International Research Journal of Multidisciplinary Scope (IRJMS), 2026; 7(2): 869-881 IRJMS

Original Article | ISSN (O): 2582-631X DOI: 10.47857/irjms.2026.v07i02.08716

Reassessing Relational Benefits' Influence Towards Online Food Delivery-partners' Commitment and Intentions to Leave Delivery Jobs

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Abstract

P-hailing services have experienced significant challenges due to the rising number of accidents among delivery partners. These incidents, coupled with trauma and extended recovery periods, have negatively impacted their commitment to service providers, often leading to increased intentions to leave their roles. As a response, this study is called to propose a conceptual framework grounded in the Commitment-Trust Theory to assess the link of relational benefits-relationship commitment-propensity to leave to understand the mentioned issues. Data was collected from 224 delivery partners through purposive sampling via electronic surveys. The analysis conducted using SPSS Version 24 and SmartPLS 4.0 tested five hypotheses. Results revealed that the confidence benefits alone were insufficient to foster long-term commitment. Meanwhile, special treatment benefits significantly influenced delivery partners' commitment to their service providers. Mediation analysis revealed a partial mediating effect between delivery-partner commitment with the relationship between special treatment benefits and the intention to leave the delivery job, while its role was insignificance between confidence benefits and intention to leave. The findings highlight the importance of enhancing confidence benefits to improve delivery partners' commitment and reduce intention to leave the delivery job. In addition, the study underscores the need for regulatory measures to safeguard delivery partners' safety and well-being, ensuring a sustainable and equitable growth of the sharing economy.

Keywords: Customer Commitment, Intention to Leave, Relational Benefits, Relationship Marketing.

Introduction

The sharing economy has significantly reshaped service delivery models, including the rapid growth of online food delivery services worldwide. Besides, the normalization of online food delivery services especially after pandemic covid-19 ignited a wave of competition among major brands, even in Malaysia (1, 2). For instance, FoodPanda holds a commanding lead in the third-party delivery application category, boasting a staggering 91% usage rate; meanwhile GrabFood follows closely behind with 78% of Malaysians utilizing the application (3). This industry has emerged as a crucial channel for employment, assisting to mitigate the economic turmoil caused by the unprecedented pandemic, which resulted in significant job losses. Obviously, there were 772,900 reported to be unemployed on the fourth quarter of 2020 (4). This signified the increment in numbers that led to create new job opportunities particularly in online food delivery sector (3). Despite its growing importance, the sustainability of online food delivery services depends heavily on maintaining a stable and committed pool of delivery-partners. Delivery work exposes riders to substantial safety risks, particularly traffic accidents, which eventually may affect their ability and willingness to continue working. Reports indicate that more than 1,200 accidents involving delivery riders were recorded in Malaysia between 2018 and May 2022, resulting in fatalities and serious injuries (5, 6). These incidents not only impact riders' safety and wellbeing but may also influence their commitment to the service provider and increase their intention to leave the service platform. Riders confirmed that this scenario contributes spark their intention to discontinue from the job due to accident trauma and longer recovery period (Exploratory study, N.D).

(Received 17th October 2025; Accepted 26th March 2026; Published 13th April 2026)

In response to these challenges, service platform has begun revising their benefits programs to better support delivery partners. For example, the revised benefit plans include accident insurance coverage, maintenance support, fuel incentives and tier-based reward systems (7, 8). Specifically, two accident insurance options were introduced, including a zero-cost personal insurance plan available on a claimable basis and a premium insurance plan offered at RM1 per day with automatic deductions from delivery partners' earnings. Such initiatives are intended to enhance delivery partners' sense of security and strengthen their relationship with the service platform. Although premium insurance coverage remains optional under existing regulatory frameworks, the zero-cost personal insurance plan available on a claimable basis were introduced to enhance delivery partners' safety and wellbeing while operating on the service platform. From a business relationship perspective, these benefits represent an important mechanism for building long-term partnerships between delivery partners and service providers.

Commitment-trust theory suggests that when service providers offer additional benefits, customers develop stronger relational attachment and are more likely to maintain the relationship (9, 10). In the sharing economy context, delivery partners occupy a unique position, as they simultaneously act as service providers and platform users (11, 12). As a result, relational benefits play a crucial role in shaping delivery-partners' commitment toward the service platform. Commitment–trust theory further explains that relational benefits contribute to relationship commitment, which in turn reduces individuals' intention to leave the relationship (10). Previous studies have shown that relational benefits, particularly confidence benefits and special treatment benefits are important drivers of commitment and relationship continuity (9, 13, 14). However, their effectiveness may vary depending on contextual factors such as benefit design, awareness and service platform implementation.

Periodically revising benefit programs is essential to maintain delivery-partner engagement and ensure operational continuity within platform-based delivery services. Meaningful benefits may enhance delivery-partners' confidence in the platform and strengthen their commitment, thereby reducing their intention to leave (15, 16). Meanwhile, insufficient benefits may weaken relational attachment and increase the turnover risk. Importantly, the existing definition of conventional workers in sharing economy services remains inadequate to reflect the unique characteristics of peer-to-peer online platforms, including food delivery services (12).Therefore, examining the influence of relational benefits on delivery partners' commitment and retention is critical for sustaining service platform performance and workforce stability.

With this objective, the study examines the extent to which revised relational benefits, specifically confidence benefits and special treatment benefits, influence delivery-partners' commitment toward their service provider. It also examines the extent to which commitment reduces delivery-partners' intention to leave the delivery job and evaluates the mediating role of commitment in the relationship between relational benefits and intention to leave. This study extends relational benefit and commitment literature to the platform-based work context and provides practical insights for improving delivery partner retention strategies by focusing on delivery partners in the sharing economy.

Confidence Benefits

Confidence benefit refers to customers' feelings of reduced anxiety, trust and confidence in the service provider (9). When customers feel confident in their interactions, they are more likely to trust the provider and maintain the relationship over time (17). In Commitment–trust theory, confidence benefits help reduce uncertainty and strengthen relational attachment. Seminal studies have consistently shown that confidence benefits positively influence customer commitment in various service contexts (9, 18–21). In the sharing economy context, increased confidence in the platform's support and reliability may strengthen delivery partners' commitment toward the service provider. Therefore, this study proposes the following hypothesis:

H1 Confidence benefit will positively influence delivery-partners' commitment.

Special Treatment Benefits

Special treatment benefits refer to exclusive advantages provided to customers, such as preferential services, rewards, or customized

support that are not available to others (9, 10). These benefits enhance customers' perceived value and strengthen their emotional and relational attachment to the service provider (13, 22). Special treatment benefits also serve as tangible incentives that increase customer satisfaction and loyalty (23, 24). Previous studies have shown that special treatment benefits positively influence customer commitment and relationship continuity (13, 25, 26). In the context of platform-based delivery services, such benefits may increase delivery-partners' perceived support and strengthen their commitment toward the platform. Therefore, the following hypothesis is proposed:

H2 Special treatment benefit will positively influence delivery-partners' commitment.

Customer Commitment and Intention to Leave

Commitment refers to customers' willingness to maintain a valued relationship and continue their association with the service provider (27). Commitment–trust theory explains that stronger commitment enhances relationship stability and reduces the likelihood of relationship termination (10). Empirical studies have consistently found that higher commitment is associated with lower intention to leave (28, 29). In the sharing economy context, committed delivery partners are more likely to remain engaged with the platform and less likely to discontinue their participation. Therefore, this study proposes the following hypothesis:

H3 Delivery-partners' commitment will negatively influence intention to leave the delivery job.

The Mediating Role of Customer Commitment

Commitment–trust theory suggests that relational benefits influence behavioural outcomes through their effect on commitment (10). Indeed, customers develop stronger relational attachment, which reduces their intention to leave when meaningful benefits are provided. Previous works have confirmed that commitment plays a significant mediating role in reducing turnover intention (30, 31). In the sharing economy context, relational benefits may strengthen delivery-partners' commitment, which subsequently reduces their intention to leave the platform. Therefore, the following hypotheses are proposed:

H4 (a) Delivery-partners' commitment will mediate the relationship between confidence benefit and intention to leave the delivery job.

H4 (b) Delivery-partners' commitment will mediate the relationship between special treatment benefit and intention to leave the delivery job.

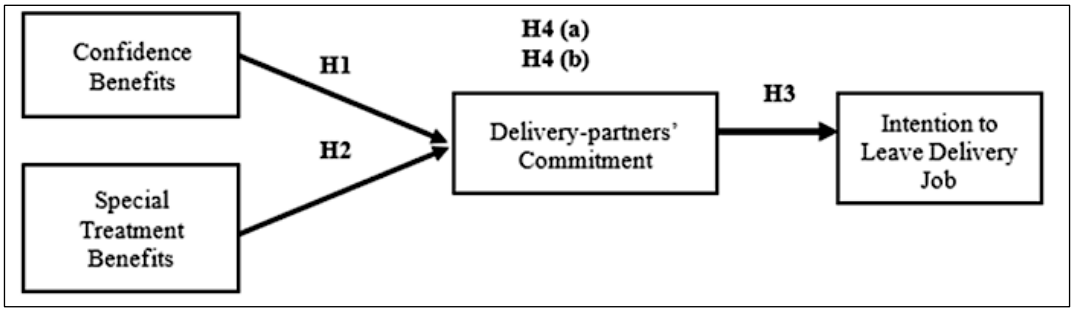

Figure 1: Conceptual Framework

Methodology

The measurement items for confidence benefits, special treatment benefits, customer commitment and intention to leave were adapted from established sources (9, 32–38). The questionnaire was reviewed and validated by three experts, incorporating their feedback to refine the items for clarity and precision. A 7-point Likert scale (1 = strongly disagree to 7 = strongly agree) was used to measure participants' agreement with the statements, based on its ability to provide a nuanced understanding of responses and align with respondents' perspectives (39).

This study focuses on the food delivery service context, specifically a prominent p-hailing provider that has been offering a benefits program for delivery partners since 2018, including a renewed insurance program starting in November 2023 (7). We targeted this group using purposive sampling, selecting only those with relevant experience with over 300,000 registered delivery partners in Malaysia (40). To ensure sampling

accuracy, screening questions were used to confirm respondents' status as active delivery partners and their awareness of the benefits provided. Respondents were asked to identify benefits they were familiar with from a list of seven, ensuring that only those with actual exposure were included. Delivery partners who were inactive or affiliated with existing platforms provider were excluded to maintain data validity. Given the absence of a publicly accessible sampling frame and the platform-based nature of gig work, the accurate sampling frame may not be developed for this study as it is neither possible nor feasible to compile a list of all deliver partners in Malaysia. Primary data was obtained via an electronic questionnaire distributed through selected social media groups over an 8-week period. The sample size of 200 was based on the number of questionnaire items and data collection logistics, consistent with previous studies on relational benefits in low-context services (13). Ultimately, 269 responses were received and 224 (83.3%) were deemed valid for analysis.

Results

Demographic Profile

Table 1 presents the demographic profile of the study sample, revealing a predominantly male respondent base, with males comprising 92.0% and females 8.0%.

Table 1: Respondent's Demographic Profile

Demographic	Categories	Respondents (n= 224)	
		Frequency	Percentage (%)
Gender	Male	206	92.0
	Female	18	8.0
Age	18-24 Years old	85	37.9
	25-34 years old	86	38.4
	35-44 years old	39	17.4
	45-54 years old	14	6.3
Education level	Sijil Pelajaran Malaysia (SPM)	65	29.0
	STPM/Diploma	75	33.5
	Bachelor's Degree	68	30.4
	Master's Degree	4	1.8
	PhD's Degree	2	0.9
	Others	10	4.5
State	Northern (Perlis, Kedah, Pulau Pinang, Perak)	100	44.6
	Central (Kuala Lumpur, Selangor, Putrajaya)	57	25.4
	Southern (Negeri Sembilan, Melaka, Johor)	21	9.4
	Peninsular East Coast (Pahang, Terengganu, Kelantan)	34	15.2
	Borneo East Coast (Sabah, Sarawak, Labuan)	12	5.4
Length of experience with service provider	Less than 1 year	25	11.2
	1 – 2 years	127	56.7
	3 - 4 years	49	21.9
	More than 4 years	23	10.3

The age groups 25–34 years and 18–24 years dominate, representing 38.4% and 37.9% of respondents, respectively (Table 1). Regarding education level, most respondents hold either Sijil Tinggi Pelajaran Malaysia (STPM) or a diploma (33.5%), followed by those with a bachelor's degree (30.4%) and Sijil Pelajaran Malaysia (SPM) (29.0%). Other education levels include Sijil Kemahiran Malaysia (SKM) (4.5%), master's degrees (1.8%) and doctorate degrees (0.9%). Regionally, respondents are primarily from the Northern region (44.6%), with others from the Central (25.4%), Peninsular East Coast (15.2%), Southern (9.4%) and Borneo East Coast (5.4%) regions. Additionally, most respondents have 1–2 years of experience as delivery partners (56.7%), followed by 3–4 years (21.9%) and less than a year (11.2%). The longest recorded driving experience is more than four years, while the shortest is under one year (10.3%).

Assessment of the Measurement Model

The indicators with loadings were examined. Indicator loadings of at least 0.70 are considered acceptable for retaining items in subsequent analysis (41). Hence, the indicator with loading values for all indicators exceeded the recommended value of 0.70, except for CB1, CB3 and STB7. The three items have the loadings value of 0.698, 0.668 and 0.616 respectively, thus they were excluded from the subsequent analysis. Hence, there are 22 items eligible for the subsequent analysis.

Next, Cronbach's alpha (α), Composite Reliability (CR) and Average Variance Extracted (AVE) have been retrieved to test internal consistency, reliability and validity. The findings show that

Cronbach's alpha (α) and Composite Reliability (CR) for each construct met the minimum requirement for internal consistency reliability, which is above the minimum value of 0.70 (42). In addition, values for Average Variance Extracted for all constructs are above the threshold value of 0.50 (42, 43). Given the achieved parameter, the measurement model's convergent validity was established. A summary of the measurement model assessment is presented in Table 2.

Table 2: Internal Reliability and Convergent Validity Assessment

Constructs	Items	Loadings >0.70	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Confidence Benefit	CB2	0.823	0.847	0.848	0.685
	CB4	0.850			
	CB5	0.825			
	CB6	0.811			
Special Treatment Benefit	STB1	0.812	0.906	0.909	0.682
	STB2	0.811			
	STB3	0.804			
	STB4	0.885			
	STB5	0.838			
	STB6	0.801			
Delivery-partner Commitment	COM1	0.801	0.903	0.903	0.721
	COM2	0.871			
	COM3	0.872			
	COM4	0.894			
	COM5	0.805			
Intention to Leave	ITL1	0.701	0.895	0.914	0.603
	ITL2	0.788			
	ITL3	0.843			
	ITL4	0.838			
	ITL5	0.757			
	ITL6	0.751			
	ITL7	0.747			

Next, the discriminant validity of the measurement model was examined. Table 3 shows the assessment of discriminant validity for all the constructs. Discriminant validity was assessed using the HTMT criterion (44). To establish discriminant validity using the HTMT criterion, the value should not exceed 0.85 or 0.90, depending on the recommended threshold (45, 46). Hence, all constructs meet the required cut-off value.

Table 3: Assessment of Discriminant Validity

	Confidence Benefit	Special Treatment Benefit	Delivery-Partner Commitment	Intention to Leave
Confidence Benefit				
Special Treatment Benefit	0.899			
Delivery-Partner Commitment	0.628	0.721		
Intention to Leave	0.362	0.359	0.413	

Assessment of the Structural Model

This study proceeds to acquire the estimates of path coefficients, which illustrate the anticipated connections among the constructs. Figure 1 provides a comprehensive representation of the structural model's estimates, while Table 4 outlines the outcomes of the proposed structural model, including the standard errors of the path coefficients and their corresponding t-statistics. Therefore, bootstrapping was performed using 5,000 resamples and a bootstrap sample size of 224, as recommended in prior methodological guidelines (41).

There are three hypotheses were supported with t-value ≥1.65, $p<0.05$, while two hypotheses were rejected. Confidence benefit and delivery partners commitment (H1) resulted in an insignificant relationship, since the path coefficient is relatively small and it is insufficient to produce an effect on the intention to leave (β=0.096, $p>0.05$). Meanwhile, the path between special treatment benefits (H2) has significant relationship with delivery partners commitment. This path showed significant relationship at one percent confidence level ($p<0.01$) with special treatment benefits shows (β=0.579). Next, the findings also indicate that commitment (H3) has a significant relationship with the intention to leave delivery job. This path demonstrates significant relationships with coefficient at one percent confidence level, with commitment having large influence on intention to leave (β=0.403). Table 4 and Figure 2 present the results of path analysis and hypothesis testing.

Table 4: Results of Path Analysis and Hypothesis Testing

		Std Beta (β)	Standard error	t-statistics	p values	Decision
HI	Confidence Benefit → Delivery-partner Commitment	0.096	0.099	0.965	0.335	Not Supported
H2	Special Treatment Benefit → Delivery-partner Commitment	0.579	0.099	5.872	0.000	Supported
H3	Delivery-partner Commitment → Intention to Leave	-0.403	0.055	7.339	0.000	Supported
H4a	Confidence Benefit → Delivery-partner Commitment → Intention to Leave	-0.039	0.042	0.930	0.353	Not Supported
H4b	Special Treatment Benefit → Delivery-partner Commitment → Intention to Leave	-0.233	0.055	4.266	0.000	Supported

Note: *** p ≤ 0.001, ** p ≤ 0.01, * p ≤ 0.05, p ≤ 0.05, ns (not significant)

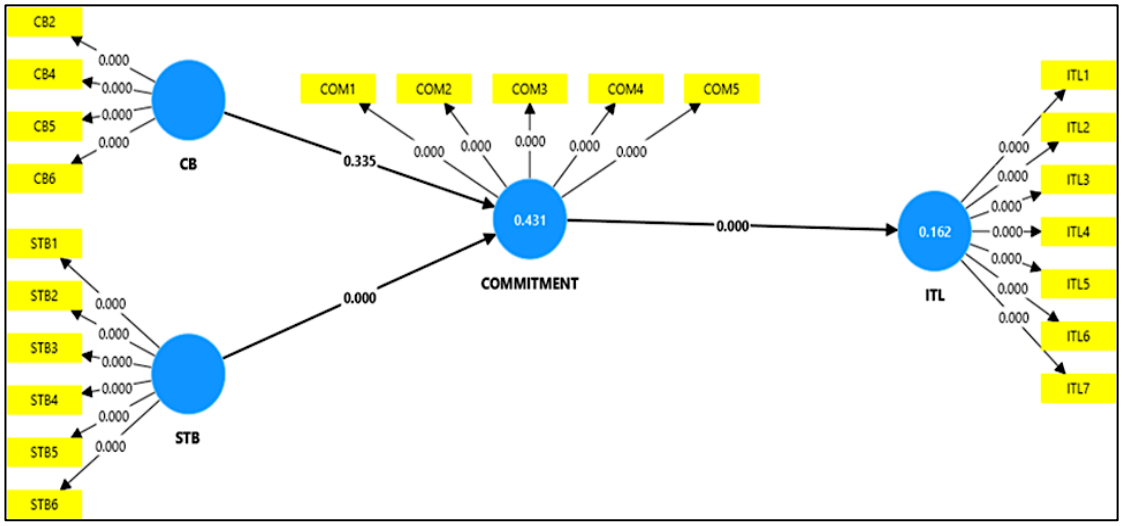

Figure 2: Result of Structural Model

Cohen's f2 is used to evaluate the predictor constructs' effect sizes. The degree to which changes in the independent latent variable impact a change in the dependent latent variable's R2 is measured by the effect size of f2. The metric indicates the extent to which changes in the endogenous construct explain the variance in the exogenous construct (43). Effect size values of 0.35, 0.15 and 0.02 are commonly interpreted as large, medium and small, respectively (47). The results indicate that special treatment benefits exert a large effect on commitment (f^2 = 0.225), while commitment demonstrates a substantial effect on intention to leave (f^2 = 0.194). In contrast, confidence benefits show only a minor effect (f^2 = 0.006), reinforcing the earlier finding of its limited explanatory power in this context. All the constructs in Table 5 show effects on the R2 of varied sizes.

Table 5: Effect size

Constructs	f^2	Effect Size Rating
Confidence Benefits → Delivery-partner Commitment	0.006	Small
Delivery-partner Commitment → Intention to Leave	0.194	Large
Special Treatment Benefits → Delivery-partner Commitment	0.225	Large

Mediation Assessment of Delivery-partners' Commitment

We then performed the PLS algorithm and conducted a bootstrapping procedure (with 224 cases and a sample size of 5000) on the comprehensive model to examine the mediating hypothesis. This approach was used to estimate the structural path coefficients and assess the statistical significance of both direct and indirect relationships, as supported by established methodological procedures (48). In mediation hypothesis, the indirect effect is considered significant when its confidence interval does not encompass zero (49). The mediation path of confidence benefit → delivery partners commitment → intention to leave (β=0.039) was insignificant with the p-value > 0.000. Therefore, the findings confirmed that H4a is not supported. Meanwhile, the mediation path of the special treatment benefits → delivery partners commitment → intention to leave (β=0.233) is significant with the p-value < 0.000. Therefore, the findings confirmed that H4b is supported.

Discussion

Confidence Benefits, Special Treatment Benefits and Delivery-partner Commitment

We hypothesized that confidence benefits would positively influence delivery-partners' commitment to the service provider (H1). However, contrary to our prediction, H1 was not supported by the present results (β = 0.096, p > 0.335), which ultimately resulted in its rejection. In the studied context, we found that despite the service provider's efforts to address food delivery-partners' concerns through zero cost insurances for delivery partners personal on a claimable basis and revision of bonus frameworks, the latest revision was insignificantly fostering long-term commitment. While efforts were made to improve safety and provide affordable financial protection, delivery partners still expect insurance costs to be fully covered by the service provider through automatic deductions rather than on a claimable basis (7, 50). As comprehensive insurance coverage remains optional under existing regulatory frameworks, the level of protection available to delivery partners may be limited. This finding aligns with several studies which also reported an insignificant relationship between benefits and commitment (13, 51), but contrasts with earlier works (9, 19–21).

The findings support the second hypothesis (β=0.579, p<0.000), indicating that the benefits provided to delivery partners are sufficient to foster longer commitment to the service provider. Specifically, the revised benefits plan offering fuel incentives, a tiered system, service and lubricant packages and a help center helps strengthen partner relationships. In the context of the sharing economy, special treatment is increasingly seen as essential (52–54). While previous research supports the importance of affective commitment (9, 19, 20, 25), the extrinsic rewards in this context may only lead to temporary behavioral outcomes (23, 51). Due to the virtual nature of p-hailing services, service providers face challenges in fostering deeper and true relational commitment with their drivers which limit further emotional attachment (17, 33, 55).

Delivery-partners' Commitment and Intention to Leave Delivery Job

We project that delivery partners' commitment will negatively influence their intention to leave the delivery job. Thus, the finding reveals a significant negative relationship, therefore the hypothesis is supported (β=-0.403, p<0.000). Our findings conveyed, delivery partners agreed to stay committed to the service provider and they have no intention of leaving their job. Although the nature of the sharing-economy services itself (also known as a gig economy service), that is a temporary based employment (56), the current commitment demonstrated by delivery partners is sufficient to diminish their intention to switch from the delivery job. The empirical result is in line with previous works, supported a significant inverse relationship between commitment and intention to leave (57, 58).

Mediation Assessment of Delivery-partners' Commitment

The mediation analysis excluded the direct paths between confidence benefits and intention to leave, as well as special treatment benefits and intention to leave, since these were not part of the mediation effect (59, 60). According to statistical guidelines, the mediation analysis does not require direct associations between X (confidence benefits, special treatment benefits) and Y (intention to leave) (61–63). The results showed that the mediation path from confidence benefit to delivery-partner commitment to intention to leave (β=0.039) was insignificant, with a p-value > 0.000. The insignificant relationship between confidence benefits and delivery-partner commitment is a rare finding, as most previous studies have shown a direct link between such benefits and commitment (9, 19, 20). Even with delivery partner commitment included as a mediator, the results remained insignificant, suggesting that the recent revision of the benefit plan insufficiently motivated delivery partners to stay. Even after the inclusion of the zero cost insurances for delivery partners personal on a claimable basis and revision of bonus frameworks still increase their intention to leave (50). We suggested hassle procedures to claim the zero cost insurance and low financial literacy among delivery partners appear to outweigh these advantages, leading to no

mediating effect. While delivery partners acknowledge the need for free insurance coverage. As a result, H4a is unsupported in the studied context.

The findings also portray that special treatment benefits significantly influence partners' commitment, encouraging them to stay longer in the delivery job. However, due to the virtual nature of ride-hailing services, emotional attachment and true commitment are challenging to foster, making extrinsic rewards like special treatment benefits more likely to drive calculative commitment and reduce turnover intentions (23, 51). The mediation effect is categorized as partial mediation or complementary, with commitment serving as a partial mediator that complements the relationship between special treatment benefits and intention to leave (63). This finding aligns with previous studies which found that higher commitment negatively impacts turnover intention (64–66) (Appendix 1).

Conclusion

This study affirms the well-established link between relational benefits, relationship commitment and intention to leave. Our findings confirm that delivery partners who receive special treatment benefits tend to develop stronger commitment and are less likely to leave. However, the study also reveals that confidence benefits, when insufficient, insignificantly enhance delivery-partner commitment, increasing their intention to leave. Therefore, precedent link of relational benefits-relationship commitment-propensity to leave is well acknowledged. Next, our study calls for a re-examine of the influence of confidence benefits on delivery-partner commitment.

Confidence benefits have been widely recognized as important predictors of customer commitment. However, inconsistent findings have also been reported, indicating that confidence benefits may be less influencing in certain service contexts. This study confirms that confidence benefits alone are insignificant to strengthen delivery-partner commitment directly within the context of sharing-economy services. Meanwhile, special treatment benefits portray a solid predictor to longer actors' commitment with their service provider. We then contribute to secondly their findings.

In line with our findings, we highlighted important implications for both service providers and policymakers. Service providers should adopt a balanced benefits strategy that combines assurance-based benefits with tangible, preferential incentives to strengthen delivery-partner commitment and retention. At the policy level, the findings highlight the importance of strengthening regulatory support mechanisms, such as self-employment protection frameworks, to enhance gig workers' welfare and reduce turnover risk. Improving benefit accessibility may further enhance delivery-partner engagement and platform sustainability. Nevertheless, this study also subjected to limitations. First, the findings are based on delivery partners operating within the Malaysian existing regulatory environment, where platform policies and enforcement mechanisms may differ across service providers and national contexts, potentially limiting generalizability. Second, the relatively low financial literacy among delivery partners may influence to the observed insignificance of confidence benefits. These contextual factors suggest that relational benefit effectiveness may vary depending on regulatory structure, financial literacy and service platform implementation.

Hence, future research is encouraged to examine the role of regulatory enforcement, financial literacy and the premium insurance coverage structures across different sharing-economy platforms and geographic settings. Comparative studies may provide deeper insight into how regulatory conditions and benefit design influence delivery-partner commitment and retention. Such efforts would contribute to develop more effective benefit frameworks that support gig worker sustainability while strengthening platform competitiveness.

Abbreviations

None.

Acknowledgement

The authors would like to express their sincere appreciation to all respondents who participated in this study, as well as to colleagues and institutional support that contributed to the completion of this research. The authors also acknowledge that this research project contributed to the successful completion of Muhammad Alif Ikhmal Mohd Azlan's Master of Science (MSc.) in Marketing at Universiti Malaysia Perlis (UniMAP), thereby fulfilling the key

performance indicator (KPI) associated with the awarded postgraduate grant.

Author Contributions

Nor Irwani Abdul Rahman: conceptualization, writing original draft, Muhammad Alif Ikhmal Mohd Azlan: data collection, data analysis, Amalina Mursidi: methodological framework, review and editing.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript.

Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

Declaration of Artificial Intelligence (AI) Assistance

The authors acknowledge that generative AI tools were used to assist in language refinement and sentence restructuring during manuscript preparation. All content, analyses and interpretations are the authors' own and AI assistance did not influence the study's findings, results, or conclusions. The authors take full responsibility for the final manuscript.

Ethics Approval

This study was conducted in accordance with institutional ethical guidelines. All participants provided informed consent and their responses were kept anonymous and confidential.

Funding

This research received support by Universiti Malaysia Perlis (UniMAP) through the Postgraduate Grant titled "Advancing SDG 8 Decent Work and Economic Growth: Developing a Comprehensive Benefit Model for Delivery-Partners in the Malaysian Sharing Economy" (Grant No. 9001-00788), which contributed to the completion of this work.

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How to Cite: Rahman NIA, Azlan MAIM, Mursidi A. Reassessing Relational Benefits' Influence Towards Online Food Delivery-partners' Commitment and Intentions to Leave Delivery Jobs. Int Res J Multidiscip Scope. 2026; 7(2): 869-881. DOI: 10.47857/irjms.2026.v07i02.08716

Appendix 1:

Measures

Variables	Constructs with references
Confidence benefits	(9,32,33,51,55,67,68)
CB2	I feel I can trust my service provider
CB4	I am confident that the services provided will be performed correctly.
CB5	Free insurance ensures delivery partners are protected while on the job
CB6	The free insurance increases my confidence in the service
Special treatment benefits	(9,32,33,51,55,68)
STB1	I get special deals from my service provider
STB2	Service provider offers services that I might not find with most other providers.
STB3	The Help centre is reachable whenever I need to resolve my problem.
STB4	Benefits Deal is a preferential treatment for delivery-partner
STB5	Free insurance is provided exclusively to delivery-partners
STB6	Additional fuel point is only received by delivery-partners
Delivery partners commitment	(34,35,69–71)
COM1	It would be difficult for me to switch to a different service from service provider right now, even if I wanted to.
COM2	Leaving service provider would cause significant disruptions in my life.
COM3	It would be too costly for me to switch from service provider right now.
COM4	Right now, staying with service provider is as much a matter of necessity as it is of worth choice
COM5	I will loss of lot of benefits if I switch to another p-hailing service provider
Intention to leave	(72-74)
ITL1	I am actively looking for a job outside delivery service job.
ITL2	As soon as I can find a better job, I will leave the delivery service job
ITL3	I am seriously thinking about quitting my job now
ITL4	I often think about quitting my job as a delivery partner
ITL5	I may actively look for new jobs next year.
ITL6	I may find new jobs next year.
ITL7	I often want to change jobs.