig workers, a survey of the National Statistical Office Thailand (2019) revealed that 37.5 million workers in Thailand are independent workers while 53 percent of these do not receive social security. In addition, the significance of this study is its contribution to the academic, governmental, and non-governmental sectors related to the gig economy and labor market. Various studies in the gig economy context are concerned with both the negative and positive outcomes that gig workers face, and it is important to understand the way attitudes influence workers' behavior. Attitudes toward behavior have been explored in various studies, but few have linked the Theory of Planned Behavior (TPB) and the self-determination theory. As

¹ *Mr. Teerathep Thepprasarn is currently a PhD student of International College of the National Institution Development and Administration (NIDA). He obtained a master's degree in Tourism Management from Assumption University of Thailand. Email: teerathep.the@stu.nida.ac.th

² Asst. Prof. Dr. Sid Suntrayuth is currently working as a Vice Dean and full-time faculty member at International College of National Institute of Development Administration (ICO NIDA), Thailand. He obtained a Ph.D. in Public Administration from National Institute of Development and Administration, Thailand.

Thailand is among those countries in which international enterprises are invested and technology-related platforms are deployed, it is useful to study workers' attitudes, behavior, and motivation in this context. This is important because it can help the platforms develop policies to promote better working conditions for their workers and help government sectors set rules and regulations to protect not only gig jobs, but other freelance jobs. From the platform perspective, the findings about motivational factors can be used as a marketing strategy to promote and attract others who are interested in gig work.

In the academic arena, various aspects of the gig economy have also received increasing attention from scholars. One of the main focuses in research is applying the theory of planned behavior to investigate gig workers' psychological and societal outcomes (Jabagi, Croteau, Audebrand, & Marsan, 2019; Oliveira, Barbeitos, & Calado, 2020; Rockmann & Ballinger, 2017). Still, the quality of life of gig workers in Thailand depends upon the online platform for which they are working and remains uncertain. Nonetheless, there is a lack of empirical evidence regarding these effects to help inform platform policy with respect to gig workers' attitudes and turnover intentions. Currently, only Zaman, Nawaz, Javed, and Rasul's (2020) study conducted in Pakistan, has provided groundbreaking evidence of the effect of motivations and intentions. Therefore, further empirical evidence is required to support their findings and expand knowledge in this area.

Research Objective

In an attempt to fill the research gap, this study was designed to investigate the relationships between (1) attitudes and job embeddedness, (2) the level of job embeddedness and turnover intentions, (3) the level of social influence and turnover intentions, and (4) the moderating role of social influence on the relationship between attitudes and job embeddedness. Specifically, the increase in the number of people who have

joined the gig economy makes the country appropriate for gig economy research. According to Hobby (2020), the instability of gig jobs leads workers to have a negative outlook. This factor is considered a key indicator that can determine the current situation that gig workers are facing. The results from this study will provide another contribution to the existing literature that still requires more empirical evidence of the outcomes of the theory of planned behavior. In addition, the results will also provide implications to online platform providers related to the gig economy with respect to policies that can address gig workers' negative attitudes and behavior.

2. LITERATURE REVIEW

2.1 Gig Workers

Stefano (2016) distinguishes between crowd work and work on-demand via applications as follows: Crowd workers operate online through a platform in which they connect to businesses, clients, and organizations, often spread over large geographic distances. Work-on-demand via an application is platform-facilitated, place-based, and geographically-limited, work. People involved in these types of work can also be referred to as gig workers who are providing gig services (Johnston & Land-Kazlauskas, 2019).

2.2 On-demand Workers

Zazpowered (2015) stated, "To be an on-demand worker, one should be employed by a platform. Hence, platforms are called the companies offering people work through their website or application." Further, Stefano (2016, p. 3) indicated that: "Workers are provided 'just-in-time' and compensated on a 'pay-as-you-go' basis; in practice, they are only paid during the moments they work for a client." A recent qualitative study by Burg, Ahaus, Wortmann, and Huitema (2019) on on-demand service characteristics, suggested that this type of work encompasses three

interrelated characteristics, being highly available, responsive, and scalable.

2.3 Theory of Planned Behavior (TPB)

One of the motivational factors that influences behavior is behavioral intentions. Hence, Ajzen (1991) developed the TPB to predict human behavior. The TPB is a psychological theory that associates human beliefs with behavior. The TPB posits that behavior is derived from intentions and includes three core components: the attitude toward the behavior, subjective norms, and perceived behavioral control. The TPB has been applied in numerous research fields since it was developed (Baker, Al-Gahtani, & Hubona, 2007; C. H. C. Hsu & Huang, 2012; Teo & Lee, 2010).

2.4 Job Insecurity

Hellgren, Sverke, and Isaksson (1999) defined job insecurity quantitatively and qualitatively. Quantitatively, it refers to employees' concern about the potential risk of losing their job, while qualitative job insecurity reflects employees' perceptions, such as fewer career opportunities. On-demand workers' jobs rely on the customers who request their services for a specific time (Stefano, 2016). Their career path is subject to uninsurable unemployment risk (Ravn & Sterk, 2017). There is no denying that gig jobs are currently one of the most uncertain job types. However, uncertainty is a feature of the gig economy. Gig workers frequently perform short-term employment for a variety of clients. It is not necessarily thought of as a concern for online platforms and gig workers to be able to depart or refuse gig work without contract violations. Uncertainty goes hand in hand with freedom (Ksenia et al., 2018). Job insecurity represents employees' attitudes toward their behavior, while Hofer, Spurk, and Hirschi (2020) found that job insecurity is also related to career support. Probst, Chizh, Hu, Jiang, and Austin (2019) found that when employees feel their job-related affective and cognitive wellbeing is suffering, it leads to job

insecurity and reduces the employees' creative performance, as represented in the quality of their work (Vuuren, 2019). Recent work has affected workers' attitudes, with respect to insecurity and perceived loss of behavioral control as a major concern (León, 2019; Soewarno, 2018).

2.5 Job Embeddedness

Referring back to the TPB, when job embeddedness serves as a behavioral intention, it will influence turnover intentions directly. In addition, Yang, Ma, and Hu (2011) emphasized that those who have a high level of job embeddedness will stay in the organization even if they are not satisfied with the working environment. Mitchell, Holtom, Lee, and Sablinski (2001) proposed and defined job embeddedness according to three aspects: links, fit, and sacrifice. Specifically, these refer to: (1) The extent to which people have associations with other people or activities; (2) the extent to which their jobs and communities are similar to, or fit with, other aspects in their lives, and (3) the ease with which links can be broken. Mazidi, Rahimnia, Mortazavi, and Lagzian (2020) found that job embeddedness both alleviates the adverse effects of an inappropriate work environment and enhances the positive effects of an appropriate work environment. Further, job embeddedness explains employee turnover and encourages organizations to make their employees feel embedded (Dechawatanapaisal, 2017). Today, job embeddedness is a factor in employees' intentions to leave and voluntary turnover (Bergiel, Gguyen, Clenney, & Taylor, 2009). In particular, many studies revealed that gig jobs are currently one of the most uncertain job types (Ashford, Barker, & Reidc, 2018; Fernandez, 2020, June 26; Hobby, 2020).

In this research, it is proposed that gig workers who have a greater degree of job insecurity have a decreased level of job embeddedness. Accordingly, the following hypothesis is proposed:

Hypothesis 1: The level of job insecurity is associated negatively with job embeddedness.

2.6 Perceived Behavioral Control and Job Embeddedness

Perceived behavioral control reflects the extent to which employees can control their behavior during their work to perform their best. Based upon previous studies, perceived behavioral control is conceptualized most often at the individual level. In particular, numerous studies have found evidence that perceived behavioral control is related strongly to behavioral intentions from various perspectives (Gronhoj, Bech-Larsen, Chan, & Tsang, 2012; Park & Huang, 2017).

In addition, perceived behavioral control is crucial for businesses, both at the individual and organizational levels. Moon and Lee (2014) found that a greater degree of perceived behavioral control affects people's confidence when working and performing activities. When the workers perceived that their behavior seems to be controlled, they tend to fit well, link and make sacrifices for the organization. The following hypothesis is proposed accordingly:

Hypothesis 2: The level of perceived behavioral control is positively associated with job embeddedness.

2.7 Job Embeddedness and Turnover Intention

Mobley (1977) first defined turnover intentions, indicating that this factor has three cognitive components: thinking, planning, and desiring to leave a job. Another study defined turnover intentions as "... a paradigm when worker[s] decided to leave their organization" (Hanisch and Hulin (1991, p. 112), while Ju and Li (2019, p. 218) defined it as "... job tenure associated with worker's attitudes toward their job. A relationship is anticipated between job tenure and turnover intentions, as time spent in an organization is associated with retention and turnover," in addition to its reflection on earnings (Theodossio & White, 1998). The lower the turnover rate, the more easily the organization can achieve its goals (Elanain, 2014; Heritage & Roberts, 2016; Lin, Tsai, & Mahatma,

2017). Hence, another adverse effect of turnover intentions is that they can be costly to the organization (Huning, Hurt, & Frieder, 2020; O'Connell & Kung, 2007).

Based upon Khan, Aziz, Afsar, and Latif (2018), this research proposes that there is a negative relationship between job embeddedness and turnover intentions. Keith, Harms, & Long (2020), stated that employees' intentions to leave or stay in the organization can predict the well-being of employees. Specifically, Dechawatanapaisal (2017) argued that if employees feel embedded, there is less risk that they will quit their job. In addition, Yang et al. (2011) emphasized that those who have a high level of job embeddedness will stay in the organization even if they are not satisfied with the work environment. Further, Coetzer, Inma, Poisat, Redmond, and Standing (2018) found that every aspect of job embeddedness, including fit, links, and sacrifice, is related negatively to turnover intentions. Empirical findings by Vuuren (2019) indicated that self-employed workers are financially and psychologically more vulnerable than full-time workers. When facing a challenging job, workers feel more insecure, which is related to their attitude (Lazauskaite-Zabielske, Urbanaviciute, Elst, and Witte (2019). Given these contributions of turnover intentions, the following hypothesis is proposed:

Hypothesis 3: The level of job embeddedness is associated negatively with turnover intentions.

2.8 Moderating Role of Social Influence

Hochwarter (2003, p. 166) defined social influence as referring "to a change in the actions, attitudes, and beliefs of a person resulting from the induction by another person or group – the influencing agent. In addition it is indicated that social influence is the direct and indirect effects of one person on another" (Stang & Wrightsman, 1981, p. 47). Lu (2013) found that social influence transforms the pattern of influence in intentions, particularly for a specific group of people. In particular, social influence is an

important factor that motivates people in societies (Yao and Zhongb (2014), such that it can be a critical factor that affects employees in the workplace both directly and indirectly. Several studies indicated that social influence is a major factor that moderates the relationships between loyalty and brands featured in the business context (Arrieta, Peña, & Medina, 2017; Hochwarter, 2003; Thompson, 1993). However, fewer studies have explored social influence as a moderator in the relationship between job insecurity and perceived behavioral control in job embeddedness.

Social influence plays a mediating role when it serves as a subjective norm. In fact, previous studies (Bhatti, Shaheen, Akram, & Shafique-Ur-Rehman, 2020; Hübner & Kaiser, 2006; Latimer & Ginis, 2005) have supported this model and proposed subjective norms as a mediator, similar to Yi, Xu, and Heales' (2013) research that studied and assigned social influence as a moderator in ethical decision making in software piracy. DeVault, Figueroa, Kotler, Maffie, and Wu (2019), in a study of on-demand work, identified approximately five dimensions of

on-demand workers, pointing out that weaknesses in these jobs cause feelings of job insecurity and perceptions of uncontrollable factors when dealing with customers. This may lead them to feel less embedded in their job because of the moderating effect of social influence and this may also lead to turnover intentions. In addition, social influence is an important factor that motivates people in societies (Yao and Zhongb (2014), such that it can be a critical factor that affects employees in the workplace both directly and indirectly. Several studies have indicated that social influence is a major factor that moderates the relationships between two factors in the business context (Arrieta et al., 2017; Yi et al., 2013). The research presented here indicates that job insecurity and perceived behavioral control are fundamental to workers' attitudes and beliefs; these factors give workers the intention to embed within their job with respect to fit, links, and sacrifice. Therefore, the following hypotheses are posited:

Hypothesis 4: Social influence moderates the relationship between job insecurity and job embeddedness.

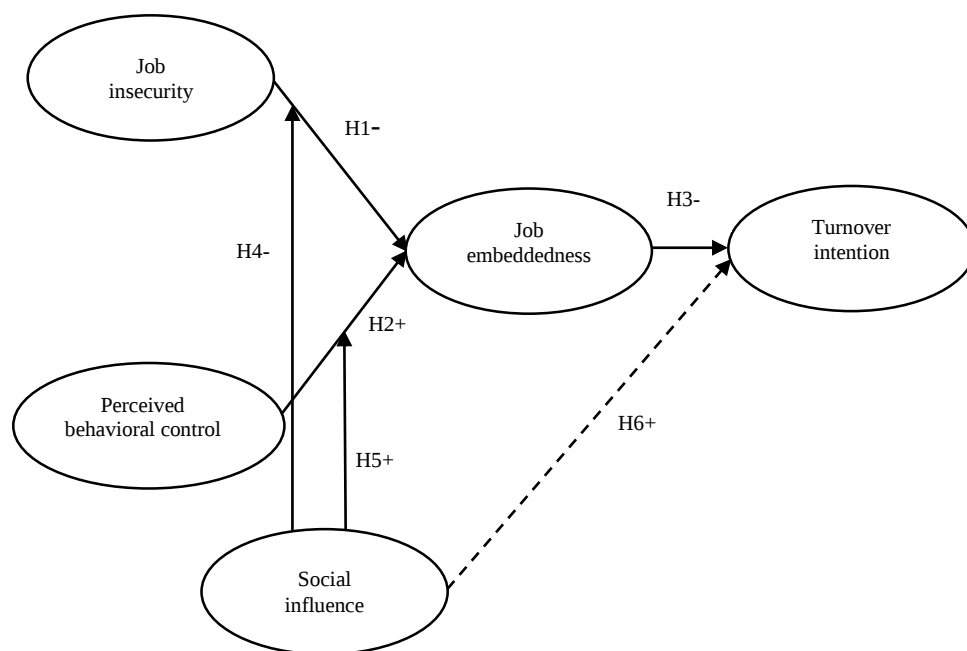


Figure 1 Conceptual Framework

Hypothesis 5: Social influence moderates the relationship between perceived behavioral control and job embeddedness.

Hypothesis 6: Social influence is negatively associated with turnover intentions.

3. CONCEPTUAL FRAMEWORK

This research is grounded in Ajzen's (1991) TPB, aiming to investigate the relationships between (1) attitudes, job insecurity, perceived behavioral control, and job embeddedness, (2) social influence and turnover intentions, and (3) the moderating role of social influence on the relationships between (a) job insecurity and job embeddedness and (b) perceived behavioral control and job embeddedness. Figure 1 describes this conceptual framework with reference to the hypotheses presented.

3.1. Research Methodology

The research context of this study focused on Thai gig workers working for various online delivery platforms in Thailand. All gig workers are part-time employees assigned to work across the country. The survey used to collect the data included two sections, an online survey, and a self-administrated survey. There were two steps in data collection: (1) A pilot test was conducted with 41 gig workers to ensure the questionnaire items' comprehensibility and to finalize the questionnaire (McDanie & Gates, 1999), and (2) in the final step of data collection, the main survey was distributed to a target sample of gig workers in 32 provinces across the country who were selected using a non-probability sampling technique. The selection of the provinces in which to distribute the questionnaire was based upon the service areas provided by GrabThailand (2020), while the size of the working-age population was calculated proportionally to measure each region's sample size with population data from the National Statistical Office (2020, October 24). To ensure that the data collection was unbiased, the number of responses from each region reflected the

percentage of gig workers in Thailand.

Male respondents accounted for the majority of the sample (77.7%), while 18.3% were female, and 3.3% were others. Regarding age, 34.3% of respondents were aged 28-32, 40.9% were aged 33-37, and 24.8% were between the ages 38 and 42. The majority of respondents held a bachelor's degree qualification (34.3%), while 34.1% held only a primary school qualification, 26.6% held diploma qualifications, and 5% held master's degree qualifications. The number of online platforms that most respondents were eligible to work for was 2-3 platforms (45.9%), while 44.6% were eligible to work for only 1 platform, and 7% were eligible to work for 4-5 platforms. The majority of respondents had experience of working with the online platforms for greater than 1 year but less than 3 years (56.1%), while those with greater than 6 months but less than 1 year of experience accounted for 24.3% of the sample, those with less than 6 months of experience accounted for 14.8% of the sample, and those with experience of more than 5 years accounted for only 4.8%. The majority of respondents had an income of THB20,001 to THB30,000 (43.4%), while 42.1% had an income between THB10,001 and THB20,000, 7% had incomes lower than THB10,000, 5% between THB30,001 and THB40,000, and 2.5% between THB40,001 and THB50,000.

3.2 Measures

All questions for the measures in the original scales below were scored on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The attitudes measurement included (1) job insecurity developed by Hellgren, Sverke, and Isaksson (1999). This scale contains five questions. Sample items include, "*I feel insecure about the future of my job,*" "*I am afraid I will get fired,*" and "*There is a risk that I will have to leave my present job in the year to come.*" Cronbach's alpha was .75, and the composite reliability coefficient was .87. Perceived behavioral control developed by Teo and Lee

(2010) was used to measure self-efficacy and controllability. This scale contains 6 items divided into 2 parts: (a) self-efficacy sample items which include, *"I am confident that I can work for at least 8 hours, 5 times per week for the next three months,"* *"Getting up early, even on weekends, to work for Platforms is fine for me,"* and (b) controllability items which include *"My working for at least 8 hours, 5 times per week for the next three months is up to me,"* and *"I find that working with the platform is easy."* Cronbach's alpha was .70 and the composite reliability coefficient was .85.

Coetzer et al. (2018) developed the job embeddedness questionnaires used in this study. The scale contains 9 questions divided into 3 parts: (1) fit, in which items include, *“I feel like I am a good match for my organization,”* (2) link, in which items include, *“I am a member of an effective work group,”* and (3) sacrifice, with items that include, *“The prospects for continuing employment with this organization are excellent.”* Cronbach’s alpha was .72, and the composite reliability coefficient was .90.

Wang and Lin's (2010) questionnaires were used to measure social influence.

Sample items include, *“I think the number of members of the Gig Economy is large,”* *“People of the same interests as me are working on this platform,”* and *“People who are important to me are working here.”* Cronbach’s alpha was .79, and the composite reliability coefficient was .94.

Turnover intention was measured using the scale developed by Saeed (2019), which contains eight items that represent the intention to leave the gig job; sample items include, “*I often have considered leaving my job,*” “*I often think about starting my own business,*” and “*I plan to look for a new job within next 12 months.*” Cronbach’s alpha was .80, and the composite reliability coefficient was .93.

3.3 Estimation Technique

The hypotheses proposed in this research were tested statistically using Ordinary Least Squares (OLS) regression. OLS regression allows researchers to estimate the relationships between a set of independent variables and a dependent variable. Age, gender, education, platforms, salary, and experience were considered as control variables and

Table 1. Correlation Among Variables and the Square Root of the Average Variance Extracted

[illegible]

Note ** $p < 0.01$; * $p < 0.05$
 JI= job insecurity, PC= perceived behavioral control, SI=social influence, JE=job embeddedness, TI=turnover intentions, EDU=education, EXP=experience

measured on the ordinal scale; they were included in the data analysis because they can reflect the attitude measurement of the gig workers. In addition, this study used a partial least square (PLS) regression to analyze the proposed model. The analysis was performed using IBM SPSS v. 26.

4. DATA ANALYSIS AND RESULTS

The hypotheses proposed in this research were tested statistically using regression and multiple regression analyses. The following steps were conducted. First, the construct reliability of the concepts that were measured using the multiple item scales was evaluated using Cronbach's alpha and composite reliability coefficients, as shown in the second and third columns of Table 1.

Then, bivariate correlations among the variables were analyzed using Pearson correlation coefficients. This correlation analysis was performed to explore the one-to-one relationships between the key variables. Results from the correlation analysis are presented in Table 1.

Hypothesis 1: The level of job insecurity is associated negatively with job embeddedness.

The analysis for hypothesis 1 showed a negative relationship between job insecurity and job embeddedness ($\beta = -0.11$; $p = 0.03$), indicating that gig workers who have a higher level of job insecurity tend to experience a lower level of job embeddedness. The result of the multiple regression analysis shown in Table 2 was statistically significant and therefore, Hypothesis 1 was supported.

Hypothesis 2: The level of perceived behavioral control is positively associated with job embeddedness.

The analysis used to test hypothesis 2 demonstrated a negative relationship between perceived behavioral control and job embeddedness ($\beta = -.05$; $p = 0.30$), indicating that gig workers who have a higher level of perceived behavioral control tend to experience a lower level of job

embeddedness. The result of the multiple regression analysis shown in Table 2 was not statistically significant, and thus, Hypothesis 2 was not supported.

Hypothesis 3: The level of job embeddedness is negatively associated with turnover intentions.

The result revealed a positive relationship between these two variables ($\beta = .056$; $p = .0285$) which was not statistically significant. This indicates that gig workers who have a higher level of job embeddedness tend to have greater turnover intentions. Thus, Hypothesis 3 was not supported. The result of the multiple regression analysis is shown in Table 2.

Hypothesis 4: Social influence moderates the negative relationship between job insecurity and job embeddedness.

The result showed that the moderating effect between job insecurity and job embeddedness was positive and statistically significant ($\beta = 0.179$; $p = .002$). This finding indicates that gig workers' social influence positively moderates the relationship between job insecurity and job embeddedness. Therefore, hypothesis 4 was supported. The result of the analysis is shown in Table 2.

Hypothesis 5: Social influence moderates the positive relationship between perceived behavioral control and job embeddedness.

The result showed that the moderating effect between perceived behavioral control and job embeddedness was positive and statistically significant ($\beta = -.05$; $p = .000$). This finding indicates that social influence positively moderates the relationship between gig workers' job insecurity and job embeddedness. Therefore, hypothesis 5 was supported. The result of the multiple regression analysis is shown in Table 2.

Hypothesis 6: Social influence is positively associated with turnover intentions.

The results revealed a positive and statistically significant relationship between

social influence and turnover intentions ($\beta = 1.01$; $p = .000$), indicating that the higher the social influence on gig workers, the higher their turnover intention. Thus, Hypothesis 6 was supported. The result of the multiple regression analysis is shown in Table 2.

5. CONCLUSION AND RECOMMENDATIONS

With respect to the relationship between job insecurity and job embeddedness, the result of the multiple regression analysis

Table 2 Moderating Effects and Total Effects

	β	<i>t-value</i>	<i>p-value</i>	Result
<i>Total effects</i>				
H1 Job insecurity > Job embeddedness	-0.111	-2.245	0.025	Supported
H2 Perceived behavioral control > Job embeddedness	-0.054	-1.053	0.293	Not supported
H3 Job embeddedness > Turnover intentions	0.056	1.071	0.285	Not supported
H6 Social influence > Turnover intentions	1.010	62.2	0.000	Supported
<i>Moderating effect of social influence</i>				
H4 Job insecurity > Job embeddedness	0.179**	3.127	0.002	Supported
H5 Perceived behavioral control > Job embeddedness	0.497**	8.32	0.000	Supported

Note: *** $p < .001$

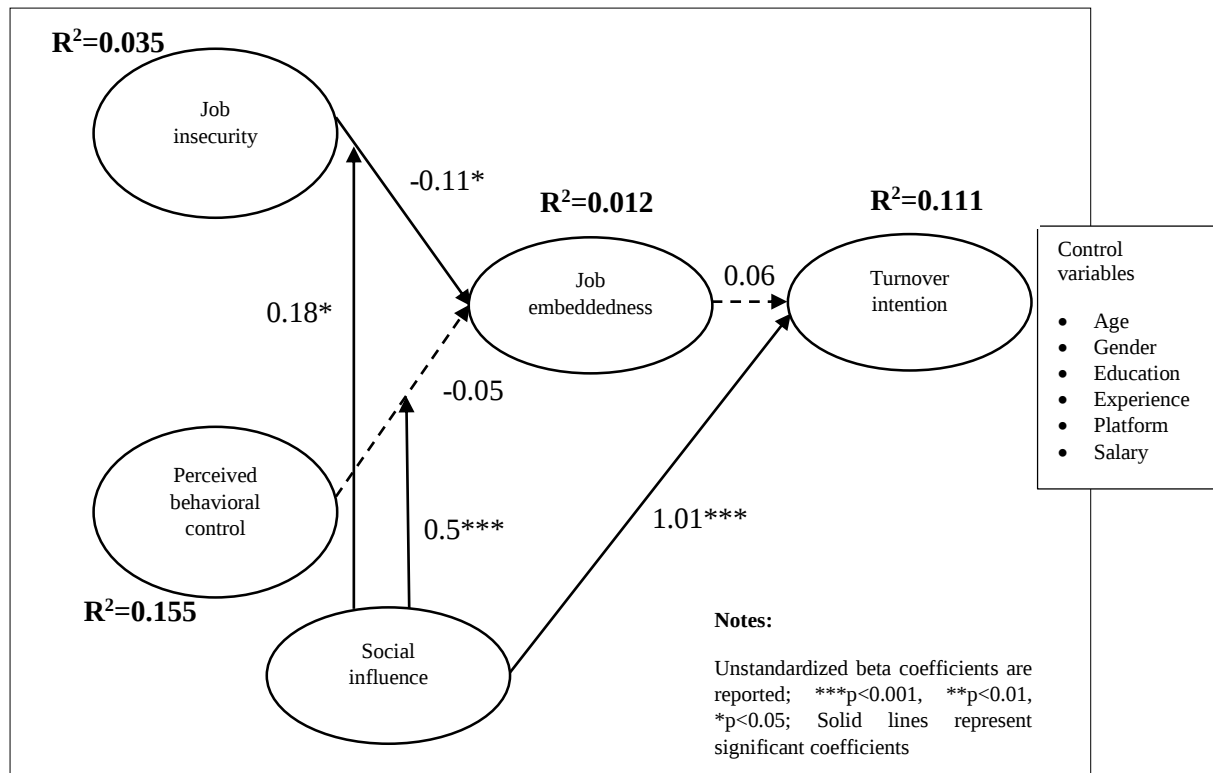


Figure 2 PLS Results

supported the significant negative association between these two variables. This finding implies that gig workers who feel that their jobs are more insecure tend to experience a lower level of job embeddedness. In a broad sense, this finding is consistent with prior literature that found insecurity in gig jobs (Hofer, Spurk, & Hirschi, 2020; Ravn & Sterk, 2017; Robertson, September 18, 2017). It is also consistent with the findings from previous research that have shown that the uncertainty in gig jobs affected job fit and justice in the organization (Probst, Chizh, Hu, Jiang, and Austin, 2019). This finding confirmed that gig jobs in the delivery service sector in Thailand have great room for improvement in order to make workers feel more secure and embedded. On the other hand, it seems logical that job embeddedness is also significant for the gig work phenomenon since gig drivers frequently work for just a few platforms that provide the gig service. In other words, gig workers value their ability to decline a particular job in a particular circumstance, but they still rely on gig jobs from their preferred gig work supplier. The multiple regression analysis revealed the positive effect of social influence on turnover intentions, which implies that social influence affects intentions to leave a gig job. This finding is consistent with prior research that found evidence of social influence's effect on brand loyalty (Wang & Lin, 2010). Another empirical study found that social influence affects the decision to choose and to stop playing online games (C.-L. Hsu & Lu, 2004). Considering the social influence on gig workers, the workers tend to follow others, as they are members of the same group, and if one tends to leave the platform, others tend to follow as well. At this point, the current turnover rate of gig workers, particularly in Thailand's delivery and on-demand services, underscores the fact that gig employment in the nation is still not a long-term option for employees. Particularly, freedom and uncertainty go hand in hand. Regarding the job embedding of gig workers, it can be argued that turnover intentions are a normal aspect of the gig economy and a part

of the gig-work-contract that should not be viewed as a problem (Ksenia et al., 2018).

In addition, the results indicated that social influence plays a significant moderating role in job insecurity's negative effect on job embeddedness. This result is consistent with previous research that found that social influence affects brand loyalty (Arrieta et al., 2017). In this respect, another study also found that social influence influences ethical decision making in software piracy (Yi et al., 2013).

5.1 Theoretical Contributions

This research provides a theoretical contribution to previous TPB research. It contributes to the literature of attitudes to behavioral intentions. Job insecurity yields results consistent with previous research that highlighted the crucial role explaining employees' attitudes toward their behavior (Ravn & Sterk, 2017; Probst et al., 2019; Hofer et al., 2020; Vuuren, 2019). The relationship between social influence and turnover intentions is consistent with the study by DeVault et al. (2019). In particular, the result that social influence plays a crucial role, both when it serves as a main variable and when it serves as a moderating variable, provides additional evidence to support the conjecture that social influence and subjective norms play different roles depending upon a study's purpose (Soewarno, 2018). Moreover, the findings from this research provide a contribution that extends existing knowledge in TPB research in the gig economy, which many studies have explored according to different dimensions (Jabagi et al., 2019). This research confirms that attitudes and behavioral intentions can be salient markers to trigger the gig economy in Thailand; it also addresses that the level of the negative attitude of gig workers can reinforce related government sector and online platform providers in considering the standpoint of the delivery employee. From the perspective of social influence, this confirms a shared identity with the group of gig workers in Thai society, thereby facilitating effective

commitment with online delivery platforms. Simply put, this research strengthens the explanatory and predictive mindset of gig workers in terms of the dynamic relationship between attitudes and behavioral intentions. In this regard, this study advances previous research on gig workers to further highlight it as one of the important antecedents for a desirable outcome for Thai gig worker, such as gig workers' attitudes toward behavior, and turnover intentions in the gig economy. In addition, this study extends previous research by showing that social influence among Thai gig economy employees in the delivery service sector can be an important factor that moderates the linkage between attitude and behavioral intentions of the delivery people. Regarding this finding in the Thai gig economy, this research highlights the importance of attitudes toward behavior and turnover intentions. In a different way, this study uncovers an answer about the linkage between perceived behavioral control and job embeddedness, and between job embeddedness and turnover intentions.

5.2 Practical Implications

This research offers some practical suggestions for the gig industry, especially on-demand delivery platforms in Thailand. Given the crucial role of the negative attitudes and turnover intentions of the gig workers in this study, results indicated a lack of perceived well-being provided by the online platforms (Keith, Harms, & Long, 2020). The gig economy and related sectors should pay attention to the stabilization of gig jobs rather than ignore this issue, adopting the assumption that we live in a digital era, and the number of online gig workers is increasing tremendously; if gig workers perceive equal benefits from a platform, it will be a win-win situation. Furthermore, it suggests that job sustainability and gig worker well-being can be considered as common and long-term appraisal when online platform providers plan to develop and grow their business by recruiting new gig members to join their platforms. To be specific, given that previous

research that has examined gig workers' quality of life has found that they lack voice and labor protection laws (Ashford, Barker, & Reidc, 2018; Stefano, 2016), it is clear that gig jobs remain unstable even in developed countries. This is important not only for the workers but for the online platforms as well. If Thailand can support the quality of life of gig workers, it would bring benefits to the workers who rely on a gig job as their only job, as well as to the gig online platform providers, as their workers will be more productive, and to the government sector, which would be better able to tax both workers and platforms.

6. LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

There are several limitations in this study that should be considered. Firstly, the findings were based upon cross-sectional data. Such data allow the results to be interpreted only as associations, not causal relations. Secondly, the sample was limited to gig workers in motorcycle delivery services in Thailand. Thus, the sample's limited scope may not represent the entire population of gig workers adequately. Moreover, using only a sample of gig workers in Thailand may not allow the results to be generalized to gig workers in other countries. Thirdly, survey data are susceptible to respondents' subjective bias.

The research context was limited to gig workers in Thailand and focused on the delivery industry. Hence, different gig jobs should be investigated and focus more on advanced gig jobs. In addition, the methods are not limited only to gig jobs, but can be used in other management fields related to worker attitudes. Because this quantitative study could not address more factors of workers, further qualitative studies are recommended. In particular, in-depth interviews could obtain more insights into issues related to gig workers.

REFERENCES

Ajzen, I. (1991). The Theory of Planned

- Behavior Organizational Behavior and Human Decision Processes, 50, 179-211.
- Arrieta, B. U., Peña, A. I. P., & Medina, C. M. (2017). The moderating effect of blogger social influence on loyalty toward the blog and the brands featured. *Marketing at the Confluence Between Entertainment and Analytics*, 43, 885-898. DOI:10.1007/978-3-319-47331-4_180
- Ashford, S. J., Barker, B., & Reidc, C. M. (2018). From surviving to thriving in the gig economy: A research agenda for individuals in the new world of work. *Research in Organizational Behavior*, 38, 23-41. DOI: 10.1016/j.riob.2018.11.001
- Baker, E. W., Al-Gahtani, S. S., & Hubona, G. S. (2007). The effects of gender and age on new technology implementation in a developing country: Testing the Theory of Planned Behavior (TPB). *Information Technology and People*, 20, 352-375. DOI:10.1108/09593840710839798
- Bergiel, E. B., Gguyen, V., Clenney, B., & Taylor, G. (2009). Human resource practices, job embeddedness and intention to quit. *Management Research News*, 32, 205-219. DOI:10.1108/01409170910943084
- Bhatti, A., Shaheen, M., Akram, H., & Shafique-Ur-Rehman. (2020). The moderating role of subjective norms between perceived risks and online shopping behavior. *International Journal of Advanced Science and Technology*, 29(8s), 2827-2842.
- Burg, R.-J. v. d., Ahaus, K., Wortmann, H., & Huitema, G. B. (2019). Investigating the on-demand service characteristics: An empirical study. *Journal of Service Management*, 30(6), 739-765.
- Coetzer, A., Inma, C., Poisat, P., Redmond, J., & Standing, C. (2018). Does job embeddedness predict turnover intentions in SMEs? *International Journal of Productivity and Performance*, 68(2), 340-361. DOI:10.1108/IJPPM-03-2018-0108
- Dechawatanapaisal, D. (2017). Examining the relationships between HR practices, organizational job embeddedness, job satisfaction, and quit intention evidence from Thai accountants. *Asia-Pacific Journal of Business Administration*, 10, 130-148. DOI:10.1108/APJBA-11-2017-0114
- DeVault, I. A., Figueroa, M., Kotler, F. B., Maffie, M., & Wu, J. (2019). *On-demand Platform Workers in New York State: The Challenges for Public Policy*. ILR Worker Institute (pp. 3). Retrieved from <https://digitalcommons.ilr.cornell.edu/reports/67/>
- Elanain, H. M. A. (2014). Leader-member exchange and intent to turnover: testing a mediated-effects model in a high turnover work environment. *Management Research Review*, 37(2), 110-129. DOI:10.1108/MRR-09-2012-0197
- Fernandez, C. (2020, June 26). *Coronavirus's Effects on the Gig Economy*. Retrieved from <https://www.ibisworld.com/industry-insider/coronavirus-insights/coronavirus-s-effects-on-the-gig-economy/>
- Forde, C., Stuart, M., Joyce, S., Oliver, L., Valizade, D., Alberti, G., Carson, C. (2017). The social protection of workers in the platform economy. *European Parliament*, 614, 1-125. DOI:10.2861/436247
- GrabThailand. (2020). Service Area of GrabFood. Retrieved from <https://help.grab.com/driver/th-th/360000178348>
- Gronhoj, A., Bech-Larsen, T., Chan, K., & Tsang, L. (2012). Using theory of planned behavior to predict healthy eating among Danish adolescents. *Health Education*, 113(1), 4-17. DOI:10.1108/09654281311293600
- Hanisch, K. A., & Hulin, C. L. (1991). General attitudes and organizational withdrawal: An evaluation of a causal model. *Journal of Vacation Behavior*, 39(1), 110-128. DOI:10.1016/0001-8791(91)90006-8

- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology*, 8(2), 179-195. DOI:10.1080/135943299398311
- Heritage, B., & Roberts, J. M. L. D. (2016). Job embeddedness demonstrates incremental validity when predicting turnover intentions for Australian university employees. *Frontiers in Psychology*, 7(62), 582. DOI:10.3389/fpsyg.2016.00582
- Hobby, C. (2020). *Worker and organisational protection: The future of whistleblowing in the gig economy*, Emerald Publishing Limited, Bingley, 107-123. DOI: 10.1108/978-1-83867-603-220201009
- Hochwarter, W. A. (2003). *Social influence and job stress: Direct, intervening, and non-linear effects*, Emerald Publishing Limited, Bingley, 3, 165-204. DOI: 10.1016/S1479-3555(03)03005-1
- Hsu, C.-L., & Lu, H.-P. (2004). Why do people play on-line games? An extended TAM with social influences and flow experience. *Information and Management*, 41(7), 853-868. DOI:10.1016/j.im.2003.08.014
- Hofer, A., & Spurk, D., & Hirschi, A. (2020). When and why do negative organization-related career shocks impair career optimism? A conditional indirect effect model. *Career Development International*, ahead-of-print (ahead-of-print), 27(5), 1-28. DOI: 10.1108/cdi-12-2018-0299
- Hsu, C. H. C., & Huang, S. (2012). An extension of the theory of planned behavior model for tourists. *Journal of Hospitality and Tourism Management*, 33(6), 390-417. DOI:10.1177/1096348010390817
- Hübner, G., & Kaiser, F. G. (2006). The moderating role of the attitude-subjective norms conflict on the link between moral norms and intention. *European Psychologist*, 11(2), 99-109. DOI:10.1027/1016-9040.11.2.99
- Huning, T. M., Hurt, K. J., & Frieder, R. E. (2020). The effect of servant leadership, perceived organizational support, job satisfaction and job embeddedness on turnover intentions: An empirical investigation. Evidence-based HRM: A *Global Forum for Empirical Scholarship*, 8(2), 177-194. DOI:10.1108/EBHRM-06-2019-0049
- Jabagi, N., Croteau, A.-M., Audebrand, L. K., & Marsan, J. (2019). Gig-workers' motivation: Thinking beyond carrots and sticks. *Journal of Managerial Psychology*, 34(4), 192-213. DOI:10.1108/JMP-06-2018-0255
- Johnston, H., & Land-Kazlauskas, C. (2019). Organizing on-demand: Representation, voice, and collective bargaining in the gig economy. *International Labour Office - Geneva*, 84, 1-42.
- Ju, B., & Li, J. (2019). Exploring the impact of training, job tenure, and education-job and skills-job matches on employee turnover intention. *European Journal of Training and Development*, 43(3), 214-231. DOI:10.1108/EJTD-05-2018-0045
- Khan, M., Aziz, S., Afsar, B., & Latif, A. (2018). The effect of job embeddedness on turnover intentions, work engagement, and job performance. *Journal of Tourism and Hospitality*, 7(2), 1-7. DOI:10.4172/2167-0269.1000354
- Keith, M. G., Harms, P. D., & Long, A. C. (2020). Worker health and well-being in the gig economy: A proposed framework and research agenda. *Research in Occupational Stress and Well-Being*, 18, 1-33. DOI:10.1108/S1479-355520200000018002
- Keplinger, K., Lambert, B., Caza, B., Merriman, K., Murphy, M., Wang, L., Cropanzano, R. (2018). Improving lives of gig workers: navigating ups and downs of the gig economy. *Academy of Management Proceedings*, 18166 (1-34). DOI: 10.5465/AMBPP.2018.18166 symposium
- Latimer, A. E., & Ginis, K. A. M. (2005). The importance of subjective norms for people who care what others think of

- them. *Psychology and health*, 20(1), 53-62.
DOI:10.1080/08870440412331300002
- Lazauskaite-Zabielske, J., Urbanaviciute, I., Elst, T. V., & Witte, H. D. (2019). Explaining the link between qualitative job insecurity and attitudes: The role of perceived overall justice. *Baltic Journal of Management*, 14(2), 330-344. DOI:10.1108/BJM-08-2018-0293
- León, F. R. (2019). The moderating role of tenure on the effects of job insecurity and employability on turnover intentions and absenteeism. *Academia Revista Latinoamericana de Administración*, 32, 305-325. DOI:10.1108/ARLA-08-2017-0244
- Lin, C.-P., Tsai, Y.-H., & Mahatma, F. (2017). Understanding turnover intention in cross-country business management. *Personnel Review*, 46(8), 1717-1737. DOI:10.1108/PR-07-2016-0176
- Lu, J. (2013). Are personal innovativeness and social influence critical to continue with mobile commerce? *Internet Research*, 24(20), 134-159. DOI:10.1108/IntR-05-2012-0100
- Mazidi, A. K., Rahimnia, F., Mortazavi, S., & Lagzian, M. (2020). Cyberloafing in public sector of developing countries: Job embeddedness as a context. *Personnel Review*, 50, 1-34. DOI:10.1108/PR-01-2020-0026
- McDanie, C., & Gates, R. (1999). *Contemporary marketing research*. Cincinnati, Ohio: South Western College Publishing.
- Mitchell, T., Holtom, B. C., Lee, T., & Sablinsky, C. J. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *The Academy of Management Journal*, 44(6), 1102-1121. DOI:10.2307/3069391
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240. DOI:10.1037/0021-9010.62.2.237
- Moon, H., & Lee, H.-H. (2014). Consumers' preference fit and ability to express preferences in the use of online mass customization. *Journal of Research in Interactive Marketing*, 8, 124-143. DOI:10.1108/JRIM-07-2013-0043
- National Statistical Office. (2020, October 24). Labor statistics. Retrieved from <http://statbbi.nso.go.th/staticreport/page/sector/en/02.aspx>
- National Statistical Office Thailand. (2019). Survey of Informal Workers in 2019. *Forecast Statistical Division*, pp. 1-26
- O'Connell, M. S., & Kung, M. M.-C. (2007). The cost of employee turnover. *Industrial Management*, 49, 14-19.
- Oliveira, T., Barbeitos, I., & Calado, A. (2020). The role of intrinsic and extrinsic motivations in sharing economy post-adoption. *Information Technology & People*, 35, 165-203. doi:10.1108/ITP-01-2020-0007
- Park, S., & Huang, Y. (2017). Motivators and inhibitors in booking a hotel via smartphones. *International Journal of Contemporary Hospitality*, 29(1), 161-178. doi:10.1108/IJCHM-03-2015-0103
- Probst, T., Chizh, A., Hu, S., Jiang, L., & Austin, C. (2019). Explaining the relationship between job insecurity and creativity: A test of cognitive and affective mediators. *Career Development International*, 25(3), 247-270. DOI:10.1108/CDI-04-2018-0118
- O'Connell, M. S., & Kung, M. M.-C. (2007). The cost of employee turnover. *Industrial Management*, 49, 14-19.
- Oliveira, T., Barbeitos, I., & Calado, A. (2020). The role of intrinsic and extrinsic motivations in sharing economy post-adoption. *Information Technology & People*, 35, 165-203. DOI:10.1108/ITP-01-2020-0007
- Park, S., & Huang, Y. (2017). Motivators and inhibitors in booking a hotel via smartphones. *International Journal of Contemporary Hospitality*, 29(1), 161-178. DOI:10.1108/IJCHM-03-2015-0103

- Ravn, M. O., & Sterk, V. (2017). Job uncertainty and deep recessions. *Journal of Monetary Economics*, 90, 125-141. DOI: 10.1016/j.jmoneco.2017.07.003
- Robertson, P. (September 18, 2017). How the gig economy creates job insecurity. Retrieved from <https://www.bbc.com/worklife/article/20170918-how-the-gig-economy-creates-job-insecurity>
- Rockmann, K. W., & Ballinger, G. A. (2017). Intrinsic motivation and organizational identification among on-demand workers. *Applied Psychology*, 102 (9), 1305-1316. DOI:10.1037/apl0000224
- Saeed, M. (2019). Mediation effect of psychological contract between personality dimensions and turnover intention. *Journal of Economics, Finance and Administrative Science*, 25, 1-15. DOI:10.1108/JEFAS-06-2019-0101
- Soewarno, N. (2018). The influence of subjective norms and perceived control intent to use electronic parking. *Advances in Social Science, Education and Humanities Research*, 165, 107-110. DOI:10.2991/iccsr-18.2018.24
- Stang, D. J., & Wrightsman, L. S. (1981). *Dictionary of social behavior and social research methods*. Monterey, CA. Brooks-Cole.
- Stefano, V. D. (2016). The rise of the “Just-in-time workforce”: On-demand work, crowdwork and labour protection in the “Gig Economy”, *International Labour Office Geneva*, 71, 1-32.
- Teo, T., & Lee, C. B. (2010). Explaining the intention to use technology among student teachers: An application of the theory of planned behavior (TPB). *Campus-Wide Information Systems*, 27(2), 60-67. DOI:10.1108/10650741011033035
- Theodossio, I., & White, M. J. (1998). Does tenure affect earnings? *Journal of Economic Studies*, 25(4), 328-343. DOI:10.1108/01443589810220076
- Thompson, P. A. (1993). A social influence model of flaming in computer-mediated communication. Paper presented at the 64th annual meeting of the Western States Communication Association pp.1-9.
- Vuuren, T. v. (2019). The association between subjective job insecurity and job performance across different employment groups: Evidence from a representative sample from the Netherlands. *Career Development International*, 25(3), 229-246. DOI:10.1108/CDI-05-2018-0155
- Wang, S.-m., & Lin, J. C.-C. (2010). The effect of social influence on bloggers’ Usage intention. *Online Information Review*, 35(1), 50-65. DOI:10.1108/14684521111113588
- Yang, C., Ma, Q., & Hu, L. (2011). Job embeddedness: A new perspective to predict voluntary turnover. *Nankai Business Review*, 2(4), 418-446. DOI:10.1108/20408741111178834
- Yao, M. Z., & Zhongb, Z.-j. (2014). Loneliness, social contacts and internet addiction: A cross-lagged panel study. *Computers in Human Behavior*, 30, 164-170. DOI: 10.1016/j.chb.2013.08.007
- Yi, Z., Xu, D., & Heales, J. (2013). The moderating effect of social influence on ethical decision making in software piracy. *PACIS 2013 Proceedings*. Retrieved from <https://aisel.aisnet.org/pacis2013/236>
- Zaman, U., Nawaz, S., Javed, A., & Rasul, T. (2020). Having a whale of a time: Linking self-determination theory (SDT), job characteristics model (JCM) and motivation to the joy of gig work. *Cogent Business & Management* 7(1). DOI:10.1080/23311975.2020.18077F
- Zazpowered. (2015). Definition of On-demand Worker. Retrieved from <http://svdictionary.com/words/on-demand-worker>