

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Role of Social Support in the Relationship Between Job Insecurity and Turnover Intention Among Gen-Z Online Motorcycle Taxi Drivers in Pontianak City

Ritna Kurnia¹, Sunardi Ginting²

^{1,2} Department of Management, Faculty of Economics and Business, Universitas Widya Dharma, Pontianak, Indonesia.
Email: ritnakurnia09@gmail.com¹, gintingsunardi@gmail.com²

ARTICLE HISTORY

Received: May 12, 2026
Revised: June 30, 2026
Accepted: July 02, 2026

DOI

<https://doi.org/10.52970/grhrm.v6i2.2274>

ABSTRACT

This study aims to analyze the role of social support as a moderating variable in the relationship between job insecurity and turnover intention among Generation Z online motorcycle taxi drivers in Pontianak City. This study employed a quantitative approach using a snowball sampling technique, involving 126 respondents. Data were collected through a Likert-scale questionnaire and analyzed using WarpPLS 0.7 software. The results indicate that job insecurity has a positive and significant effect on turnover intention ($\beta = 0.43$; $p < 0.01$), suggesting that higher levels of perceived job insecurity increase individuals' intention to leave their current jobs. Interestingly, social support also has a positive and significant effect on turnover intention ($\beta = 0.149$; $p = 0.043$), indicating that, in this context, social support does not necessarily reduce employees' intention to leave but may instead encourage them to pursue more stable employment alternatives. However, the moderating effect of social support on the relationship between job insecurity and turnover intention is not statistically significant ($\beta = -0.084$; $p = 0.169$). The R^2 value of 0.25 indicates that the variables examined explain 25% of the variance in turnover intention.

Keywords: Job Insecurity, Turnover Intention, Social Support, Generation Z, Online Motorcycle Taxi Drivers.

JEL Code: J28, J63, M12.

I. Introduction

Online transportation services in Pontianak City began gaining public attention in 2017 (Bustami & Laksamana, 2019). Online motorcycle taxi services offer several advantages, including affordable prices, ease of access, flexibility, and rapid service responses. Several online transportation platforms, such as Maxim, Gojek, and Grab, have become widely used transportation solutions in Indonesia. The online motorcycle taxi sector has also become one of the rapidly growing sectors within the digital economy, creating new employment opportunities for various age groups, including Generation Z. This development reflects changes in employment patterns within the transportation sector, where the increasing number of Generation Z individuals working as online motorcycle taxi drivers indicates a transformation in work behavior in the digital



era (Sudirman, 2025). This condition is influenced by several factors, including high unemployment rates, limited skills, and restricted access to alternative employment opportunities. The flexibility of working hours and the potential for relatively higher income have made online motorcycle taxi driving an attractive employment option (Hartanto & Rohmah, 2024). This finding is consistent with Aljasiri et al. (2023), who revealed that many online motorcycle taxi drivers choose this occupation either as a primary job or a side job because they have autonomy in determining their working hours, rest periods, and personal time without being restricted by rigid organizational regulations. Furthermore, the characteristics of Generation Z, who tend to seek financial independence from their parents, encourage them to work as online motorcycle taxi drivers as a flexible source of income while managing academic responsibilities (NU Online Jakarta, 2025). Similar conditions are observed among student online transportation drivers, who choose this occupation due to its income opportunities, simple work requirements, and flexible working system that allows them to work anytime and anywhere without significantly disrupting their studies (Trialmawati & Marhadi, 2023). Although online motorcycle taxi drivers are part of the gig economy, which provides flexibility through independent working arrangements and income opportunities, these jobs generally lack long-term employment security, career development opportunities, and adequate legal protection. Consequently, drivers may experience unstable income, occupational risks, and psychological pressure.

The flexibility offered by gig work may also create income uncertainty and limited social protection, which can increase perceptions of job insecurity and encourage individuals to seek more stable employment alternatives (Caro et al., 2021; Putranti, 2025; Nadhiroh & Budiono, 2022). The strong influence of job insecurity on turnover intention is associated with several factors, including uncertainty regarding future employment conditions and unclear policies related to job stability. Such uncertainty may increase employees' stress and anxiety, ultimately encouraging them to search for alternative employment opportunities with greater stability (Mauliyadiwati, 2025). These findings are supported by Priyono and Tampubolon (2023), who found that job insecurity positively influences turnover intention, contributing 43.1%, indicating that job insecurity can serve as a significant predictor of turnover intention among online motorcycle taxi drivers. A survey conducted by Jakpat (2024) revealed that 59% of Generation Z workers in Indonesia have considered resigning from their current jobs. Similarly, Bitu Bagheri (2025) reported that approximately 65% of Generation Z employees leave their jobs within the first 12 months of employment. These findings indicate that Generation Z has a relatively high tendency to change jobs within a short period. Previous research by Nurhalizah et al. (2025) found that social support has a negative and significant effect on turnover intention, suggesting that stronger social support can reduce employees' intention to leave their jobs. However, the role of social support as a moderating variable in the relationship between job insecurity and turnover intention remains inconsistent across different work contexts. This is particularly relevant in digital platform-based employment, such as online motorcycle taxi services, where the employment relationship is based on partnership rather than a formal employer–employee relationship, as commonly explained in organizational support theory (Zou et al., 2025). This research gap provides an important foundation for examining how social support functions as a moderator in the unique context of the gig economy.

Previous studies examining job insecurity and turnover intention have predominantly focused on formal employment contexts involving permanent employment relationships, such as hospitality, banking, and manufacturing industries. Meanwhile, research focusing on online motorcycle taxi drivers, particularly in developing urban areas such as Pontianak City, remains limited. This is despite the fact that online motorcycle taxi work has distinct characteristics, including the absence of formal employment contracts, performance-based income systems per trip, and dependence on platform algorithms for order distribution. These conditions may strengthen perceptions of job insecurity compared to formal employment settings. Therefore, an important research gap exists regarding how job insecurity influences turnover intention among Generation Z online motorcycle taxi drivers and whether social support obtained from family, fellow drivers, and driver communities can moderate this relationship. This study is expected to contribute theoretically by expanding the literature on job insecurity within the gig economy context, particularly in the online transportation sector, where studies incorporating social support as a moderating variable remain limited.

Practically, the findings may provide valuable insights for online transportation platform providers in developing appropriate social support programs, such as driver-partner communities, counseling services, and financial assistance programs, to reduce turnover intention among Generation Z gig workers in Indonesia, particularly in Pontianak City.

This study applies the WarpPLS method as a data analysis technique based on Partial Least Squares Structural Equation Modeling (PLS-SEM). WarpPLS was selected due to several considerations. First, WarpPLS is capable of identifying and accommodating nonlinear relationships between latent variables, which may not be detected by covariance-based SEM approaches or other PLS-SEM software. Therefore, it is suitable for analyzing complex relationships among job insecurity, social support, and turnover intention among online motorcycle taxi drivers (Ibrahim et al., 2021). Second, WarpPLS can accommodate relatively small sample sizes and non-normally distributed data, which are commonly encountered in studies involving informal workers, including online motorcycle taxi drivers. Comparative studies of SEM-PLS software have demonstrated that WarpPLS provides comparable results in terms of p-values, t-values, and coefficient of determination compared with other SEM-PLS applications (Purwanto et al., 2021). Third, WarpPLS provides comprehensive model fit indices, enabling more extensive evaluation of structural model quality compared with conventional regression analysis approaches. Based on these considerations, WarpPLS is considered appropriate for examining the proposed research model involving job insecurity, social support, and turnover intention with a moderating effect. Therefore, this study aims to further investigate the influence of job insecurity on turnover intention by positioning social support as a moderating variable among Generation Z online motorcycle taxi drivers in Pontianak City.

II. Literature Review and Hypothesis Development

2.1. Job Insecurity

Job insecurity refers to a feeling of fear and uncertainty regarding the continuity of employment in the future, including the possibility of deteriorating working conditions (van Vuuren & Klandermans, 1989). According to Sibuea and Chalil (2025), job insecurity describes the feelings of insecurity and anxiety experienced by employees within their work environment. Job insecurity may arise due to various conditions, including economic instability, organizational changes such as workforce reductions, uncertain employment status, inadequate communication from management, and declining company performance that may lead to efficiency policies or termination of employment (Shoss, 2017). Ranti et al. (2022) stated that feelings of insecurity experienced during work can influence employees' attitudes, reduce organizational commitment, decrease job satisfaction, and increase individuals' intention to leave their jobs. Consistent with this finding, Saputra et al. (2021) found that job insecurity is a significant factor that increases turnover intention, particularly in work environments characterized by uncertainty caused by changes in business and economic conditions. From the perspective of the Job Demands-Resources (JD-R) Theory, job insecurity is considered a form of job demand that can consume individuals' psychological resources, thereby triggering work stress and emotional exhaustion. According to this theory, every job consists of specific demands and resources. Job demands refer to aspects of work that require continuous physical or psychological effort and are associated with certain costs, such as workload, role conflict, and job insecurity. Meanwhile, job resources represent aspects of work that support goal achievement, reduce job demands, and stimulate personal growth (Amirah et al., 2025). Stress caused by job insecurity occurs because individuals experience uncertainty about future employment conditions and lack confidence regarding appropriate actions to deal with such situations (Heaney et al., 1994). According to Greenhalgh and Rosenblatt (1984), job insecurity can be measured through several dimensions:

- a. Helplessness toward work: The perception that individuals are unable to prevent threats to their employment.

- b. Threat of job loss: The perception that their current employment may not continue in the future.
- c. Threats to important job aspects: Concerns regarding the loss or decline of important aspects of their employment.

2.2. Social Support

Social support refers to the feeling of being cared for, valued, and recognized as part of a social network. It has been proven to contribute positively to individuals' mental and physical health by reducing stress and depression levels while strengthening psychological resilience (Taylor, 2012). The presence of individuals who provide care, assistance, and meaningful relationships in one's life represents the foundation of social support. According to Zimet et al. (1988), social support consists of three main sources: family support, friend support, and support from significant others. Social support can be measured through several dimensions, including (Ruth et al., 2019):

- a. Emotional support: Support provided through attention, willingness to listen, empathy, and emotional care toward individuals.
- b. Instrumental support: Direct and tangible assistance provided to fulfill specific needs, such as providing goods, services, or financial assistance.
- c. Informational support: Support in the form of advice, suggestions, guidance, or feedback provided to individuals.
- d. Appraisal support: Support in the form of appreciation, encouragement, validation, or recognition of an individual's thoughts, feelings, and abilities.

These dimensions are commonly measured using the Multidimensional Scale of Perceived Social Support (MSPSS) instrument, which consists of twelve statements. The instrument has been widely applied in various studies in Indonesia due to its strong validity and reliability, as well as its suitability with the Indonesian cultural context (Hardita, 2024). Social support plays an important role as a protective factor for individuals' psychological and physical well-being by reducing psychological distress. However, the effectiveness of social support depends greatly on how individuals perceive and interpret the support they receive. When the available support does not correspond to individual needs, it may not be perceived as beneficial, resulting in a limited effect on reducing psychological pressure (Maulina & Hidayat, 2023). This indicates that the objective availability of social support does not always directly correspond with the psychological benefits experienced by individuals, as personal perceptions determine the extent to which support can provide positive outcomes. Social support reduces the negative effects of psychological stress through several mechanisms, including emotional attention, instrumental assistance, information provision, performance evaluation, and strengthening interpersonal skills (Hasanah & Dewi, 2024). These mechanisms demonstrate that social support functions not only as an emotional resource but also as an instrumental and informational resource that helps individuals cope with pressures arising from their work environment.

2.3. Turnover Intention

Turnover intention is defined as an employee's willingness or tendency to leave their current job or seek alternative employment opportunities within a certain period before officially resigning from the organization (Abet et al., 2023). Turnover intention is influenced by various factors, including the work environment, the quality of interpersonal relationships among employees, compensation levels, job satisfaction, and organizational commitment. An unsupportive work environment accompanied by poor professional relationships may reduce employees' comfort and engagement in performing their tasks, which can subsequently decrease job satisfaction. Furthermore, inadequate compensation is also considered an important factor that may weaken employees' commitment to the organization. Low levels of job satisfaction

and organizational commitment can ultimately increase employees' intention to leave their current jobs. Therefore, turnover intention can be understood as a consequence of various organizational and individual factors, including workplace conditions, social relationships, and compensation systems, which collectively influence employees' decisions regarding whether to remain in or leave an organization (Mobley et al., 1978). According to Lee et al. (2012), turnover intention can be measured through several dimensions:

- a. Thinking about quitting: A condition in which individuals begin considering the possibility of leaving their current job.
- b. Looking for alternative jobs: The effort made by individuals to search for other employment opportunities as potential alternatives.
- c. Desire to leave: The strong intention of employees to completely terminate their employment relationship.

2.4. Hypotheses Development

Based on the theoretical framework and previous empirical findings, the hypotheses proposed in this study are as follows:

H1: Job insecurity has a positive effect on turnover intention.

H2: Social support has a negative effect on turnover intention.

H3: Social support moderates the relationship between job insecurity and turnover intention.

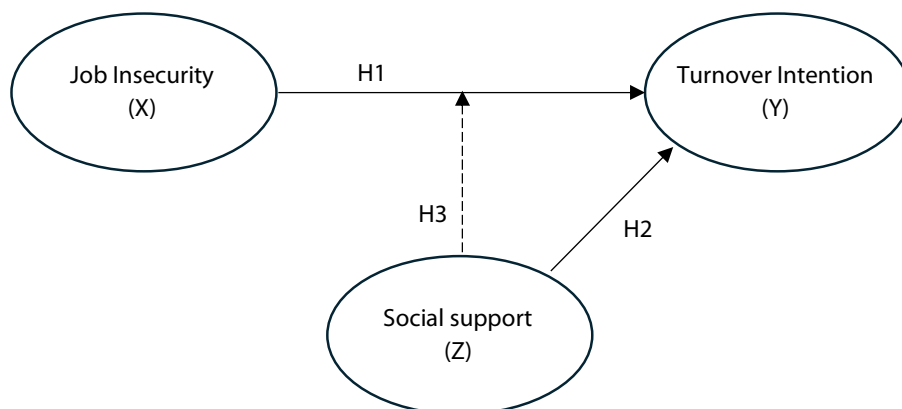


Figure 1. Conceptual Framework

III. Research Method

This study employs a quantitative approach to examine the relationships among the research variables. The theoretical framework of this study is based on the concept of job insecurity proposed by Greenhalgh and Rosenblatt (1984), who explained that perceptions of uncertainty regarding job continuity may lead to various psychological and behavioral consequences in the workplace. In the context of this study, income uncertainty, changes in platform policies, and intense competition within the online transportation sector have the potential to increase perceptions of job insecurity among Generation Z online motorcycle taxi drivers. Meanwhile, social support, which includes emotional, instrumental, informational, and appraisal support from the social environment, is positioned as a moderating variable because it is expected to reduce the negative consequences of job insecurity on turnover intention. Based on this theoretical foundation, this study proposes that job insecurity has a positive effect on turnover intention and that social support may

weaken the relationship between job insecurity and turnover intention. The sample in this study consisted of Generation Z online motorcycle taxi drivers aged between 18 and 29 years. The sample selection was conducted using the snowball sampling technique. This technique is applied when initial respondents who meet the research criteria are asked to recommend other respondents with similar characteristics, allowing researchers to reach populations that are relatively difficult to identify directly. Before completing the questionnaire, each respondent was provided with an explanation regarding the research objectives, data confidentiality, and procedures for completing the instrument. Respondents were instructed to answer all questions based on their personal experiences and perceptions as online motorcycle taxi drivers. A total of 135 questionnaires were collected from online motorcycle taxi drivers in Pontianak City; however, 9 responses were excluded because the respondents did not meet the Generation Z criteria. Therefore, only 126 valid responses were used for further analysis.

The research instrument was measured using a five-point Likert scale consisting of: (5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, and (1) Strongly Disagree. The data analysis process was conducted using WarpPLS 0.7 software. The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was selected because it is appropriate for analyzing research models involving latent variables and moderation effects with relatively small sample sizes. Furthermore, WarpPLS enables the examination of complex relationships among variables without requiring data to follow a completely normal distribution. The variables examined in this study include job insecurity as the independent variable, turnover intention as the dependent variable, and social support as the moderating variable. After the measurement model fulfilled the required validity and reliability criteria, the analysis continued with the evaluation of the structural model (inner model) to examine the direct effect of job insecurity on turnover intention and the moderating role of social support. The significance of the relationships among variables was determined based on the path coefficient and p-value generated by WarpPLS. One of the methodological contributions of this study is the examination of the moderating role of social support within the context of digital platform-based workers, particularly Generation Z online motorcycle taxi drivers, which remains limited in previous research. Using 126 valid observations, this study provides an adequate sample size for the PLS-SEM approach, enabling stable parameter estimation and generating findings with acceptable levels of validity and reliability.

Table 1. Variable Indicators

Variable	Indicator Category	Item	Source
Job Insecurity	Helplessness toward work	Jl 1.1	Greenhalgh & Rosenblatt (1984)
		Jl 1.2	
	Threat of job loss	Jl 2.1	
		Jl 2.2	
	Threats to important aspects of the job	Jl 3.1	
Jl 3.2			
Turnover Intention	Thinking about quitting	TI 1.1	Mobley et al. (1978)
		TI 1.2	
	Searching for alternative jobs	TI 2.1	
		TI 2.2	
	Intention to leave	TI 3.1	
TI 3.2			
Social Support	Emotional support	SS 1.1	Ruth et al. (2019)
		SS 1.2	
	Instrumental support	SS 2.1	
		SS 2.2	
	Informational support	SS 3.1	
		SS 3.2	
	Appraisal support	SS 4.1	
SS 4.2			

IV. Result and Discussion

4.1. Outer Model Evaluation

a. Convergent Validity

Table 2. Outer Loading Results

Indicator	JI	TI	SS	SS*JI	Type (as defined)	SE	p-value
J11	(0.702)	0.110	0.076	-0.030	Reflective	0.075	<0.001
J12	(0.760)	-0.025	0.053	0.006		0.074	
J13	(0.744)	-0.015	-0.160	-0.046		0.075	
J14	(0.802)	0.017	-0.140	-0.084		0.074	
J15	(0.647)	-0.186	0.029	0.128		0.076	
J16	(0.745)	0.080	0.160	0.047		0.075	
T11	0.115	(0.736)	0.060	0.263		0.075	
T12	0.120	(0.675)	-0.029	0.386		0.076	
T13	-0.112	(0.822)	-0.035	-0.064		0.073	
T14	-0.075	(0.766)	0.049	-0.105		0.074	
T15	0.004	(0.677)	-0.163	-0.245		0.076	
T16	-0.025	(0.770)	0.098	-0.202		0.074	
SS1	0.176	-0.087	(0.699)	-0.185		0.075	
SS2	0.100	-0.139	(0.661)	-0.089		0.076	
SS3	-0.030	0.169	(0.722)	0.068		0.075	
SS4	-0.034	0.109	(0.789)	-0.074		0.074	
SS5	0.035	-0.129	(0.742)	-0.037		0.075	
SS6	-0.043	-0.072	(0.808)	-0.010		0.073	
SS7	-0.108	0.092	(0.781)	0.138		0.074	
SS8	-0.062	0.036	(0.771)	0.162		0.074	
SS*JI	0.000	0.000	0.000	(1.000)		0.070	

The suitability of the measurement model in representing a specific latent construct is evaluated through convergent validity testing. Convergent validity indicates the extent to which a set of indicators consistently represents the same underlying construct. An indicator is considered acceptable when it has an outer loading value of ≥ 0.50 and demonstrates statistical significance with a p-value < 0.001 (Hair et al., 2019). The results show that all indicators meet the minimum criteria required in PLS-SEM analysis. The job insecurity and turnover intention constructs consist of six indicators, while the social support construct consists of eight indicators. Since all outer loading values exceed the recommended threshold of 0.50, all measurement items are considered valid and can be retained for further analysis.

Table 3. Average Variance Extracted (AVE)

Construct	AVE
Job Insecurity (JI)	0.540
Turnover Intention (TI)	0.552
Social Support (SS)	0.560
Social Support \times Job Insecurity (SS*JI)	1.000

The Average Variance Extracted (AVE) values for all constructs are greater than 0.50, indicating that each latent variable is able to explain more than 50% of the variance of its indicators. Therefore, all constructs meet the criteria for convergent validity. Specifically, the AVE values obtained were 0.540 for job insecurity, 0.552 for turnover intention, and 0.560 for social support. These results confirm that the measurement model

demonstrates adequate convergent validity and that the indicators used are appropriate for representing each construct.

b. Discriminant Validity

1) Cross-Loading

Table 4. Cross-Loading Results

Indicator	Jl	Tl	Ss
Jl1	(0.702)	0.403	0.244
Jl2	(0.760)	0.327	0.217
Jl3	(0.744)	0.343	0.061
Jl4	(0.802)	0.380	0.092
Jl5	(0.647)	0.189	0.146
Jl6	(0.745)	0.408	0.312
Tl1	0.459	(0.736)	0.176
Tl2	0.430	(0.675)	0.065
Tl3	0.307	(0.822)	0.124
Tl4	0.305	(0.766)	0.210
Tl5	0.264	(0.677)	0.033
Tl6	0.335	(0.770)	0.277
Ss1	0.232	0.140	(0.699)
Ss2	0.150	0.066	(0.661)
Ss3	0.244	0.264	(0.722)
Ss4	0.195	0.223	(0.789)
Ss5	0.148	0.062	(0.742)
Ss6	0.130	0.092	(0.808)
Ss7	0.168	0.199	(0.781)
Ss8	0.188	0.161	(0.771)
SS*Jl	0.181	0.040	-0.152

Cross-loading analysis is conducted to evaluate discriminant validity at the indicator level. An indicator is considered to meet the criteria for discriminant validity when its loading value on the intended latent construct is higher than its loading values on other latent constructs. The purpose of cross-loading analysis is to ensure that there is no measurement overlap among constructs, allowing each latent variable to demonstrate uniqueness and represent distinct concepts within the research model. The results of the cross-loading analysis show that each indicator has the highest loading value on its respective construct compared with other constructs. Therefore, all indicators meet the criteria for discriminant validity.

2) Fornell–Larcker Criterion

Table 5. Fornell–Larcker Criterion

Construct	Jl	Tl	Ss
Jl	(0.735)	0.468	0.242
Tl	0.468	(0.743)	0.203
Ss	0.242	0.203	(0.748)
SS*Jl	0.181	0.040	-0.152

The Fornell–Larcker criterion is used to assess discriminant validity by examining whether each latent construct shares a stronger relationship with its own indicators compared to other constructs. The results presented in Table 5 indicate that the square root values of AVE for each construct, namely job insecurity (Jl = 0.735), turnover intention (Tl = 0.743), and social support (Ss = 0.748), are higher than their correlations with

other latent variables. These findings indicate that each construct has adequate discriminant validity, meaning that the constructs in this study are empirically distinct and measure different concepts within the proposed research model.

c. Reliability

1) Composite Reliability

Table 6. Composite Reliability Results

Construct	Composite Reliability
Job Insecurity (JI)	0.875
Turnover Intention (TI)	0.880
Social Support (SS)	0.910

Composite reliability is used to evaluate the internal consistency of indicators within a single latent construct. A composite reliability value above the recommended threshold of 0.70 indicates that the latent construct has good reliability and internal consistency. The results show that all constructs in this study have composite reliability values exceeding 0.70, indicating that the measurement instruments meet the reliability criteria and are capable of consistently measuring the intended constructs (Hair et al., 2019).

2) Cronbach's Alpha

Table 7. Cronbach's Alpha Results

Construct	Composite Reliability
Job Insecurity (JI)	0.828
Turnover Intention (TI)	0.836
Social Support (SS)	0.887

Cronbach's alpha is used to assess internal reliability by examining the consistency of measurement items within each latent construct. According to Hair et al. (2019), a Cronbach's alpha value ≥ 0.70 indicates acceptable reliability, a value ≥ 0.80 indicates good reliability, and a value ≥ 0.90 indicates excellent reliability. The results show that the Cronbach's alpha values for job insecurity (JI = 0.828), turnover intention (TI = 0.836), and social support (SS = 0.887) are all above 0.80. Therefore, all constructs are categorized as having good reliability, indicating that the indicators used to measure each latent variable demonstrate strong internal consistency.

4.2. Inner Model Evaluation

a. Direct Effect

Table 8. Direct Effect Results

Predictor Variable	Response Variable	Path Coefficient	P-value	Description
JI	TI	0.430	<0.001	Significant
SS	TI	0.149	0.043	Significant
SS*JI	TI	-0.084	0.169	Insignificant

The results of the direct effect analysis indicate that:

- a. The relationship between job insecurity (JI) and turnover intention (TI) shows a path coefficient value of 0.430 with a p-value <0.001. This indicates that job insecurity has a positive and significant effect on turnover intention. Therefore, H1 is supported.
 - b. The relationship between social support (SS) and turnover intention (TI) shows a path coefficient value of 0.149 with a p-value = 0.043. This indicates that social support has a positive and significant effect on turnover intention. Therefore, H2 is not supported.
 - c. The interaction effect between social support and job insecurity (SS*JI) on turnover intention (TI) shows a path coefficient value of -0.084 with a p-value = 0.169. This indicates that the moderating effect of social support is negative but statistically insignificant. Therefore, H3 is not supported.
- b. Indirect Effect

Table 9. Indirect Effect Results

Predictor Variable	Moderating Variable	Response Variable	Path Coefficient	P-value	Description
JI	SS	TI	0.430	<0.001	Significant
SS	-	TI	0.149	0.043	Significant
SS*JI	-	TI	-0.084	0.169	Insignifican

The results presented in Table 9 indicate that turnover intention is positively and significantly influenced by job insecurity, with a path coefficient value of 0.430 ($p < 0.001$). This finding indicates that higher levels of job insecurity increase individuals' intention to leave their current jobs. Furthermore, social support also demonstrates a positive and significant effect on turnover intention, with a coefficient value of 0.149 ($p = 0.043$). This result suggests that, in this research context, higher perceived social support does not necessarily reduce turnover intention. The interaction effect between social support and job insecurity (SS*JI \rightarrow TI) produces a path coefficient of -0.084 with a p-value of 0.169, indicating a negative but insignificant moderating effect. Therefore, social support does not significantly moderate the relationship between job insecurity and turnover intention. The negative coefficient suggests that social support tends to weaken the influence of job insecurity on turnover intention; however, the effect is not statistically strong enough to be considered significant.

- c. R-Squared Contribution

Table 10. R-Squared Contribution

Relationship	R-Squared Contribution
JI \rightarrow TI	0.216
SS \rightarrow TI	0.047
SS*JI \rightarrow TI	-0.017

The magnitude of the explanatory power of the predictor variables toward the dependent variable is reflected through the R-squared contribution. The R^2 value for turnover intention (TI) indicates that job insecurity contributes 0.216 (21.6%) to explaining variations in turnover intention. This finding indicates that job insecurity has a moderate contribution in explaining employees' intention to leave their current jobs. Meanwhile, social support contributes 0.047 (4.7%), indicating a relatively small contribution in explaining turnover intention. The interaction variable between social support and job insecurity (SS*JI) has an R^2 contribution of -0.017 (-1.7%), indicating that the moderating effect of social support is weak. Therefore, the results suggest that the primary factor explaining turnover intention in this study is job insecurity, while the contribution of social support as a moderating variable remains limited.

4.3. Overall Test of Model Fit

Table 11. Overall Test of Model Fit

Model Fit and Quality Indices	Fit Criteria	Value
Average Path Coefficient (APC)	P-value < 0.05	0.221, P < 0.003
Average R-Squared (ARS)	P-value < 0.05	0.246, P < 0.001
Average Adjusted R-Squared (AARS)	P-value < 0.05	0.227, P < 0.002
Average Block VIF (AVIF)	Acceptable ≤ 5 , ideally ≤ 3.3	1.132
Average Full Collinearity VIF (AFVIF)	Acceptable ≤ 5 , ideally ≤ 3.3	1.220
Tenenhaus GoF (GoF)	Small ≥ 0.1 , Medium ≥ 0.25 , Large ≥ 0.36	0.404
Simpson's Paradox Ratio (SPR)	Acceptable ≥ 0.7 , ideally = 1	0.667
R-Squared Contribution Ratio (RSCR)	Acceptable ≥ 0.9 , ideally = 1	0.940
Statistical Suppression Ratio (SSR)	Acceptable ≥ 0.7	1.000
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	Acceptable ≥ 0.7	0.667

The model fit assessment results indicate that the proposed research model meets several recommended criteria. The APC value of 0.221 with a p-value <0.003 indicates that the average path coefficients in the model are statistically significant. Similarly, the ARS value of 0.246 with a p-value <0.001 and the AARS value of 0.227 with a p-value <0.002 demonstrate that the model has adequate explanatory power. The model quality is further supported by the AVIF value of 1.132 and AFVIF value of 1.220, both of which are below the recommended threshold of 5, indicating that multicollinearity is not a concern. The Tenenhaus GoF value of 0.404 indicates that the model has a strong overall fit. However, the SPR value of 0.667 and NLBCDR value of 0.667 are slightly below the recommended threshold of 0.70, indicating that some relationships within the model require further consideration. Nevertheless, the RSCR value of 0.940 and SSR value of 1.000 meet the required criteria, confirming that the proposed model demonstrates acceptable structural quality and statistical reliability.

4.4. Discussion

a. The Effect of Job Insecurity on Turnover Intention (H1)

The results of this study indicate that job insecurity (JI) has a positive and significant effect on turnover intention (TI), with a path coefficient value of 0.430 and a p-value of <0.001 (<0.05). These findings support previous studies which state that higher levels of job insecurity can increase employees' turnover intention (Righteous & Ratnasari, 2019; Nadhiroh & Budiono, 2022). Furthermore, Yusuf et al. (2023) also found that job insecurity has a positive and significant effect on turnover intention, both among general employees and Generation Z workers. These findings indicate that an increase in employees' intention to leave their jobs is associated with stronger perceptions of job insecurity experienced by online motorcycle taxi drivers. This insecurity is reflected in several aspects, including income uncertainty, unclear employment status, and uncertainty regarding the sustainability of digital platforms. Such conditions make drivers feel less capable of planning their future careers, encouraging them to seek alternative employment opportunities that are perceived as more stable. The results demonstrate that job insecurity is one of the key predictors of turnover intention in digital platform-based employment. Specifically, within the context of Generation Z workers, these findings are consistent with research conducted among Generation Z employees at a private university, which showed that job insecurity and job stress significantly increase turnover intention. Job satisfaction was found to act as an intermediary factor that strengthens the relationship between job insecurity, stress, and employees' intention to leave their jobs (Arlen & Hamsal, 2024).

This finding reflects the characteristics of Generation Z, who tend to be more sensitive to uncertainty regarding future employment compared with previous generations. When they experience insecurity in their jobs, the impact on their intention to seek alternative employment becomes stronger. This condition is relevant to Generation Z online motorcycle taxi drivers in Pontianak City, who generally perceive this occupation as a flexible source of income amid uncertain economic conditions. Furthermore, individuals who experience discomfort and insecurity in their jobs tend to show decreased work enthusiasm, which ultimately increases their intention to leave their current occupation (Nadhiroh & Budiono, 2022). Continuous exposure to job insecurity may encourage individuals to become more defensive by preparing alternative career options to minimize potential risks in their current jobs. Therefore, the stronger the perception of job insecurity among online motorcycle taxi drivers, the higher their intention to leave their current occupation. This condition is influenced by uncertain income, unstable employment conditions, and dependence on platform decisions. Unlike traditional employment with fixed working arrangements, gig economy workers face additional uncertainty due to unclear platform policies, changes in incentive systems, account-related issues, and fluctuating operational costs. Online motorcycle taxi drivers who experience such uncertainty may perceive that their jobs can change at any time due to platform decisions, thereby increasing their motivation to seek safer and more stable employment alternatives. Thus, the findings confirm that job insecurity plays a crucial role in influencing turnover intention, particularly among Generation Z online motorcycle taxi drivers (H1 is supported).

b. The Effect of Social Support on Turnover Intention (H2)

The results indicate that social support (SS) has a positive and significant effect on turnover intention (TI), with a path coefficient value of 0.149 and a p-value of 0.043 (<0.05). This finding differs from previous research by Nurhalizah et al. (2025), which found that social support has a negative effect on turnover intention. The difference in findings suggests that, in this study context, higher levels of social support received by online motorcycle taxi drivers are associated with increased turnover intention. Generally, social support is expected to reduce employees' intention to leave because individuals who receive emotional and instrumental support may feel more comfortable and capable of dealing with workplace pressure. However, this relationship may differ depending on the characteristics of the occupation and employment context. The respondents in this study are workers within the gig economy sector, which is characterized by high flexibility, independence, and greater mobility between jobs compared with formal employment. In this context, social support may provide individuals with greater confidence and resources to explore alternative career opportunities rather than encouraging them to remain in their current occupation. This finding is supported by research on Generation Z workers in the gig economy, which indicates that social support and control over working hours positively contribute to work-life balance (Pandansari, 2024). When individuals achieve better work-life balance through social support, they may become more confident in evaluating their career options, including seeking employment opportunities that are considered more stable and aligned with their future goals. A similar phenomenon may occur among Generation Z online motorcycle taxi drivers in Pontianak City. Social support from family, friends, and fellow drivers may encourage them to pursue alternative employment opportunities that provide greater stability and career prospects. Therefore, social support does not always function as a factor that prevents turnover intention, especially within flexible work environments. This finding is also consistent with Padmantyo and Sabilla (2017), who stated that even sufficient support from family and colleagues does not necessarily guarantee that individuals will remain in their current jobs. Therefore, in this study, H2 is rejected.

c. The Moderating Role of Social Support in the Relationship Between Job Insecurity and Turnover Intention (H3)

The moderating effect of social support on the relationship between job insecurity and turnover intention is indicated by a path coefficient value of -0.084 with a p-value of 0.169. The negative coefficient indicates that social support tends to weaken the effect of job insecurity on turnover intention. However, this

relationship is statistically insignificant. Therefore, it can be concluded that social support does not have a strong enough moderating effect to significantly reduce the influence of job insecurity on turnover intention among Generation Z online motorcycle taxi drivers. These findings are consistent with research involving Generation Z employees in Pekanbaru City, which demonstrated that job insecurity has a strong influence on turnover intention both directly and through job satisfaction as an influencing factor (Arlen & Hamsal, 2024). The insignificant moderating effect indicates that other factors may have a stronger influence in determining how job insecurity affects turnover intention. Previous research among Generation Z employees in Semarang City also found that reducing turnover intention is more effectively achieved through improving job satisfaction rather than relying solely on contextual factors such as social support (Fadlila, 2025). The characteristics of online motorcycle taxi drivers as independent workers may explain the limited moderating role of social support. Unlike permanent employees who operate within structured organizational systems and receive formal support mechanisms, online motorcycle taxi drivers mainly rely on informal support from family, friends, and fellow drivers. However, this support is not directly connected to the primary sources of job insecurity, such as uncertain platform policies, income fluctuations, and unclear employment status. Although social support may provide emotional comfort and psychological assistance, its ability to reduce the impact of job insecurity on turnover intention remains limited. Therefore, social support is not sufficiently strong to change or prevent the effect of job insecurity on turnover intention among Generation Z online motorcycle taxi drivers. These findings suggest that strategies to reduce turnover intention among Generation Z online motorcycle taxi drivers should focus more on addressing the fundamental sources of job insecurity, such as improving income stability, providing clearer platform policies, and strengthening employment security, rather than relying solely on increasing social support (H3 is rejected).

V. Conclusion

This study concludes that the turnover intention among Generation Z online motorcycle taxi drivers in Pontianak City is significantly influenced by job insecurity as the dominant determinant. The hypothesis testing results (H1) indicate that job insecurity has a positive and significant effect on turnover intention ($\beta = 0.430$, $p < 0.001$). These findings demonstrate that higher levels of uncertainty regarding job continuity, income stability, and employment conditions increase individuals' intention to leave their current occupation. Therefore, the stronger the perception of job insecurity experienced by online motorcycle taxi drivers, the greater their tendency to seek alternative employment opportunities (H1 is supported). Furthermore, social support also shows a positive and significant effect on turnover intention based on the H2 testing results ($\beta = 0.149$, $p = 0.043$). This finding indicates that, within the context of Generation Z online motorcycle taxi drivers, higher levels of perceived social support are associated with increased intention to leave their current jobs. This condition suggests that social support may provide individuals with greater confidence and resources to explore alternative employment opportunities that are considered more stable or beneficial. Therefore, social support does not function as a factor that reduces turnover intention in this research context (H2 is not supported). The moderating effect of social support on the relationship between job insecurity and turnover intention is shown to be insignificant ($\beta = -0.084$; $p = 0.169$). Although the negative coefficient indicates that social support tends to weaken the influence of job insecurity on turnover intention, the effect is not statistically strong enough to be considered a moderating effect. Thus, social support is unable to significantly strengthen or weaken the relationship between job insecurity and turnover intention among Generation Z online motorcycle taxi drivers (H3 is not supported).

The findings confirm that job insecurity remains the primary factor influencing turnover intention in platform-based employment, particularly among Generation Z online motorcycle taxi drivers in Pontianak City. Meanwhile, social support appears to function more as an independent factor rather than an effective moderating variable. The explanatory power of the research model is reflected in the R^2 value of 0.25, indicating that job insecurity, social support, and their interaction explain 25% of the variation in turnover intention, while the remaining 75% is influenced by other factors outside the proposed model. These results

indicate that other variables may also play an important role in explaining turnover intention among online motorcycle taxi drivers. From a practical perspective, online transportation platform providers should prioritize strategies to reduce job insecurity by improving policy transparency, developing income assurance mechanisms, strengthening communication channels with driver partners, and providing clearer employment-related information. Future research is recommended to investigate additional factors that may influence turnover intention, such as job satisfaction, burnout, work-life balance, organizational commitment, and perceived platform fairness. Moreover, future studies may consider applying a longitudinal research design to observe changes in driver perceptions and behaviors over time, thereby providing a deeper understanding of turnover dynamics within digital platform-based employment.

References

- Abet, Z., Anuar, M. A. M., Arshad, M. M., & Ismail, I. A. (2023). Factors affecting turnover intention of Nigerian employees: The moderation effect of organizational commitment. *Heliyon*, 10. <https://doi.org/10.1016/j.heliyon.2023.e23087>
- Amirah, A. A., Herachwati, N. ., & Fiona Niska Dinda Nadia. (2025). From Ai-Induced Job Insecurity to Burnout: A Job-Demands Resource Model of Job Stress, Meaningfulness of Work, And Self-Efficacy in Ai Learning Among Front-Line Employees in Indonesia. *Amkop Management Accounting Review (AMAR)*, 5(2), 547–566. <https://doi.org/10.37531/amar.v5i2.3273>
- Arlen, V. M., & Hamsal, H. (2024). The effect of work stress and job insecurity on turnover intention with job satisfaction as an intervening variable in private universities (a study of Generation Z employees in Pekanbaru City). *Al Qalam: A Scientific Journal of Religion and Society*, 18(1), 1–15. <https://doi.org/10.35931/aq.v18i1.2977>
- Bagheri, B. (2025, Agustus 12). Generation Z & high turnover rate in the workplace. *Fledgeworks*. <https://fledgeworks.com/generation-z-high-turnover-rate-in-the-workplace/>
- Bustami, B., & Laksamana, R. (2019). Transformation of Traditional Transportation (Offline) to Online Transportation as a Solution for Users in Pontianak City. *Journal of Business Economics and Entrepreneurship*, 8(3), 195. <https://doi.org/10.26418/jebik.v8i3.29404>
- Caro, L. P., O'Higgins, N., & Berg, J. (2021). Young people and the gig economy: A theoretical and practical exploration of the issues. *International Labour Organization*.
- Fadlila, F. N. (2025). The strategy is to reduce turnover intention through an analysis of organizational fairness, job insecurity, and job satisfaction in Generation Z employees in Semarang City. *PESHUM: Journal of Education, Social and Humanities*, 4(6), 10007–10018. <https://doi.org/10.56799/peshum.v4i6.12828>
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *The Academy of Management Review*, 9(3), 441–443. <https://doi.org/10.2307/258284>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hardita, D. (2024). The relationship between family social support and student mental well-being. *Journal of Research in the Social, Political and Humanities Cluster*, 734–747.
- Hartanto, A. Y., & Rohmah, F. N. (2024, July 12). Gen Z, between unemployment and the gig economy. *Tirto.id*. <https://tirto.id/rentannya-kesejahteraan-pekerja-gig-di-indonesia-g1xL>
- Hasanah, U., & Dewi, R. K. (2024). The relationship between social support and mental health in Indonesia: A meta-analysis study. *GUIDENA: Journal of Education, Psychology, Guidance and Counseling*
- Heaney, C. A., Israel, B. A., & House, J. S. (1994). Chronic job insecurity among automobile workers: Effects on job satisfaction and health. *Social Science & Medicine*, 38(10), 1431. [https://doi.org/10.1016/0277-9536\(94\)90281-X](https://doi.org/10.1016/0277-9536(94)90281-X)
- Hidayah, N., Widhiandono, H., Darmawan, A., & Utami, R. F. (2026). THE EFFECT OF CAREER SATISFACTION AND JOB INSECURITY ON TURNOVER INTENTION BY MEDIATING ORGANIZATIONAL COMMITMENT IN EMPLOYEES OF PURWOKERTO ISLAMIC HOSPITAL. *Journal of Management Economics and Accounting*, 15(2), 761-775

- Ibrahim, I. D. K., Cahyadi, I., Sidharta, R. B. F. I., & Hermanto, A. (2021). Job satisfaction as a mediation in increasing the turnover intention of Gojek driver partners in the Mataram City area after the Covid-19 pandemic. *Bridges: Scientific Journal of Management*, 18(2), 81–94. <https://doi.org/10.29259/jmbt.v18i2>
- Jakmin. (2024, April 03). What Percent of Gen Z Are Planning to Resign?. *Jakpat*. <https://blog.jakpat.net/berapa-persen-gen-z-yang-berencana-untuk-resign/>
- Lee, C.-C., Huang, S.-H., & Zhao, C.-Y. (2012). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), 873. <https://archive.aessweb.com/index.php/5002/article/view/2513>
- Maulina, F., & Hidayat, W. (2023). The effect of perceived social support on psychological distress. *Journal of Psychological Research*, 60–70.
- Mauliyadiwati, D. (2025). The influence of job satisfaction and job insecurity on employee turnover intention at Hotel Harmony in Kubu Raya Regency. *Indonesian Interdisciplinary Journal of Sharia Economics*, 8(3), 10301. <https://doi.org/10.31538/ijse.v8i3.7752>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408–409. <https://doi.org/10.1037/0021-9010.63.4.408>
- Nadhiroh, E., & Budiono, B. (2022). The effect of job insecurity on turnover intention through organizational commitment in banking employees. *Journal of Management Sciences (JIM)*, 10(2), 614 <https://doi.org/10.26740/jim.v10n2.p607-618>
- NOW Online Jakarta. (2025, July 19). When Gen Z students choose to become taxi drivers to achieve financial independence.. *NOW Online Jakarta*. <https://jakarta.nu.or.id/nasional/ketika-mahasiswa-gen-z-pilih-jadi-driver-ojol-untuk-meraih-kemandirian-finansial>
- Nurhalizah, Purnamasari, E. D., & Lazuardi, S. (2025). The effect of compensation and social support on turnover intention at SMP Maitreyawira Palembang. *JEMSI (Journal of Economics, Management, and Accounting)*, 11(3), 1936. <https://doi.org/10.35870/jemsi.v11i3.4238>
- Padmanty, S., & Sabilla, A. P. (2018). Job stress and intention turnover: Does social support matter?, *The 3rd International Conference on Science, Technology, and Humanity (ISETH)*. (137). Surakarta: Universitas Muhammadiyah Surakarta.
- Pandansari, A. (2024). Work-life balance in Generation Z gig economy workers. *PCHukumSocial: Journal of Law and Social*. <https://pchukumsosial.org/index.php/pchs/article/download/137/124>
- Putranti, H. R. D. (2025). Flexibility and uncertainty: Gig economy dynamics in the logistics sector (Unpublished doctoral dissertation or chapter). Universitas Katolik Soegijapranata
- Priyono, A., & Tampubolon, S. (2023). The Effect of Job Insecurity and Workload on Turnover Intention (Case Study on Millennial and Gen Z Employees at Bank BJB Daan Mogot Branch). *Journal of Management and Civil Business*, 5(2), 15–33. <https://journal.paramadina.ac.id/>
- Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education management research data analysis: Comparison of results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS for small samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 6(2), 382–399. <https://doi.org/10.31538/ndh.v6i2.1575>
- Ranti, T. O., Hermawati, A., & Hastuti, T. (2022). Analysis of the impact of job satisfaction mediation based on job insecurity on turnover intention. *Journal of Science and Organizational Management*, 3(1), 10–20. <https://doi.org/10.52300/jmso.v3i1.4759>
- Ruth, B., Rudianto, A., & Murniati, M. P. (2019). Organizational communication, work stress and employee performance: Social support as a moderation variable. *Journal of Business Accounting*, 17(1). <https://doi.org/10.24167/jab.v17i1.2291>
- Saputra, A. D., Rahmatia, A., & Surwanti, A. (2021). Turnover Intentions? Symptoms on Job Satisfaction and Job Insecurity in The Face of a Pandemic. *JURNAL BISNIS STRATEGI*, 30(2), 115-126. <https://doi.org/10.14710/jbs.30.2.115-126>

- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911-1939. <https://doi.org/10.1177/0149206317691574>
- Sibuea, A. F. N., & Chalil, S. (2025). The Effect of Job Insecurity and Cyberloafing on the Performance of Honorary Employees of the North Sumatra Governor's Office. *Journal of Masharif Al-Syariah: Journal of Sharia Economics and Banking*, 10(1).
- Solehah, S., & Ratnasari, L. (2019). The Influence of Leadership Style, Workload, and Job Insecurity on the Turnover Intention of PT. Federal International Finance Cab Batam Effect Of Leadership Style, Workload, Job Insecurity On Turnover Intention Employee Of PT. FIF Federal International Finance Batam Branch. *DIMENSIONS*, 8(2), 210–239.
- Sudirman. (2025, May 20). Some of the influences of online motorcycle taxis in the digital era. RRI. <https://rri.co.id/sungaipenuh/berita-lain/1529640/beberapa-pengaruh-adanya-ojek-online-di-era-digital>
- Taylor, S. E. (2012). Social Support: A Review. In *The Oxford Handbook of Health Psychology*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780195342819.013.0009>
- Trialmawati, E., & Marhadi, A. (2023). Student of online motorcycle taxi driver (Grab) of Halu Oleo University. *KABANTI: Journal of Anthropology*, 7(1), 79–89. <https://doi.org/10.33772/kabanti.v5i2.1274>
- van Vuuren, C. V., & Klandermans, P. G. (1989). Individual reaction to job insecurity. *European Perspectives in Psychology*.
- Yusuf, S., Ferils, M., & Hajjad, M. N. (2023). The effect of job satisfaction and job insecurity on employee turnover intention. *Golden Ratio of Human Resource Management*, 3(2), 20–30. doi:10.52970/grhrm.v3i2.678
- Zimet, G. D., Dahlem, N. W., Zimet, S. G., & Farley, G. K. (1988). The Multidimensional Scale of Perceived Social Support. *Journal of Personality Assessment*, 52(1), 38. https://doi.org/10.1207/s15327752jpa5201_2
- Zou, J., Yang, Y., Chen, L., Bi, Y., Li, N., Luo, Q., & Zhang, J. (2025). Effects of negative workplace behavior on job insecurity and turnover intention in healthcare workers: Roles of psychological resilience. *Frontiers in Public Health*, 13, 1493964. <https://doi.org/10.3389/fpubh.2025.1493964>