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Investing in the Human Capital: The Role of Working Conditions and the Mediating Effect of Job Satisfaction on Organizational Commitment within Metro Manila's Ride-hailing and Food Delivery App Gig Economy

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Abstract

The rapid expansion of the gig economy in Metro Manila's ride-hailing and food delivery sectors creates significant challenges for gig workers. While macro-economic research exists, there is a critical gap in understanding the direct psychological mechanism linking platform-managed Working Conditions to a gig worker's Organizational Commitment. This quantitative, descriptive-correlational and causational study investigates the mediating role of Job Satisfaction in this relationship. Data gathered from Metro Manila gig workers were analyzed using Structural Equation Modeling (SEM) to test the hypothesized model. Findings show that Working Conditions significantly and positively predict Job Satisfaction, which, in turn, is a strong predictor of Organizational Commitment. Significantly, SEM and mediation analysis established Job Satisfaction as a vital pathway, demonstrating that improvements in working conditions must first translate into satisfaction to foster stronger commitment. These results underscore the strategic necessity for platform companies to enhance working conditions such as fair policies and operational support as essential investments in human capital, thereby mitigating turnover risks and ensuring a more stable and sustainable workforce.

Keywords: Gig Economy, Job Satisfaction, Working Conditions, Organizational Commitment, Ride-Hailing, Food-Delivery, Metro Manila, Social Exchange Theory.

1. Introduction

The post-pandemic business landscape has seen a rapid surge in e-commerce and delivery platforms, which are now essential to urban life (Poon & Tung, 2024). While these sectors offer flexibility, they create significant socio-economic challenges, including income insecurity and a lack of labor protections.

Gig workers, typically classified as "independent contractors," lack standard benefits like SSS, PhilHealth, and Pag-IBIG, often earning below minimum wage due to algorithmic control (Bael, 2024). This shift forces workers to shoulder operational risks once held by employers (Yasih, 2020), leading to issues of misclassification (Aloisi, 2016) and dehumanizing surveillance (Gupta & Gupta, 2022).

In Metro Manila, ride-hailing and food delivery have reshaped mobility and consumer habits (Lee et al., 2022; Szeto et al., 2019). While these platforms utilize GPS and machine learning for efficiency (Olayode et al., 2023; Xu et al., 2020; Liu et al., 2022), the same technology intensifies driver monitoring. Despite potential legal recognition from DOLE and Senate Bill No. 1373, job precarity remains high. Given these realities, this study aims to: **(1)** analyze how gig workers in Metro Manila perceive their working conditions; **(2)** evaluate the dimensions most strongly associated with job satisfaction and performance; **(3)** assess the mediating effect of job satisfaction on organizational commitment; **(4)** measure satisfaction levels within the ride-hailing and food delivery sectors; and **(5)** propose interventions to improve the success of these workers.

2. THEORETICAL BACKGROUND

2.1 Theoretical Framework

In limiting collected data, using a theoretical framework will assist the researchers to be able to identify relevant factors of the study by applying theories and works from previous studies. The researchers used one general theory, which is Social Exchange Theory, and two specific theories identified as the Psychological Contract Theory and Job Characteristics Theory.

2.1.1 Social Exchange Theory

This study examines the relationship between working conditions, job satisfaction, and organizational commitment among Metro Manila's gig workers through the lens of Social Exchange Theory (SET). Developed by George Homans, SET suggests that workplace behaviors are driven by reciprocity, an exchange of resources and obligations. In the gig economy, this exchange shifts from human supervisors to algorithmic management, where workers perceive the platform's code as their "boss" (Wiener et al., 2021; Möhlmann et al., 2021). Because these algorithms dictate task distribution and earnings, the platform itself becomes the primary medium for social exchange, fundamentally shaping workers' perceptions of fairness and support.

Under SET, the level of job satisfaction and commitment is determined by whether workers feel their labor is met with fair compensation and security. This involves a psychological contract, the perceived expectations between the worker and the platform (Turnley et al., 2003). While gig work offers flexibility, it often lacks the stability of traditional employment, leading to "job precarity." When workers perceive conditions such as safety measures and workload as equitable, their organizational identification increases (Li et al., 2023). Conversely, unpredictable income and high pressure often lead to dissatisfaction

(Ling Teck Ping et al., 2023). By applying SET, this study analyzes how these digital exchanges influence worker productivity and their long-term commitment to these platforms.

2.1.2 Supporting Frameworks: Psychological Contract and Job Characteristics

The Psychological Contract Theory, introduced by Chris Argyris (1960) and expanded by Denise Rousseau (1989), defines the implicit, reciprocal expectations between workers and management (Levinson et al., 1962). While Social Exchange Theory focuses on the fairness of resource exchanges, the psychological contract emphasizes unwritten mutual commitments that shape employee expectations (Jepsen & Rodwell, 2007). The framework consists of three primary dimensions: the transactional aspect, which focuses on short-term materialistic gains; the relational aspect, which involves deep organizational bonds and long-term dedication; and the balanced/equilibrium contract, which seeks stability between the two. When these contracts are fulfilled particularly regarding working conditions, workers feel a sense of reciprocity, leading to increased job satisfaction and organizational loyalty (Chang, 2015). In Metro Manila's gig economy, this theory clarifies how ride-hailing and delivery riders perceive their involvement and fairness (Swathi Lakshmi & Thiruchelvi, 2019). Fulfilling both relational and transactional expectations bolsters organizational identity, while a perceived breach of this contract leads to dissatisfaction (Yu & Hamid, 2024).

To further specify the link between working conditions and job satisfaction, the Job Characteristics Model (JCM) (Hackman & Oldham, 1976) is used as a sub-theory. The JCM posits that five core dimensions—skill variety, task identity, task significance, autonomy, and feedback—shape critical psychological states that drive motivation and satisfaction. According to Social Exchange Theory, when workers perceive these enriched job characteristics as fair rewards for their effort, a sense of equity is created, leading to higher job satisfaction (Cropanzano & Mitchell, 2005; Eisenberger et al., 1986). The JCM is particularly relevant to the gig economy, where traditional employment structures are absent (Wood et al., 2019). While gig workers often enjoy high autonomy and task significance, they frequently suffer from poor feedback and hazardous working conditions (Salanova & Schaufeli, 2008; Bai et al., 2020). By applying the JCM, researchers can analyze how these specific design elements such as algorithmic feedback or scheduling flexibility, impact the psychological well-being of riders. This framework provides a basis for developing interventions that improve job design and address the unique challenges of platform-based work, ultimately enhancing worker success in the gig economy.

2.2 LITERATURE REVIEW

2.2.1 The Gig Economy

The global gig economy, a modern form of "piece-paid" work, uses technology-based platforms to offer short-term jobs or "gigs," reshaping the labor market by emphasizing flexibility and independence instead of traditional job security and benefits (Freni-Sterrantino & Salerno, 2021). Fueled by technological advancements and changing consumer behavior, it creates new job opportunities and expands markets, as seen in platforms like Grab and FoodPanda in the Philippines (Bayudan-Dacuycuy et al., 2020; Gianan, 2023; Porras et al., 2023). However, its rapid growth also raises concerns about job

insecurity, low wages, lack of benefits, exploitation, and weak labor protections (Freni-Sterrantino & Salerno, 2021; Gianan, 2023; Caboverde and Flaminiano, 2022; Porras et al., 2023). As the gig economy continues to expand, especially in developing countries, addressing its effects on worker health and strengthening labor policies is essential for fair and sustainable development (Freni-Sterrantino & Salerno, 2021; Gianan, 2023).

2.2.1.1 The Gig Economy Landscape in Metro Manila

The gig economy in the Philippines, especially in Metro Manila, has grown rapidly due to urban expansion and high population density, pushing many people toward non-traditional jobs (Esteban & Lindfield, 2017). Although the government recognizes this shift and is working on policies like the National Digital Careers Act (Mia & Habaradas, 2020), the sector particularly ride-hailing and food delivery remains largely informal (Moraga-Galvez, 2021). Platforms such as Grab and Foodpanda provide flexible schedules and income control (Moraga-Galvez, 2021; Asian Development Bank, 2023), but workers face issues like lack of social security, unstable schedules (Moraga-Galvez, 2021; Caboverde & Flaminiano, 2022), and absence of formal contracts, affecting job satisfaction (Asian Development Bank, 2023). The COVID-19 pandemic further accelerated this growth by offering alternative livelihoods (Caboverde & Flaminiano, 2022), yet concerns about exploitation and the need for stronger regulation remain (Porras et al., 2023). Meanwhile, small businesses gain cost savings and access to skilled workers but struggle with complex legal and tax requirements (Palada et al., 2024).

2.2.1.3 The Role of Ride-Hailing in the Gig Economy

The rise of the gig economy, particularly the ride-hailing business in developing economies, offers convenience and affordability to consumers while significantly impacting labor markets and entrepreneurship (Penu, 2020). Although ride-hailing services like Grab provide flexible jobs and are associated with a higher rate of new business registrations and entrepreneurship-related searches (Barrios et al., 2020), offering a potential income supplement and buffer against income volatility (Barrios et al., 2020; Cueto et al., 2024), drivers face substantial challenges. The classification of drivers as independent contractors rather than traditional employees (Hufana, 2024; Waheed et al., 2018) leads to income instability, long working hours often resulting in sub-minimum wage earnings, the burden of car purchasing and running costs, and the lack of workplace benefits and access to social welfare (Waheed et al., 2018; Cassion II, 2024; Asian Development Bank ADB, 2024; Hufana, 2024). These challenges highlight the need for innovative solutions, such as expanded human capital training and policies aimed at ensuring better working conditions and financial security for gig workers (Serafica & Oren, 2022; Chen et al., 2020).

2.2.1.4 Working Conditions and Workforce Stability in the Food Delivery Gig Economy

The growth of the gig economy, especially ride-hailing in developing countries, provides convenience and affordable services to consumers while influencing labor markets and entrepreneurship (Penu, 2020). Platforms like Grab create flexible job opportunities and are linked to increased business registrations and entrepreneurship-related activity, offering drivers extra income and protection against

income fluctuations (Barrios et al., 2020; Cueto et al., 2024). However, drivers face major challenges. Being classified as independent contractors instead of employees (Hufana, 2024; Waheed et al., 2018) results in unstable earnings, long working hours that may lead to below-minimum wages, responsibility for vehicle purchase and maintenance costs, and lack of benefits and social protection (Waheed et al., 2018; Cassion II, 2024; Asian Development Bank ADB, 2024; Hufana, 2024). These issues emphasize the need for innovative strategies, including stronger human capital development and improved policies to promote better working conditions and financial security for gig workers (Serafica & Oren, 2022; Chen et al., 2020).

2.2.2 Working Conditions of Gig Workers in the Gig Economy

The Philippine gig economy is rapidly expanding, driven by competitive labor costs and strong English proficiency, with over 1.5 million internet workers even before the pandemic. However, a major issue is the classification of most gig workers including those on platforms like Grab, Foodpanda, and Maxim as independent contractors rather than employees, which excludes them from basic labor protections such as health insurance, social security, and minimum wage coverage (Gamboa of Fairwork Philippines, 2023). As a result, nearly half a million ride-hailing and food delivery workers face insecure and non-standardized working conditions, limiting job security and lowering job satisfaction and organizational commitment. Although the gig sector offers flexibility, many workers still prefer traditional employment because of unstable income and lack of benefits (Samson, 2021). This highlights that working conditions, influenced by job satisfaction, are key factors shaping organizational commitment among gig workers.

2.2.2.1 Risk Management, Flexibility of Hours, and Safety and Health Standards (Social Protection) of Gig Workers

Gig workers in the Philippine ride-hailing and delivery sectors face serious challenges in risk management, flexibility of hours, and safety and health standards. As independent contractors, they shoulder all operating costs and often cannot afford health insurance or social security, leaving them highly vulnerable to accidents or income loss during low-demand periods (Angelo, 2024; Škerlič & Erčulj, 2021). While flexible scheduling is a key benefit (ADB, 2023), many drivers work long and irregular hours about 27% exceed 12 hours increase earnings, largely due to algorithmic management that reduces real autonomy (Cassion, 2024; Reyes & Cruz, 2021). Without formal employee status, they are not entitled to regulated rest, overtime pay, paid sick leave, or workers' compensation, increasing their exposure to accidents and physical and mental health risks from traffic stress and financial pressure (Binghay et al., 2022). These conditions weaken job satisfaction and organizational commitment, highlighting the need for reforms such as the Freelance Workers Protection Act to provide better protection and benefits (Palada et al., 2024).

2.2.3 Job Satisfaction

Job satisfaction plays a vital role in retention and performance in the food delivery industry, as factors such as pay, working hours, flexibility, and physical and emotional demands directly affect worker

well-being and efficiency (S.V. Praveen, Melvin Rokith, 2024). While flexible schedules are attractive especially to young and part-time riders they do not always lead to high satisfaction. Many workers report concerns about unstable income, poor work-life balance, and difficult working conditions, including heavy traffic and bad weather. Negative interactions with customers also add stress and reduce morale, contributing to dissatisfaction (S.V. Praveen, Melvin Rokith, 2024). Understanding this balance, where flexibility is an advantage but instability and job demands are significant drawbacks, is essential to building a satisfied and productive workforce. This highlights job satisfaction as a key factor connecting working conditions to organizational commitment.

2.2.3.1 Work-life balance and Social Support of Gig Workers

Work-life balance and social support have become increasingly important in the gig economy, particularly in developing countries, where gig work expanded during crises like the COVID-19 pandemic but often under unstable conditions (Warren, Tracey, 2021; Antunes, 2020). In sectors such as food delivery, achieving work-life balance is difficult due to long and irregular hours, heavy workloads, and the absence of traditional benefits and social security (Warren, Tracey, 2021; Lehdonvirta, 2018). Researchers encourage platforms like Zomato, Uber, and Swiggy to implement measures that reduce worker stress, including predictable schedules, fair pay, social protection, and supportive work environments to improve job satisfaction and lower turnover (Warren, 2021). Additionally, the movement of workers into food delivery in countries like Brazil raises concerns about health, safety, and exploitation (Abilio et al., 2020; Manzano & Krein, 2020). These issues highlight the need for comprehensive research covering both platform-based and non-platform delivery workers to better understand their working conditions and overall well-being (Abilio et al., 2020).

2.2.4 Organizational Commitment

The rapidly expanding gig economy, fueled by technological advances, has shifted employment from stable, long-term jobs to short-term, task-based work through online platforms (Stewart & Stanford, 2017; Lemmon et al., 2016). Although this model offers flexibility and autonomy, workers are typically classified as independent contractors, leaving them without proper social security and labor protections (Stewart & Stanford, 2017). Despite the transactional nature of gig work, theories such as the Psychological Contract (Rousseau, 1989) and Social Exchange (Blau, 1964) explain that workers can still form relational psychological contracts and develop emotional attachment or loyalty to platforms, even without long-term security (Lemmon et al., 2016). This paradox where short-term work arrangements create psychological bonds calls for further research, particularly in non-Western settings like India, to better understand how worker commitment develops in the gig economy.

2.2.4.1 Intent to Stay and Engagement Practices of Gig Workers

Gig workers are drawn to flexibility, autonomy, and control over their schedules compared to traditional employment, but they also face serious uncertainties such as unstable income and lack of essential benefits (Sachs, 2018). This insecure setup shows the need for updated labor laws to better protect gig workers (Sachs, 2018). Beyond legal protection, workers still need a sense of belonging and a

supportive work environment to stay committed. Organizations must therefore adopt tailored engagement strategies and build a positive culture, as feeling valued and included can be just as important as financial rewards (Sachs, 2018).

In a broader business context, strong employee engagement strategies are crucial for long-term success and profitability. When organizations invest in leadership support, fair rewards, recognition, and empowerment, employees develop positive job attitudes, perform better, and are less likely to leave (Osborne, S., & Hammoud, M. S., 2017; LaMacchia, 2021; Blattner & Walter, 2015). This clearly connects engagement with improved job satisfaction and stronger organizational commitment.

2.2.5 Working conditions positively associated with Job Satisfaction (H1)

Raziq and Maulabakhsh (2015) found a strong link between job satisfaction and the quality of the work environment, including physical comfort, safety, resources, job security, supportive leadership, positive coworker relationships, and open communication. A supportive environment also strengthens intrinsic motivation and performance (Kurniawanto, 2022), while organizational trust and improved workspace design further enhance well-being and reduce fatigue.

In ride-hailing and food delivery, favorable conditions such as flexible schedules, fair pay, and safe work environments significantly increase gig workers' satisfaction, motivation, and service quality (Joewono et al., 2021). Both material and psychosocial factors—including pay, safety measures, transparent communication, and autonomy in scheduling—shape courier satisfaction (Asadullah, 2024). Platform quality also plays a crucial role; reliable, user-friendly apps enhance autonomy, efficiency, and informed decision-making (Kim et al., 2023). Overall, job satisfaction in the gig economy depends on fair compensation, safety, supportive management, and improved platform policies to sustain engagement and reduce turnover (Joewono et al., 2021; Asadullah, 2024).

2.2.6 Job Satisfaction is positively associated with greater Organizational Commitment (H2)

A positive relationship shows between job satisfaction and organizational commitment across various settings and populations. Meta-analyses indicate that job satisfaction moderately increases organizational commitment by about 48% (Fajar Gumilang Kosasih et al., 2024) and is influenced by demographic factors such as gender and work experience (Riya Gupta et al., 2023). Studies using rigorous methods, including instrumental variable approaches, confirm that this relationship is reciprocal, with job satisfaction and commitment reinforcing each other (G. Saridakis et al., 2020). In healthcare, affective and normative commitment closely correlate with job satisfaction, influenced by pay, promotion prospects, and workplace conditions (Aqsa Siddique et al., 2017; Sattar Khan et al., 2015).

Globally, this link is evident in education and business. In higher education, job satisfaction relates to higher commitment and lower turnover intentions (Ernest Lim Kok Seng et al., 2016; Hassan Mahmood Aziz et al., 2021), with organizational commitment explaining up to 42.2% of job satisfaction variance (A. Hedayat et al., 2018). Cross-cultural studies, such as in Turkey, confirm a significant positive relationship between the two variables (Gulyazoglu et al., 2023). Overall, improving job satisfaction

through supportive work cultures, fair rewards, and career development is a key strategy to enhance employee commitment and organizational sustainability (Otisia Arinindyah et al., 2025).

2.2.7 Working Conditions are positively associated with greater Organizational Commitment (H3)

Recent research highlights a strong link between positive working conditions and organizational commitment. Lee and Kim (2023) found that supportive cultural and physical work environments enhance employees' attachment to their organization, partly through increased job satisfaction and psychological well-being. In other words, fair, comfortable, and engaging workplaces make employees happier and more loyal, suggesting that investing in workplace culture and environment is a practical strategy to strengthen commitment and reduce turnover. HR strategies should therefore prioritize improving these aspects to boost retention and overall performance (Lee & Kim, 2023).

Job design is another key factor influencing commitment. Huang et al. (2023) showed that positive job characteristics such as engaging, meaningful, and stimulating tasks directly increase organizational commitment. High job involvement, where employees feel absorbed and excited by their work, further strengthens loyalty and dedication. Strategically designing jobs to be meaningful and engaging is therefore essential for fostering a committed and enduring workforce (Huang et al., 2023).

2.2.8 Mediating Role of Job Satisfaction between Working Conditions and Organizational Commitment (H4)

Research confirms that Job Satisfaction (JS) mediates the relationship between Working Conditions (WC) and Organizational Commitment (OC), reflecting both the literature and gig workers' experiences. Chhabra (2015) notes that a strong Person-Job (P-J) fit especially relevant for riders seeking flexibility enhances JS and, in turn, OC, while poor fit increases turnover intentions. Satisfaction with factors like flexibility and work-life balance acts as a psychological filter, translating external conditions into commitment outcomes.

Hasan, Jawaad, & Butt (2021) further show that JS fully mediates the link between working conditions and affective organizational commitment, meaning favorable work environments influence commitment entirely through satisfaction. Muhammad Zain Alfain et al. (2024) also highlight that JS positively affects OC, reinforced by improvements in Quality of Work Life, including operating conditions and the physical environment. These studies establish JS as a key psychological mechanism through which supportive work conditions and contractual fulfillment lead to higher commitment and lower turnover intentions.

2.3 The Hypothesized Model

This conceptual framework is designed to investigate the role of working conditions on the organizational commitment of gig workers in Metro Manila's ride-hailing and food delivery sector. Crucially, it also aims to determine the extent to which job satisfaction mediates, or explains, the relationship between these working conditions and workers' commitment to the platforms or the gig work itself.

H1: Favorable Working Conditions are positively associated with higher Job Satisfaction among ride-hailing and food delivery app workers in Metro Manila.

H2: Job Satisfaction is positively associated with greater Organizational Commitment among ride-hailing and food delivery app workers in Metro Manila.

H3: Favorable Working Conditions are positively associated with greater Organizational Commitment among ride-hailing and food delivery app workers in Metro Manila.

H4: Job Satisfaction mediates the relationship between Working Conditions and Organizational Commitment.

3. METHOD

3.1 Research Design

This study uses a quantitative, descriptive-correlational design to examine the relationship between working conditions and organizational commitment among ride-hailing and food delivery gig workers in Metro Manila. It explores patterns in variables like working conditions, job satisfaction, and organizational commitment without experimental manipulation. The study also tests the mediating role of job satisfaction, investigating how better working conditions influence organizational commitment through increased satisfaction, supporting literature that links improved conditions to higher loyalty and workforce retention.

3.2 Subjects And Study Site

The study targeted ride-hailing and food delivery gig workers operating in Metro Manila, excluding parcel delivery workers or those outside the area. Respondents were not expected to incur expenses, and participation was voluntary with no monetary or material incentives. Data cleansing was applied to remove incomplete or unreliable responses.

A total of 200 active gig workers were surveyed, meeting the requirements for Structural Equation Modeling (SEM) despite a larger sample suggested by population-based calculations. Among the 204 respondents, the majority were aged 26–30 (27.9%), married (52.9%), college undergraduates (39.2%), and engaged in full-time gig work (66.7%). Most had 1–2 years of experience, primarily in ride-hailing platforms (66.2%), with Quezon City as the most common work area (17.6%).

3.3 Instrumentation

The survey consists of five parts:

1. **Demographic Profile** - respondent characteristics.
2. **Working Conditions** - 14 questions covering Flexibility of Hours, Safety & Health, and Risk Management.

3. **Job Satisfaction** - 4 questions focused on Work-Life Balance.
4. **Organizational Commitment** - 10 questions on Intent to Stay and Engagement Practices.
5. **Gig Workers in the Gig Economy** - 16 questions adapted from Yu & Abdul Hamid (2024), included for supplementary or exploratory purposes and not a core variable in the analysis.

3.4 Data Gathering Procedures

The study will employ a systematic and ethical data-gathering procedure to ensure research credibility. A survey questionnaire adapted from validated instruments and tailored to the context of ride-hailing and food delivery riders will be used. Necessary permissions will be obtained, and the instrument will undergo ethical review by the Commerce Ethics Review Committee. An Informed Consent Form outlining the study's purpose, participants' rights, and confidentiality will be included.

Data collection will be conducted using purposive sampling, targeting actively engaged ride-hailing and food delivery riders within Metro Manila. Participants will be recruited through social media platforms, community forums, and public areas, with surveys distributed across all local government units to ensure geographic representation.

The sample size will be determined using the Raosoft Sample Size Calculator. Questionnaires will be administered through Google Forms and printed copies, with an estimated completion time of 10–15 minutes. Collected data will be compiled and analyzed in line with the study's objectives, while strictly upholding ethical standards such as informed consent, confidentiality, and voluntary participation.

3.5 Ethical Considerations

This study used a modified and self-curated survey as the main data collection tool. Permission for adapted questions was obtained from the original authors, and consent was requested from companies to include their employees. Questionnaires were distributed electronically via Google Forms along with an Informed Consent Form.

The Informed Consent Form explained the study's purpose, voluntary participation, possible risks and benefits, confidentiality, anonymity, and participants' right to withdraw at any time. Data were securely stored in a protected email account accessible only to the researchers to ensure privacy.

The study benefits participants by increasing awareness of their workplace conditions, job satisfaction, and organizational commitment, although no material rewards were provided. Results aim to inform policies and practices in Metro Manila's ride-hailing and food delivery gig economy. Participants may also receive non-material benefits such as health education or creative remuneration, and findings could be used to advocate for better workplace conditions.

3.6 Data Analysis

Quantitative data will be analyzed using SPSS v22 and WarpPLS. Descriptive statistics will summarize respondents' demographics, working conditions, job satisfaction, and organizational

commitment, while Likert-scale items will quantify perceptions of these variables. Purposive sampling will ensure data comes from the intended respondents.

Structural Equation Modeling (SEM) will examine the mediating role of job satisfaction between organizational commitment and working conditions, allowing simultaneous modeling of multiple dependent variables. The findings aim to inform gig economy platforms, organizations, and policymakers on improving working conditions and fostering a committed workforce.

4. RESULTS

A total of 204 valid responses were gathered and analyzed to test the relationships among the latent variables Working Conditions (WC), Job Satisfaction (JS), and Organizational Commitment (OC) among gig workers in ride-hailing and food delivery platforms in the NCR area. The results are organized using WarpPLS, specifically PLS-SEM analysis, which includes measurement and structural model assessments that address the research objectives.

Demographic Characteristics of the Respondents (n=204)

These tables summarize the demographic characteristics of the respondents, including their age, sex, educational attainment, years in the company, and current work setup. The data reflect the profiles of gig workers in ride-hailing and food delivery platforms across the NCR area

Table 1. *Age*

Profile	n	%
Age		
20-25	28	13.7
26-30	57	27.9
31-35	47	23
36-40	34	16.7
41-45	32	15.7
45-50	6	2.9

The statistics show that the respondents between the age group of 26-30 years old are the highest number of 27.9% of the total population sample.

Table 2. *Marital Status*

Profile	n	%
Marital Status		
Single	77	37.7
Married	108	52.9
Widowed	4	2
Separated	15	7.4

The majority of respondents are married (108 respondents, 52.9%), reflecting that more than half of the sample consists of individuals with family responsibilities.

Table 3. *Educational Attainment*

Profile	n	%
Educational Attainment		
Elementary Graduate	3	1.5
High School Graduate	52	25.5
College Undergraduate	80	39.2
College Graduate	66	32.4
Post Graduate	3	1.5

Much of the respondents are college undergraduates (80 respondents, 39.2%), which indicates that a good number have gone through higher education despite the fact that they may not have attained the full degree.

Table 4. *Total Work Experience (Ride-Hailing & Delivery)*

Profile	n	%
Total Work Experience (in ride-hailing and food-deliverry)		
1-2 years	86	42.2
2-3 years	69	33.8
4-5 years	28	13.7
6-7 years	11	5.4
8-9 years	4	2
10+ years	6	2.9

Most respondents have 1–2 years of experience in gig work (86 respondents, 42.2%), suggesting that the majority are relatively new to the industry but have gained enough tenure to be familiar with platform operations.

Table 5. *Employment Status*

Profile	n	%
Employment Status		
Full-time Gig work	134	66.7
Part-time Gig work	54	26.7
Ocassionally Gig work	15	7.4
Prefer not to say	0	0

The vast majority of the participants are full-time gig workers (134 respondents, 66.7%), which is an indication that gig work is their main source of income and not a supplementary job.

Table 6. *Type of Platform Used*

Profile	n	%
Type of Platform used		
Ride-Hailing	135	66.2
Food Delivery	37	18.1
Both	37	18.1

A huge percentage are employed in ride-hailing (135 respondents, 66.2%), meaning that transportation-based gig work is predominant over food delivery (or mixed-platform) work.

Table 7. *Geographic Work Zone*

Profile	n	%
Geographic Work Zone		
Caloocan	8	3.9
Malabon	2	1
Valenzuela	6	2.9
Navotas	2	1
Quezon City	36	17.6
Marikina City	23	11.3
Pasig	5	2.5
Taguig	14	6.9
Makati	26	12.7
Manila	34	16.7
Mandaluyong	8	3.9
San Juan	5	2.5
Pasay	13	6.4
Parañaque	7	3.4
Las Piñas	7	3.4
Muntinlupa	3	1.5

The greatest numbers of respondents are based in large cities with Quezon City (36 respondents, 17.6) topping the list (17.6%), Manila (34 respondents, 16.7) and Makati (26 respondents, 12.7) getting the majority of respondents.

Partial Least Squares Structural Equation Modeling (PLS-SEM)

The data analysis method utilized Partial Least Squares Structural Equation Modeling (PLS-SEM), specifically through the WarpPLS software, which is a statistical method for modeling complex relationships between observed and latent variables, serving as an alternative to traditional covariance-based SEM (Hair et al., 2019). The researchers examine the relationships among Working Conditions (WC), Job Satisfaction (JS), and Organizational Commitment (OC).

Table 8. *General Model Elements*

Model fit and quality indices		
Indices	Value	Decision Criteria
Average path coeffecient (APC)	0.532	P<0.001
Average R-squared (ARS)	0.615	P<0.001
Average adjusted R-squared (AARS)	0.612	P<0.001
Average block VIF (AVIF)	2.464	Acceptable if <= 5, Ideally <=3.3
Average full collinearity VIF (AFVIF)	2.955	Acceptable if <= 5, Ideally <=3.3
Tenenhaus GoF (GoF)	0.586	Small >= 0.1, Medium >= 0.25, Large >= 0.36
Simpson's paradox ratio (SPR)	1.000	Acceptable if >= 0.7, Ideally = 1
R-squared contribution ratio (RSCR)	1.000	Acceptable if >= 0.9, Ideally = 1
Statistical suppression ratio (SSR)	1.000	Acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Acceptable if >= 0.7

Table 8 presents the general parameters and analytical settings employed in the WarpPLS software to test the hypothesized relationships among Working Conditions, Job Satisfaction, and Organizational Commitment. It shows the processes, number of data cases, and estimation algorithms used to ensure the statistical soundness of the model.

Using WarpPLS, the results show a robust and statistically sound model fit. The Average Path Coefficient (APC = 0.532, $p < 0.001$) indicates that the average strength of the causal relationships among the latent variables is moderate to strong and highly significant. This suggests that the hypothesized relationships among the constructs (e.g., KT, TL, WC, and PEP) are meaningful and well supported by the data.

The Average R-squared (ARS = 0.615, $p < 0.001$) shows that the model explains approximately 61.5% of the variance in the endogenous variables, which reflects strong explanatory power. The Average Adjusted R-squared (AARS = 0.612, $p < 0.001$) further confirms that the model is robust and not overfitted.

The Average block VIF (AVIF = 2.464) and Average full collinearity VIF (AFVIF = 2.955) are both well below the acceptable threshold of 5 and ideally below 3.3, indicating that multicollinearity is not a concern and that the predictors are statistically distinct.

The Tenenhaus Goodness-of-Fit (GoF = 0.586) exceeds the large-effect threshold (≥ 0.36), indicating excellent global model fit and substantial joint explanatory power and predictive quality across the model.

The Simpson's Paradox Ratio (SPR = 1.000) confirms the absence of Simpson's paradox, meaning that the observed relationships are consistent across sub-models. Similarly, the R-squared Contribution Ratio (RSCR = 1.000) indicates that all constructs contribute positively to the model's explained variance.

Both the Statistical Suppression Ratio (SSR = 1.000) and Nonlinear Bivariate Causality Direction Ratio (NLBCDR = 1.000) suggest that there are no suppression effects and that the hypothesized causal directions are fully supported and consistent with the data.

Overall, the model demonstrates excellent overall fit, strong explanatory power, and full statistical validity. There are no issues with multicollinearity, suppression, or paradoxical effects, and the large GoF value (0.586) indicates that the model is theoretically sound and empirically well supported.

Table 9. *Latent variable coefficients*

R- Square	

R-squared coefficients

Working Conditions	Job Satisfaction	Organizational Commitment
	0.586	**0.644**

The R^2 0.586 indicates that Working Conditions explains 58.6% of the variance in Job Satisfaction. The R^2 of 0.644 indicates that the predictor(s) explain 64.4% of the variance in Organizational Commitment. Both values are substantial, indicating strong predictive accuracy for the model.

Adjusted R-squared coefficients

Working Conditions	Job Satisfaction	Organizational Commitment
	0.584	**0.641**

The Adjusted values are very close to the R^2 values. This closeness confirms that the model is not over-fitted and its predictive power is robust. The overall Average Adjusted R-squared (AARS) of 0.612 is also statistically significant (P<0.001).

Composite reliability coefficients

Working Conditions	Job Satisfaction	Organizational Commitment
0.933	0.873	0.922

All values are well above the acceptable threshold of 0.70, demonstrating strong internal consistency reliability for all three constructs. Specifically, Working Conditions (0.933) and Organizational Commitment (0.922) show excellent reliability (typically greater than or qual to 0.90).

Cronbach's alpha coefficients

Working Conditions	Job Satisfaction	Organizational Commitment
0.922	0.804	0.906

Consistent with Composite Reliability, all Cronbach's alpha values are above the acceptable threshold of 0.70, further confirming the high reliability and internal consistency of the measurement scales used for all constructs.

Average variances extracted

Working Conditions	Job Satisfaction	Organizational Commitment
0.501	0.632	0.543

All AVE values are at or above the acceptable threshold of 0.50, confirming satisfactory convergent validity. This means that, for each construct, the variance explained by its indicators is greater than the measurement error.

Full collinearity VIFs

Working Conditions	Job Satisfaction	Organizational Commitment
3.661	2.444	2.761

All individual VIF values are well below the conservative threshold of 5 and the ideal threshold of 3.3 (except for Working Conditions, which is still acceptable at 3.661). The Average Full Collinearity VIF (AFVIF) of 2.955 is ideally acceptable (less than or equal to 3.3), confirming that multicollinearity is not a concern in the model.

The core hypothesis testing is supported by the positive and statistically significant correlations ($p < 0.001$) found among all three latent variables, validating the theoretical framework and supporting the alternative hypotheses (Ha) for Hypotheses 1, 2, and 3. These significant correlations reinforce the theoretical model, wherein Work Conditions, Job Satisfaction, and Organizational Commitment are

conceptually linked and collectively contribute to organizational outcomes such as employee engagement and productivity.

The structural analysis revealed strong relationships among the variables, as evidenced by high R^2 values, with the model explaining 58.6% of the variance in Job Satisfaction and a substantial 64.4% of the variance in Organizational Commitment. All pairwise correlations among the latent variables were positive and statistically significant ($p < 0.001$), indicating that Work Conditions, Job Satisfaction, and Organizational Commitment are strongly and positively interrelated at the bivariate level, meaning that improvements in one tend to be associated with increases in the others.

Table 10. *Indicator Weights*

Table 10 displays the Indicator Weights for a structural model, which quantify how much each survey item (WC = working conditions, JS = Job satisfaction, and OC = Organizational Commitment. variables) contributes to its corresponding latent construct. The accompanying statistics, including the Standard Error (SE), P-value, and VIF, are essential for evaluating the measurement model's reliability and validity. This analysis helps confirm the quality of the data before testing the relationships between these variables in the overall study.

Item Code	Questions	Working Conditions	Job Satisfaction	Organizational Commitment	Type (a)	SE	P value	VIF	WLS	ES
W1		0.092	0	0	Reflect	0.069	0.091	2.405	1	0.06
W2		0.083	0	0	Reflect	0.069	0.115	2.734	1	0.048
W3		0.084	0	0	Reflect	0.069	0.111	2.166	1	0.05
W4		0.093	0	0	Reflect	0.069	0.09	2.654	1	0.06
W5		0.107	0	0	Reflect	0.069	0.061	2.543	1	0.08
W6		0.095	0	0	Reflect	0.069	0.084	2.204	1	0.064
W7		0.104	0	0	Reflect	0.069	0.065	2.94	1	0.077
W8		0.11	0	0	Reflect	0.069	0.056	3.379	1	0.084
W9		0.114	0	0	Reflect	0.069	0.049	2.586	1	0.091
W10		0.092	0	0	Reflect	0.069	0.091	1.878	1	0.06
W11		0.108	0	0	Reflect	0.069	0.059	2.563	1	0.081
W12		0.102	0	0	Reflect	0.069	0.069	2.542	1	0.073
W13		0.113	0	0	Reflect	0.069	0.05	3.394	1	0.09
W14		0.108	0	0	Reflect	0.069	0.058	2.984	1	0.082
J1		0	0.329	0	Reflect	0.066	<0.001	1.922	1	0.273
J2		0	0.317	0	Reflect	0.066	<0.001	1.849	1	0.254

J3		0	0.328	0	Reflect	0.066	<0.001	1.833	1	0.272
J4		0	0.282	0	Reflect	0.066	<0.001	1.471	1	0.201
O1		0	0	0.122	Reflect	0.068	0.038	1.883	1	0.08
O2		0	0	0.134	Reflect	0.068	0.026	2.111	1	0.097
O3		0	0	0.128	Reflect	0.068	0.031	1.907	1	0.089
O4		0	0	0.136	Reflect	0.068	0.024	2.403	1	0.101
O5		0	0	0.139	Reflect	0.068	0.022	2.414	1	0.104
O6		0	0	0.143	Reflect	0.068	0.019	2.333	1	0.111
O7		0	0	0.146	Reflect	0.068	0.017	2.471	1	0.115
O8		0	0	0.14	Reflect	0.068	0.02	2.57	1	0.107
O9		0	0	0.141	Reflect	0.068	0.02	2.856	1	0.108
O10		0	0	0.127	Reflect	0.068	0.033	1.799	1	0.087

Working Conditions indicators (W1–W14) show moderate weights (0.083–0.114) with p-values ranging from 0.049 to 0.115. Although not all indicators reach the 0.05 significance level, their weights are relatively consistent, and VIF values (1.878–3.394) are well below the acceptable limit of 5 (and mostly near the ideal 3.3). This indicates that the construct is stable and internally consistent, with no multicollinearity issues. The moderate but consistent weights suggest that Work Conditions is a reasonably reliable and balanced construct, though a few indicators may contribute less strongly. Job Satisfaction indicators (J1–J4) display highly significant weights (0.282–0.329, $p < 0.001$), with VIFs between 1.47 and 1.92, all well within acceptable limits. This shows that the Job Satisfaction construct is strong, coherent, and statistically strong, with all indicators contributing significantly and consistently to the latent variable. Organizational Commitment indicators (O1–O10) also exhibit positive and significant weights (0.122–0.146, $p = 0.017–0.038$), with VIFs ranging from 1.799 to 2.856, again within the ideal range.

This demonstrates that Organizational Commitment is a well-defined and reliable construct, with all indicators contributing meaningfully and no concerns regarding multicollinearity. VIF values across all constructs are within acceptable bounds (all < 3.4), confirming no multicollinearity issues and supporting construct validity. Effect sizes (ES) range from 0.048 to 0.273, showing that while Job Satisfaction indicators have the largest contribution to their latent variable, all constructs have meaningful indicator effects, reinforcing their relevance within the model.

The different range of Effect Sizes (ES) is a key feature of this analysis, highlighting the relative measurement efficacy of each construct. The high ES values for Job Satisfaction (up to 0.273) indicate that these four indicators are exceptionally powerful and reliable measures of the Job Satisfaction latent variable. In contrast, the lower ES values for Working Conditions (as low as 0.048) suggest that while these indicators are statistically acceptable and contribute positively, they capture the underlying construct less efficiently.

Table 11. *Causality assessment coefficients*

Table 11 presents the Causality Assessment Coefficients illustrating the directional and strength relationships among Working Conditions (WC), Job Satisfaction (JS), and Organizational Commitment (OC).

Path-correlation Signs			
	Working Conditions	Job Satisfaction	Organizational Commitment
Job Satisfaction	1		
Organizational Commitment	1	1	

The validity of the proposed structural equation model is supported by the Causality Assessment Coefficients. The result shows that all path-correlation signs are positive ("1"), indicating that the constructs' causal directions are accurate and clear from Simpson's paradox effects.

R-squared contributions		
	Working Conditions	Job Satisfaction
Job Satisfaction	0.586	
Organizational Commitment	0.586	0.097

The R-squared contributions results, 0.586 for Working Conditions, 0.547 for Job Satisfaction, and 0.097 for Organizational Commitment, further show that each predictor significantly contributes to the explained variance of the endogenous variables, indicating that each construct has a unique and significant influence on the model's results. The findings suggest that working conditions are the best predictor of job satisfaction and organizational commitment.

Path-correlation Ratios		
	Working Conditions	Job Satisfaction
Job Satisfaction	1	
Organizational Commitment	0.86	0.215

There is no indication of multicollinearity or masking effects among predictors, and all path-correlation ratios fall below the 1.3 threshold, indicating the lack of statistical suppression and guaranteeing the stability of the associations.

Path-correlation Differences

	Working Conditions	Job Satisfaction
Job Satisfaction	0	
Organizational Commitment	0.112	0.529

P values for Path-correlation differences

	Working Conditions	Job Satisfaction
Job Satisfaction	1	
Organizational Commitment	0.533	<0.001

The path-correlation differences and their corresponding p-values ($p = 0.053$ and $p < 0.001$), indicates that there is a significance between certain relationships of the variables, highlighting the constructs' distinct influence on the dependent variable rather than exhibiting substantial overlap. The outcome highlights the significance of the relationship between the paths of the hypotheses.

Warp2 bivariate causal direction ratios

	Working Conditions	Job Satisfaction
Job Satisfaction	0	
Organizational Commitment	0.112	0.529

Warp2 bivariate causal direction differences

	Working Conditions	Job Satisfaction
Job Satisfaction	1	
Organizational Commitment	0.533	<0.001

P values for Warp2 bivariate causal direction differences		
	Working Conditions	Job Satisfaction
Job Satisfaction	0.486	
Organizational Commitment	0.478	0.459

Warp3 bivariate causal direction ratios		
	Working Conditions	Job Satisfaction
Job Satisfaction	1.004	
Organizational Commitment	1.006	1.009

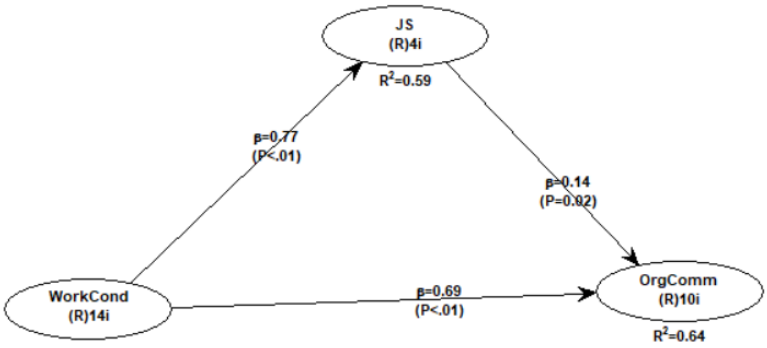
Warp2 bivariate causal direction differences		
	Working Conditions	Job Satisfaction
Job Satisfaction	0.486	
Organizational Commitment	0.478	0.459

P values for Warp3 bivariate causal direction differences		
	Working Conditions	Job Satisfaction
Job Satisfaction	1.004	
Organizational Commitment	1.006	1.009

The bivariate causal direction ratios are approximately 1.00, ranging from 0.997 to 1.011, with all p-values > 0.45, indicating lack of evidence for any reversed or spurious causal directions. The results provide additional evidence that the suggested causal flow is correctly represented and verified by empirical data.

Structural Model

Figure 1. *The Structural Model*



The study aimed to test a hypothesized model that analyzes the role of Working Conditions on the Organizational Commitment of Gig Workers and aims to determine the extent to which Job Satisfaction mediates, or explains, the relationship between Working Conditions and Organizational Commitment, as shown in Figure 1. The structural equation modeling analysis confirms a significant partial mediation effect of Job Satisfaction (JS) on the relationship between Working Conditions (WC) and Organizational Commitment (OC). This structural model specifically represents the testing of Hypothesis 4 (H4), which focuses on the mediating role of Job Satisfaction in the relationship between Working Conditions and Organizational Commitment, and all path coefficients and mediation estimates were generated using WarpPLS.

Path Analysis and Hypotheses

The following table presents the results for all hypothesized paths containing two segments, which primarily represent mediated relationships. Specifically, the table presents the Indirect and Total effects, which will be used to conclude and answer the research questions. These results were generated using WarpPLS, which computes path coefficients, direct and indirect effects, and mediation estimates based on the specified structural model.

Table 12. *Summary of the Hypothesis Testing*

Path	Path Coefficient (β)	P-value	Effect Type	Description	Interpretation
H1: WC → JS	0.766	< 0.001	Direct	Strong, Highly Significant	H1 is supported
H2: JS → OC	0.145	0.017	Direct	Moderately Significant	H2 is supported
H2: WS → OC	0.797	< 0.001	Direct	Strong, Significant	H3 is supported
H4: WC → JS → OC	0.111	0.012	Indirect	Partial Mediation, Significant	H4 is supported

Direct Effects of WC to JS and JS to OC (H1 and H2)

The strongest relationship in the model is represented by the path from WC to JS ($\beta = 0.766$, $p < 0.001$) in Table 12. The path from JS to OC is also significant ($\beta = 0.145$, $p = 0.017$). The H1 path emphasizes how important it is to address the difficult working conditions, unstable income, and lack of benefits that gig workers on ride-hailing and food delivery platforms experience in order to elicit favorable and emotional reactions regarding their jobs. H2 path highlights that JS is positively related to OC, meaning that the gig workers' day-to-day satisfaction will be important to develop psychological and loyalty towards the platform. Thus, hypotheses 1 and 2 were supported.

Total Influence of WC on OC (H3) and JS as the Mediator to WC and OC (H4)

The overall effect of WC on OC ($\beta = 0.797$, $p < 0.001$) is still significant, indicating that although JS partially mediates this relationship, WC has a large direct effect on OC. The outcome confirms that in order to keep employees, strategic investments in human capital are necessary, together with better working conditions and benefits. There is a significant indirect effect of WC on OC through JS ($\beta = 0.111$, $p = 0.012$). The result reveals that JS partially mediates the relationship between WC and OC. The effect size of the indirect effect, 0.088, falls within the range of a small to moderate mediation effect. It confirms that JS is a partial mediator of the positive relationship of WC with OC. WC has an indirect effect on commitment (βindirect $= 0.111$, $p = 0.012$) as a result of positive circumstances that are interpreted as support, which results in satisfaction. The interdependence of these organizational characteristics and hypotheses 3 and 4 are validated by the statistically significant mediation ($p = 0.012$), which leads to improved working conditions that first improve job satisfaction and then boost commitment. Hence, for Hypothesis 4, accept Ha, underscoring that strategic investment in human capital, through improved working conditions, fair compensation, reliable digital infrastructure, and social protection, can elevate both job satisfaction and organizational commitment among gig workers in the ride-hailing and food delivery industries.

5. Discussion

This study analyzed the role of Working Conditions (WC) and the mediating effect of Job Satisfaction (JS) on Organizational Commitment (OC) among Metro Manila's ride-hailing and food delivery gig workers, grounded in Social Exchange Theory, Psychological Contract Theory, and the Job Characteristics Model. The structural model explained 61.2% of the variance in endogenous variables (Adjusted $R^2 = 0.612$, $p < 0.001$), supporting the hypothesized pathways. Results showed that WC strongly predicts JS ($\beta = 0.766$, $p < 0.001$), highlighting that fair pay, safety, flexibility, and support are key to positive job perceptions. JS significantly influenced OC ($\beta = 0.145$, $p = 0.017$), confirming that day-to-day satisfaction drives loyalty to the platform. WC also had a significant direct effect on OC ($\beta = 0.797$, $p < 0.001$), while JS partially mediated this relationship (indirect effect $\beta = 0.111$, $p = 0.012$), indicating that improvements in working conditions first enhance satisfaction, which then strengthens commitment. The findings underscore that supportive work environments, social security, fair compensation, and reliable platform technologies foster both satisfaction and commitment, aligning with previous research. The measurement model demonstrated high reliability (CR and $\alpha > 0.80$) and convergent validity (AVE > 0.50), ensuring

accurate capture of constructs in the gig economy context. The study's key theoretical contribution is the confirmation that JS acts as a partial mediator between WC and OC, showing that platforms cannot directly "buy" loyalty; instead, better working conditions generate positive affective responses, which then translate into stable psychological commitment. Overall, working conditions emerged as the strongest predictor of job satisfaction and organizational commitment, emphasizing the importance of enhancing workplace quality to improve loyalty and retention in gig work.

6. Conclusion

This study used Structural Equation Modeling (SEM) in SPSS v22 and WarpPLS to examine the relationships among Working Conditions, Job Satisfaction, and Organizational Commitment of ride-hailing and food delivery gig workers in Metro Manila. Results showed that favorable working conditions positively influence job satisfaction, which in turn strengthens organizational commitment. Job satisfaction was found to partially mediate the relationship between working conditions and commitment, indicating that workers who feel fairly treated and supported are more likely to remain devoted to their platform. The findings emphasize that fair wages, flexible hours, safe and comfortable working conditions, effective communication, and reliable systems increase workers' sense of appreciation and dedication, suggesting that investments in worker welfare can build a more resilient and committed gig workforce. However, challenges such as income uncertainty, limited benefits, and safety concerns may still reduce satisfaction and commitment. Companies and policymakers should continue improving systems that ensure fair pay, social security, safety protocols, and equal earning opportunities to foster stability and loyalty among gig workers. Future research should expand beyond Metro Manila to other regions, examine variations in local conditions, and explore additional mediating variables such as perceived organizational support, motivation, or psychological contract fulfillment. Overall, enhancing working conditions and job satisfaction can help create a more motivated, productive, and committed gig workforce in the growing Philippine gig economy

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