

The Impact of Social Influence, Intrinsic and Extrinsic Motivation on the Well-being of Gig Workers in Thailand's Online Delivery Services

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Abstract

This research aims to fill the existing gap by examining the effect of social influence on the two forms of motivation: Intrinsic and extrinsic among the gig workers in Thailand's online delivery sector for the well-being of the employees. This study draws from the self-determination theory and social influence concept to analyze how social pressure from peers, clients, and society influences gig workers' motivation level. SEM analysis also provides evidence that social influence strengthens intrinsic and extrinsic motivation where extrinsic motivation mediates the relation between social influence and intrinsic motivation. The study provides managerial implications regarding increasing worker involvement and effectiveness by means of proper incentives and social resources. This current research extends the literature on gig worker well-being and although only focused on one sector and cross-sectional, these findings provide important implications for practical and future research. Future research suggestions include studying other aspects of well-being, as well as generalizing the study of the state of gig economy workers across different sectors and geographical locations.

Keywords: Gig economy, social influence, intrinsic motivation, extrinsic motivation, well-being

Introduction

When the economy is increasingly characterized by gig work arrangements then gig workers' welfare section emerges as vital to examine. This has particularly destabilized

the conventional employment arrangements due to the arrival of technology platforms (Manyika et al., 2016; Sharpe, 2016). This is true mainly because the digital economy provides new horizons for income and employment freedom (Ariyaprichya et al.,

2017). However, it also poses a lot of problems especially in relation to employment and income security for workers (Joyce et al., 2019). Gig workers in Thailand include the motorbike riders who work for online delivery platforms are some of the vulnerable in the society. Expects that reflect on their occupational quality daily experiences they develop while delivering through online platforms (Keith et al., 2020; Ryan & Deci, 1985). However, certain issues related to the Thai motorbike riders' well-being and motivation levels have not received adequate research attention yet.

The following are research questions that can be addressed. First, when social influence takes place in a workplace, its effect on the intrinsic and extrinsic motivational processes of workers is not fully understood. There is a myriad of literature regarding both the money and identity motivations in gig work but the interaction of the two is not fully understood. The influence of EM on intrinsic motivation is still an open-ended debate. Also, there is no research conducted on social influence as a moderator for intrinsic motivation, nor for the role of social influence in EM. More specific emphasis on such population could help improve knowledge about the situation of gig workers' welfare especially motorbike riders in Thailand. These gaps, if filled can enhance the approaches towards safeguarding and protecting the wellbeing and sustainability of the gig workers.

To date, the literature on gig work has expanded; however, there is relatively little understanding of how the pressure from the social environment impacts motivational phenomena, especially in the context of gig economy. In the case of the gig work context, monetary incentives and identity-related concerns both have been researched, but the combination of both styles of motivation is not very well understood yet (Keith et al., 2020).

Furthermore, more data is insufficient in providing understanding of how those motivations are moderated by social influences from peers of gig workers in Thailand. Notably, although there is a considerable amount of prior literature on both intrinsic and extrinsic motivation and their relationship in the general population and the gig economy in particular, no study has examined social influence as a moderator of this relationship.

Support for this research comes from Self-Determination Theory formulated by Ryan and Deci (1985). Besides, the study includes social influence factors as the framework where people's motivation at work can be explained by the force of factors beyond their control. These frameworks help explain the dynamics of motivation among gig workers, especially motorbike riders, in Thailand using knowledge of an environment wherein employment security is absent.

In addition, this research therefore seeks to fill gaps identified regarding gig workers' well-being in Thailand's online delivery industry. The gig economy influences the well-being and job security of gig workers to a huge extent. This study targets motorbike riders who are working for online delivery platforms in Thailand because they are a susceptible population in the gig economy market. What it does, it investigates the modulating effects of social influence, intrinsic, and EM on them. Gig workers and the gig economy context in focus: the research investigates problems encountered by gig workers in Thailand and enhances understanding of the potential for enhancing the situation of gig workers as well as the stability of the gig economy.

All in all, this research benefits the expansion of existing knowledge and understanding of the gig economy in Thailand. It seeks to provide awareness to business and academic literature regarding the quality of life of gig

workers, especially online delivery platforms. It is critical for designing interventions that will close the gaps and enhance worker satisfaction and retention thus creating a healthier gig economy.

This research fills a void of what is currently available for academicians in the existing research on gig economy. It contributes positively to global discourse on gig work especially from the perspective of the Southeast Asian region. The findings could aid the formulation of motivational strategies that meet the intrinsic and extrinsic motivational spheres of workers thus increasing productivity and organizational commitment. This research provides value to the stakeholders to see the aspects of gig worker's welfare for a healthier economy in the long run.

Literature review

Abbreviations

To facilitate clarity and conciseness in discussing the variables throughout this study, the following abbreviations are introduced for key concepts:

SDT: Self-determination theory

SI: Social influence

EM: Extrinsic motivation

IM: Intrinsic motivation

SEM: Structural equation modeling

PLS: Partial least squares

RMSEA: Root Mean Square Error of Approximation

SRMR: Standardized root mean square residual

CFI: Comparative fit index

PLS-SEM: Partial least squares structural equation

Introduction to gig worker well-being

The gig economy that is characterized by work flexibility and autonomy deviates from standard employment (Tran & Sokas, 2017). Concern for the well-being of gig workers will be the major theme of this research. That means the nature of well-applying to gig work includes satisfaction with the work, disorders affecting the mind, and financial resilience (Keith et al., 2020). These are the factors which are mandatory to support gig work in the long run.

This research investigates the influence aspect of SI which according to Deutsch and Gerard (1955) is a change in thoughts, feelings or behavior resulting from interactions. It refers to pressure exerted on individuals within social and business environments because they are influenced to think, act and behave in certain ways (Ryan & Deci, 2020). In the gig economy structure, where there is no formal authority structure, SI is conformity, compliance and obedience. These dynamics are important to how the workers behave and/or what their attitudes are in the informal work settings (Johnston & Land-Kazlauskas, 2019).

In gig work social pressure is from fellow gig workers, policies of gig platforms and general culture. It has implications on job insecurity, job satisfaction, and overall well-being of gig workers (Ashford et al., 2018). Previous studies show that one of the most powerful sources of influence is the reference group pressure on workers' choices (Deutsch & Gerard, 1955; Kelley, 1965). The social factors affecting joining the gig economy are effort levels and the attitude toward gig work as a career. SI also influences the communication and interaction with the platforms as well as the reactions to the demands of the gig work (Asch, 1951; Cialdini, 2009).

This study aims at identifying the impact that SI has on the well-being of the gig workers

especially the delivery workers in Thailand. It is therefore important to understand SI especially as it pertains to strategies that can be used to protect gig workers and foster a sustainable gig economy.

Flexibility is one of the most valuable services that members of the gig economy gain from their employers, but the same flexibility comes with its drawbacks as far as the welfare of the workers is concerned. Studies suggest that gig work can increase job satisfaction owing to self-employment and freedom (De Stefano, 2015). But that can result in insecurity, financial vulnerability and, often, absence of entitlements and privileges (Cram et al., 2020; Dunn & Kalleberg, 2016). It is advocated that more research should be conducted to understand the impacts of gig work more comprehensively especially for delivery workers in Thailand.

This research study seeks to understand how algorithmic management deployed on gig economy platforms impacts on workers' health and conduct. It assesses how demands and control features inherent to gig work influence workers, as well as enhancing knowledge of gig work's psychological consequences (Cram et al., 2020). Nevertheless, as also noted by Cram et al. (2020) there is a paucity of research on gig workers' well-being. Less is known about delivery workers and SI effects on their well-being remain under investigation.

The pros of SI on well-being ought to be taken with a grain of salt. Prior research has showed some positive effects that can be quite different from the ones observed in the present study though. Application of these hypotheses with different samples that involve the contemporary gig economy workers in Thailand may be useful and beneficial. This research seeks to fill such gaps by examining the roles played by SI and motivation on delivery workers' well-being in Thailand.

The unique characteristics of this selected variables and research

Workers such as, delivery motorbike riders who operate in Thailand for the gig economy platforms are among the categories of workers to be considered. This industry thrives in a very volatile context that is shaped by customers, peers, and the society at large. These workers can only find jobs which are considered as part-time jobs, so they can be hired only for a limited number of hours per week; they have no written and extended job security; they interact constantly with a huge amount of people, so they can easily be influenced externally regarding their motivation. This candidate selection is crucial because their experiences give a view into trends in the rest of the gig economy in Southeast Asia, where platform work is rapidly growing as a crucial part of the labor force. By concentrating on this group, the study highlights a close relation between social pressure and motivation that has not been researched adequately. The practical importance is also derived from the study's setting because delivery work in the online format is rapidly expanding in Thailand, and it is crucial to learn about work-related factors affecting employee well-being to develop effective policies and management approaches at companies operating in this sector and industry.

Theoretical background and hypothesis

The SDT is the main theoretical framework, with an additional focus on SI to analyze the effects of social pressure on enjoyment and motivation with reference to gig workers. These theoretical frameworks enable understanding of how social factors affects both the intrinsic and extrinsic motivation and is based on the research hypotheses or

assumptions. Another perspective, which can be the theoretical foundation for the designed intervention, is the SDT.

The theory chosen as a theoretical foundation for this study is the SDT, developed by Ryan and Deci (1985, 2000). SDT indicates that human motivation can be classified on a two-pole model, namely, amotivation and IM with EM. The theory suggests that self-determination comes from three inherent psychological needs, to be specific, the needs to: When these needs are met people are more willing to participate in various activities for the enjoyment of the activity rather than the benefit that can come out of it.

In the perspective of gig workers, IM may look like the pleasure and sense of accomplishment that comes with independent working and flexible schedules that characterize gig working. Another psychological need important to gig workers is the ability to exercise autonomy which means working independently and at personal discretion when to do the work. In addition, the characteristics associated with gig employment foster ability, knowledge and competence thereby boosting intrinsic motivation. However, work attitudes of these workers are also subject to external forces and thus, it becomes important to understand how social leverage influence motivation among these workers.

The SI, as well as motivation is an important component towards the achievement of the defined objective.

SI may be understood as the effects that social relations, attitudes and expectations have on people, including their perceptions, actions, and beliefs. The pressure can be from the clients, fellow Gig Economy service providers, social media and the society at large. Such social pressure can help the motivation of gig workers who are performing

the chores.

According to SDT, positive SI can facilitate feeling of competence and relatedness among the gig workers. For instance, when a worker is applauded by his or her clients or when the co-workers receive positive results, may help the worker gain their IM by satisfying the psychological needs of the individual. On the other hand, negative social pressure like pressurizing workers to the unrealistic level may lead to decreased level of workers' performance.

Concerning hypotheses in this research, the relation between SI and motivation as constructs shapes them. This research looks at the impact of social pressure on both intrinsic and extrinsic motivation to gain an understanding of gig workers' well-being.

The Relations between social influence and intrinsic and extrinsic motivations

Social pressure is defined as the alterations in thoughts, feelings or behavior brought about because of social interactions. This includes everything from straightforward pressure to give in to an immediate request to less obvious influence of the opinions that people are presented with. To the gig workers, social pressure is vital since gig work is solitary and facilitated through the internet (Wei, 2009). These include fellow gig workers, customers, social media and narrative (Thompson, 1993). These factors affect the decision making in terms of selecting a particular job, degree of working pressure and perceived utility of gig work (van Doorn & Vijay, 2021). Therefore, this study focuses on examining the role of SI to delivery gig workers in Thailand's emerging gig economy.

The relation between SI and IM has been underpinned by social learning and SDT

(Malek et al., 2020). According to (Bandura, 1977) social learning theory reveals that people imitate behaviors that they learn from other people. According to the self-determination theory, IM is energized by the need of competence, relatedness and autonomy (Ryan & Deci, 2000). Accordingly, SI may raise the level of IM related both to relatedness and competence (Thompson, 1993). For example, when people follow their peers' success in the gig work, they will be motivated to work harder and progress.

In gig work, SI is derived from colleagues, clients, customers and standards from society. Positive SI is a means of increasing the level of IM among the workers since it enhances self-achievement and relatedness (Malek et al., 2020). Negative SI may demotivate by causing a lack of confidence together with questions concerning the worth of working (Xie et al., 2016). It is crucial to refer to such dynamics to comprehend how motivations of the gig workers are influenced by social pressure. According to the works of theoretical framework that has been established in literature, the following hypotheses are developed to examine this relation in the context of gig economy:

H1: Social influence is positively related to intrinsic motivation.

H2: Social influence is positively related to extrinsic motivation.

The role of extrinsic and intrinsic motivations

EM is characterized by performing some activity with the view to obtaining a given outcome like money, recognition or any other form of reward (Ryan & Deci, 2000). Whereas introduced for being the opposite of IM, current and newly emergent theories give a more complicated view of EM (Dickinson, 1989). In this respect, research has shown that

when the extrinsic rewards are perceived in terms of support for the individual's values and competence the satisfaction of these psychological needs results in a blurring of the dichotomy between EM and IM (Deci et al., 1999).

Research has supported the relation between extrinsic rewards and IM whereby the latter was boosted under specific circumstances (Nielson & Bryant, 2005). For example, Gagné and Deci (2005) showed that this type of promotion of extrinsic reward which is in accordance with the individual's values and perceived control over choice, has no negative impact and can positively influence the IM thrives. This is in consonance with self-determination theory which posts that there is a constructive compatibility between intrinsic and extrinsic motivations.

From the case of delivery services and other structural traits of the gig economy, it is apparent that extrinsic and intrinsic incentives are inter-related (Li et al., 2020). Freelancers are at first motivated by extrinsic factors which include flexibility and possible earnings (Alasoini et al. 2023). However, these external factors can also foster a deeper engagement with their work, promoting IMs such as enjoyment and personal satisfaction, especially when they feel their efforts are recognized and valued (Deci et al., 1999). Given the theoretical background and empirical evidence supporting the nuanced relation between extrinsic and intrinsic motivations, the following hypotheses are proposed:

H3: Extrinsic motivation is positively related to intrinsic motivation.

H4: The relation between social influence and intrinsic motivation is moderated by extrinsic motivation.

H5: The relation between social influence and intrinsic motivation is mediated by extrinsic motivation.

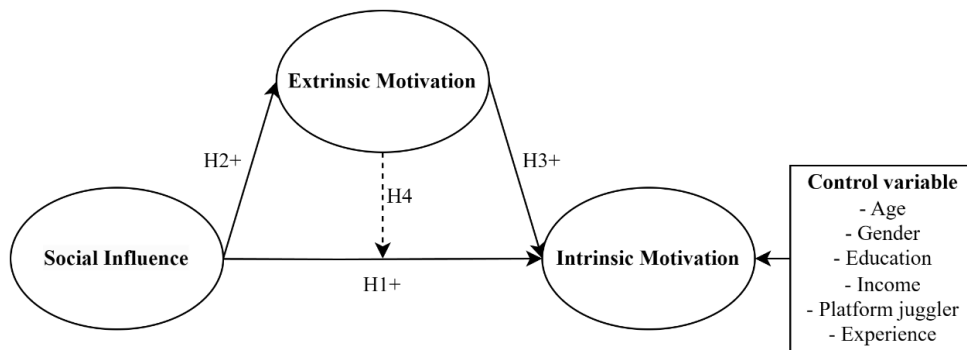


Figure 1 Conceptual model of the study

Methodology

Data collection

The study involved two phases: a preliminary survey and the major survey. The pilot test was carried out with 41 gig workers in Bangkok by evaluating the measurability of the questionnaire in line with (McDanie & Gates, 1999). Participants offered impression regarding word use in items and internal consistency was affirmed using Cronbach's alpha. The main survey by means of an online questionnaire was conducted among gig workers from 32 provinces in Thailand with the help of non-probability sampling. Types of data collection incorporated an online questionnaire with a 33.3% confidence level by watt et al, 2002 and self-administered questionnaire with an 80% confident level by Christensen et al, 2015.

Data analysis

Descriptive analysis was done and two hypothesized models for SI, IM, and EM were tested on SEM. It was selected for the capacity to examine both direct and total effects. Data cleaning for example required the exclusion of incomplete responses, treatment of missing data and detection of outliers.

Population and sample

For this research, the study targeted the Thai gig workers in the online delivery platforms, and the participant selection was done by purposive sampling since they closely related to the research objectives (Vehovar et al., 2016). From the surveyed gig workers engaging in the likes of grab, FoodPanda as well as LineMan in the period of January to March 2021. The participants were screened using questions that led to a selection of only those that met the required standards. The survey links were directly shared to the workers by the platforms and hence the responses were garnered from the relevant participants (Grab, 2020). To reduce the non-response bias both online and telephone were used in the follow-up of the respondents (Alvi, 2016). Based on sample size calculation formula by Yamane (1973) realized that for the calculation, a minimum of 399 responses would have been required. To be precise, 560 responses were received, out of which 399 responses are only available to perform data analysis. This approach helped to enhance validity of data and gave deeper understanding of the behavior of gig workers in Thailand's delivery services industry.

Validity and reliability

To warrant validity, content, construct, and convergent/discriminant validity analyses were conducted, whereas reliability was examined using Cronbach's alpha. Operationalization of the constructs was acceptable, judging from the reliabilities of the pilot test and the main survey.

Measurement and instrument

Understanding the effects of SI, intrinsic and EM of Thai gig Workers was determined by the following procedures. To select participants, a non-probability convenience sampling method was adopted with reference to judgmental

sampling technique with active gig workers. This helped in keeping the respondents knowledgeable on issues of SI and motivation characteristic of the gig economy. A self-administered survey instrument, derived from literature, was used to measure the three variables, and each of them was measured with six pre-developed items. In this study, perceptions and experiences were measured on a 5 points Likert scale. Filter questions were used to minimize bias in that only active gig users were allowed to participate in the study. These checks elicited how social pressure, self- and other orientation impacted the gig workers' experiences.

Table 1 Measurement items of the study

Variable	Item	Measurement item	Source
Social Influence	SI1	I feel encouraged by my friends and family to engage in gig work.	Based on Bandura and Walters (1977)
	SI2	My decision to work in the gig economy is influenced by people I respect.	
	SI3	The opinions of my social circle are important to me when choosing gig jobs.	
	SI4	Seeing others succeed in gig work motivates me to pursue similar opportunities.	
Intrinsic Motivation	IM1	I find my gig work to be personally rewarding.	Adapted from Ryan & Deci (2000)
	IM2	My gig work is interesting and challenges me in a positive way.	
	IM3	I would continue my gig work even if I were to win a significant amount of money.	
	IM4	The sense of personal growth I get from my gig work is more important to me than the financial rewards.	
Extrinsic Motivation	EM1	Financial rewards are a significant reason for my participation in gig work.	Based on Deci et al. (1999)
	EM2	I am motivated to work in the gig economy because of the flexibility it allows in terms of working hours.	
	EM3	Receiving positive feedback from customers/clients significantly motivates me to continue gig work.	
	EM4	The opportunity to earn bonuses and other financial incentives is a key driver for my engagement in gig work.	

Note: SI= Social Influence, IM= Intrinsic Motivation, and EM= Extrinsic Motivation

Demographic profile

560 questionnaires were administered and 399 returned filled valid responses meaning a 71.54% response rate. Respondent gender showed that 77.7% of the respondents were male, as seen with most gig and delivery employees. The largest percentage of the respondents fell in the age bracket of 28 to 42 years, totaling to 52% of the gig workers, thus, belonging to generation Y. Participants came from different education backgrounds, therefore, disproving impressions of low standards of education among most gig workers. A quarter had primary education level; 34% said they had a bachelor's degree and 26% had a diploma. Masters' degree was held by only 6% which means gig work is compatible with the varying levels of education. Half of them received between THB 10,001 to THB 30,000 monthly salary that classified them under Thailand's middle-income earners. As seen from this income distribution, there is the aspect of the gig economy in Thailand which has become significant in ensuring that many people get an income in the country.

Data analysis and discussion

Correlation among variables

The structural model analysis using SmartPLS 4 showed significant relations between EM, IM, and SI. EM motivation positively influenced IM ($\beta=0.40$, $p<0.00$), linking external rewards to internal drives. SI significantly affected both EM ($\beta=0.19$, $p<0.00$) and IM ($\beta=0.31$, $p<0.00$), highlighting social dynamics' importance in motivation.

Correlation among variables

The quantitative analysis assessed reliability and validity for all constructs. EM showed excellent reliability, with a Cronbach's alpha of 0.88 and average variance extracted (AVE) of 0.67. IM demonstrated strong reliability, with Cronbach's alpha of 0.86 and AVE of 0.61. SI had the highest reliability, with Cronbach's alpha of 0.91 and AVE of 0.65. These results confirm the measurement model's reliability and validity. The results are presented in Table 2.

Table 2 Reliability and validity metrics for study constructs

	EM	IM	SI	Number of items	α	ρ_c	AVE
EM				4	0.88	0.88	0.67
IM	0.40***			4	0.86	0.86	0.61
SI	0.19***	0.31***		5	0.91	0.90	0.65

Note: α = Cronbach's alpha, ρ_c = Composite reliability, and AVE = Average variance extracted

Assessment of discriminant validity using the Heterotrait-Monotrait ratio

The assessment of discriminant validity using the Heterotrait-Monotrait Ratio (HTMT) for the constructs in the study indicated clear

differentiation between them, which is essential for model integrity. The HTMT values between EM motivation and IM stood at 0.62, suggesting an acceptable level of discriminant validity as it is below the conservative threshold of 0.85. Similarly, the HTMT value between EM and SI was 0.32,



and between IM and SI, it was 0.42, both well below the threshold, further confirming strong discriminant validity among the constructs. These results ensure that the constructs

measured distinct theoretical concepts as intended in the study. The results are shown in Table 3.

Table 3 Discriminant validity-heterotrait-monotrait ration

	EM	IM	SI
EM			
IM	0.62		
SI	0.32	0.42	

Evaluation of structural model fit indices

The structural model demonstrates a satisfactory fit with the recommended criteria for various indices. The Chi-square value stands at 4.28, comfortably below the maximum threshold of 5, indicating a good fit. The Root Mean Square Error of Approximation (RMSEA) is 0.07, well within

the acceptable limit of 0.08, and the Standardized Root Mean Square Residual (SRMR) is similarly favorable at 0.06, below the recommended maximum of 0.08. Additionally, the comparative fit index (CFI) and the Tucker-Lewis Index (TLI) exceed their respective criteria of 0.90 and 0.91, with values of 0.91 and 0.92, thereby affirming a robust model fit to the data. The results are presented in Table4.

Table 4 Model fit indicators

Index	Recommended Criteria	Structural Model
Chi-square	≤ 5	4.28
RMSEA	$\leq .08$	0.07
SRMR	$\leq .08$	0.06
CFI	$\geq .90$	0.91
TLI	$\geq .91$	0.92

Note: RMSEA= Root Mean Square Error of Approximation, SRMR= Standardized Root Mean Square Residual, CFI= Comparative Fit Index, and TLI= Tucker-Lewis Index

Hypothesis testing

The final analysis was carried out using empirical data to determine the pattern of linkage between SI, EM and IM. Thus, it can be concluded that PLS-SEM is most suitable

for use when the model is complex or when the sample size is small. This method considers both directional and consequential effects as well as intermediary variables. This study is highly rigorous in the manner it seeks

to examine the relations between these constructs and how they affect each other in terms of the proposed hypotheses. These tests give information concerning motivational

forces prevailing within Thailand's gig economy. The next sections provide results of the hypotheses which show the paths from SI on motivation.

Table 5 Direct, indirect, special effect, and control variable's results

Path	O	M	STDEV	t	p	Result
SI → IM	0.12	0.13	0.05	2.56**	0.01	H1 Supported
SI → EM	0.20	0.21	0.06	3.36***	0.00	H2 Supported
EM → IM	0.42	0.42	0.04	10.94***	0.00	H3 Supported
Total indirect effect						
SI → IM	0.08	0.09	0.03	3.32***	0.00	H4 Supported
Specific indirect effect						
SI → EM → IM	0.08	0.09	0.03	3.32***	0.00	H5 Supported
Control variables						
Gender → IM	-0.16	-0.16	0.05	3.25	0.00	
Education → IM	-0.07	-0.07	0.04	2.04	0.04	
Age → IM	0.10	0.10	0.04	2.65	0.01	
Membership → IM	0.05	0.04	0.05	1.00	0.32	
Income → IM	-0.08	-0.07	0.05	1.48	0.14	
Experience → IM	0.14	0.14	0.05	2.92	0.00	

Note: O=Original Sample, M=Sample Mean, STDEV=Standard Deviation, t=t-statistics, p=p-values

Hypothesis 1: Social influence is positively related to intrinsic motivation.

The SEM results depict that SI has a direct effect on IM ($t=2.56, p<0.01$). The t-statistics of 2.56 support Hypothesis 1, however, they do show that SI has a positive relation with IM. This is supported by prior research by Deci and Ryan (1985) and Bandura (1986) that established that social environment facilitates IM. These findings imply that social factors play a critical role in increasing motivation and thereby continues engagement. The role of SI is vital towards encouraging the workers to be intrinsically motivated and satisfied with their gig job and online delivery platforms.

Hypothesis 2: Social influence is positively related to extrinsic motivation.

The statistical results show that SI has a correlation with EM ($t=3.36, p<0.00$). The study holds that SI has a positive effect on EM among gig workers in the online delivery sector. Such results are in concordance with the findings of prior research which established the social context role for motivational outcomes in the work settings (Johnson & Johnson, 2012; Smith et al., 2015). The intervention of SI in the promotion of EM is even more so when extrinsic motivators like bonuses and other incentives are incorporated in the strategic management system.



Hypothesis 3: Extrinsic motivation is positively related to intrinsic motivation.

The statistical result also depicts that; EM is a good predictor of IM ($t=10.94$, $p<0.00$). The result shows some validity in the assumption that EM has a positive and a strong relation with the IM of Thai gig workers in the online delivery industry. The results also support other works done previously which postulated that extrinsic incentives could impact IM and thereby determine employee satisfaction and commitment (Brown & Ryan; Deci et al., 2001). According to this relationship, the promotion of external rewards for employee performance suggests the possibility that these incentives then move and engage higher order, enduring forms of motivation that will enable the employees to stay focused and productive.

Hypothesis 4: The relation between social influence and intrinsic motivation is moderated by extrinsic motivation.

As to the total indirect effect of each variable on IM, the statistical result exhibits that SI and intrinsic is statistically significant ($t=3.32$, $p<0.00$). This supports hypothesis 4 which in part states that SI moderates the link between extrinsic and intrinsic rewards. This result corroborates the idea that social processes are central for facilitating IM, because they

regulate how and to what extent other processes affect people's internal urges. The moderating effect of SI suggests the interaction between external social factors and personal motivation, which we consider consistent with the studies that discuss social factors' impact on behavior (Bronfenbrenner, 1979; Ryan & Deci, 2000).

Hypothesis 5: The relation between social influence and intrinsic motivation is mediated by extrinsic motivation.

Hypothesis 5: The relation between SI and IM is mediated by EM. The statistical indicates that the specific indirect effect of SI on IM through EM is significant ($t=3.32$, $p<0.00$), thereby supporting Hypothesis 5. This finding suggests that EM serves as a mediator in the relation between SI and IM. The Sobel test, which quantitatively assesses the mediation, yields a value of 3.32, confirming the significance of this mediating effect with a p-value of 0.001. This significant mediation highlights the mechanism by which SI enhances extrinsic rewards, which subsequently increases IM. This result underscores the dynamic interplay between SI and motivational processes, offering a robust validation of the mediating role of EM within the motivational theoretical frameworks.

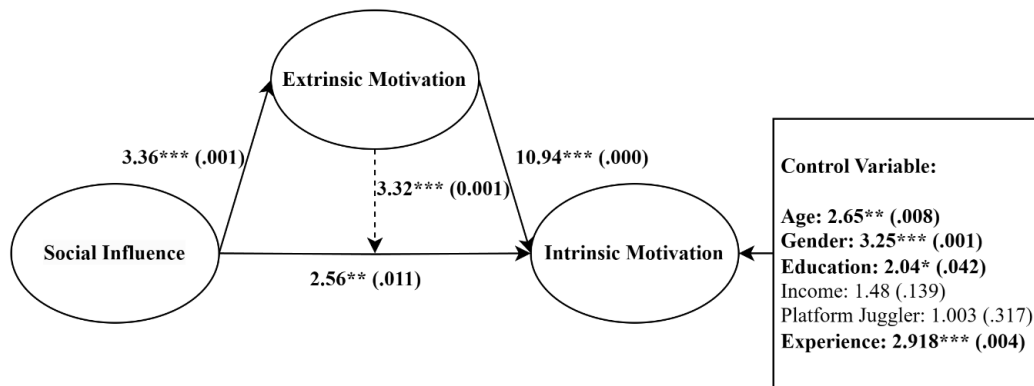


Figure 2 Partial least square result of the study

Conclusion

Consequently, this research examines the role played by social pressure on gig workers' quality of life in Thailand's delivery segment. This means that SI poses a societal influence on both extrinsic and IM program of the workers' behaviors and attitudes by Ryan and Deci (2020) and Johnston and Land-Kazlauskas (2019). Due to these studies, it became important to demonstrate how social pressure plays out in informal work arrangements, especially within the gig economy. In addition, this study provides useful data on the motivational factors occurring in the Thai gig economy particularly the online delivery platform. These results endorse the hypothesized relationships for SI and EM predicting IM among gig workers. Nevertheless, while the findings are very much substantiated, the conclusion can be broadened to be more relevant to actual application and the state of gig work.

Therefore, the study has important implications that are beneficial not only to an academic audience, but also for policymakers and platform companies interested in improving the working conditions for gig workers. However, in current paper, the final

section merely gives a brief conclusion and does not elaborate enough on the implication of the foregoing conclusion.

This implies that social learning enhances IM since the SDT posits that it is affected by the extent to which an individual's need to be competent as well as related to others is met (Ryan & Deci, 2000; Bandura, 1977). This study also supports previous findings that EM which is hinged on monetary rewards and flexibility can improve the IM provided certain conditions are met (Deci et al., 1999). This is in line with previous empirical evidence that has indicated that extrinsic rewards increase IM and organizational commitment when such rewards are consistent with personal attributes (Gagné & Deci, 2005).

However, the vignette experiment of EM underlines the moderating and mediating properties that represent that it acts as an intermediate between SI and IM (Bronfenbrenner, 1979; Ryan & Deci, 2000). This dynamic interaction clearly shows that motivation among the gig workers is not only about the social pressure but also their desire to be productive and happy in their work and life (Malek et al., 2020).



Taken together, this research provides a foundation for improving knowledge of what helps to boost the well-being of gig workers regarding SI, intrinsic and EM (Cram et al., 2020). The following factors can thus help the policymakers and platforms to enhance a safe and sustainable gig economy share.

Research results

These studies' results of this study are reported accurately and explicitly with practical implications to the research into the links between SI, EM, and IM among gig workers in Thailand's online delivery industries. These findings provide evidence for the hypothesized relations between these constructs; both direct and indirect effects suggest that social pressure has positive effects on both extrinsic and intrinsic motivation. Also, the mediating role of EM between SI and IM is supported, which engulfs the reciprocal connection between external social context, on one side, and internal motivative processes, on the other.

However, there is no further discussion of the data, the anomalies or the surprise elements, even if the last is contained in the results' description. This absence sure deprives the analysis of comprehending the entire depth of the data that is present therein. Such comparisons would help adding further depth to interpretation and would offer a more rational approach to the results. For instance, the control variables, the income and the membership did not have any impact on the intrinsic motivation maybe because these two factors have been assumed to have an effect from prior literature. Overcoming these subsumptions would help create a broader and more complex discourse and would shed light on how factors interact within the Thai specific gig economy.

In future studies, it would be useful to

examine such outliers to determine whether they belong to this group only or whether they demonstrate the shortcomings and possible directions for continuation of the study. Delivering these considerations might provide significant analysis regarding the restricted circumstances of the posited associations and enhance the theoretical and practical messages of the results.

Practical implications and managerial implications

This research holds relevant theoretical and methodological contributions to the academic community: it also has significant implications to the platforms that operate in the gig economy and the policymakers that regulate these platforms. First, this study identifies and discusses the impact of social factors on motivation among gig workers to assist managers formulate the right motivational tools to improve work satisfaction and performance among the gig workers. Work platforms could develop social reinforcement systems, from friends, and other colleagues, that foster co-operation and initiative at the workplace. Moreover, employing both the intrinsic and the extrinsic rewards in the work policies will increase engagement, particularly when monetary incentives will be framed in self-affirming ways, as pointed by Deci et al., 1999; Gagné & Deci, 2005. Gig online platforms can also increase flexibility at their place of work, and going along with that, reward systems, which can also boost satisfaction, and in extension, retention. Besides, more 'balanced' form of work organization, which does not deprive workers of the autonomy they need but also provides some structure, can create more sustainable working conditions in the gig economy.

The study provides a set of clear recommendations for platform businesses. To



use the SI, it is possible to organize cooperation or incentive programs with the help of which workers will have a feeling of being a member of a group and grow their motivation. More specifically, “framework bonuses “or “framework rewards, “ which are likely to be distinctly tailored to the specifics of work assignments, are likely to give a further and desirable boost to EM and align: with workers’ autonomy preferences.

As to policymakers these findings stress the necessity of providing reasonable remuneration and favorable conditions for gig workers. Legal cooperation with platform firms can be used to ensure possibilities for both the freedom of contract results from the employer and gig economy workers’ rights for a better future of the gig economy.

Application to business

For platform companies, these findings imply that the use of social and financial incentives have a positive mediating effect on the job satisfaction and turnover intention of the workers. Therefore, companies should engage the community and give employees incentives job performance and labor retention, leading to a more efficient business campaign.

Limitations

This study exposes certain limitations to begin, the findings of this study augment the appreciation of well-being of gig workers. First, it is limited only to gig workers in the Thailand’s online delivery industry, which restricts the comparison to other countries or other sectors of gig economy. Also, it is a cross-sectional study that explains workers’

experiences at a given period without considering changes that may occur in the future. The use of self-assessment data also has the problem of acquiescence response bias, where respondents change their answers to be in line with socially desirable answers. This study also excluded other variables such as job satisfaction which relate to SI and IM but not to EM, or job security, emotional health that can impact all the three motivational factors under study.

Future research implications

This research focuses on the motivational factors within the gig work sector in Thailand, although future research can extend the knowledge in the following ways. More long-term research could investigate how the relation between SI, EM and IM changes with career development and how the differences emerge as workers mature. This was helpful in capturing the dynamic behavior of the motivational factors in their relationship with the job satisfaction and performance of the gig workers in the long run.

Others focus on the effect of the current changes in policies on gig workers with the main aim of formulating ways of helping the workers. Amid growing international concern for the rights of workers in the context of the gig economy, studies should investigate how the changed rules – be it minimum wages or other conditions for gig economy workers – influence motivation and behavior. Moreover, cross-country data can extend knowledge about motivational drives within different countries and thus provide for a richer perspective of the gig economy.



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