

## The Effect of Transactional Leadership on Employee Well-Being with Extrinsic Motivation as a Mediator and Social Support as a Moderator among Gig Workers in Pariaman City

Rezki Rinaldi<sup>1\*</sup>, Syahrizal<sup>2</sup>  
Universitas Negeri Padang

**Corresponding Author:** Rezki Rinaldi [rezkirinaldi08@gmail.com](mailto:rezkirinaldi08@gmail.com)

---

### ARTICLE INFO

*Keywords:* Transactional Leadership, Extrinsic Motivation, Employee Well-Being

*Received :* 09, February  
*Revised :* 13, March  
*Accepted:* 29, April

©2026 Rinaldi, Syahrizal : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study examines the effect of transactional leadership on employee well-being, with extrinsic motivation as a mediator and social support as a moderator among gig workers in Pariaman City. Using a quantitative explanatory design, data were collected from 209 respondents through purposive sampling and analyzed using SEM-PLS. The results show that transactional leadership positively and significantly affects both employee well-being and extrinsic motivation. Extrinsic motivation also significantly mediates the relationship between transactional leadership and employee well-being. Social support has a positive direct effect on employee well-being but does not significantly moderate the relationship between extrinsic motivation and employee well-being. These findings highlight the importance of leadership and motivation in improving well-being in the gig economy.

---

## INTRODUCTION

The transformation of global employment structures has been significantly influenced by the rapid growth of the gig economy, characterized by flexible, temporary, and project-based work arrangements. This phenomenon has expanded across various sectors, including construction, services, and informal industries, particularly in developing regions such as Pariaman City. While gig work offers flexibility and efficiency for organizations, it also creates challenges such as income instability, lack of job security, and limited access to social protection, which may negatively affect employee well-being.

Employee well-being is a critical issue in organizational research, reflecting an individual's psychological condition, including emotional stability, job satisfaction, and the ability to cope with work-related stress (Diener, 2000). In the context of gig workers, the absence of long-term employment contracts increases vulnerability to uncertainty and psychological pressure. Previous studies have demonstrated that leadership plays a significant role in shaping employee well-being, particularly in unstable working conditions (Montano et al., 2017).

Transactional leadership is commonly applied in project-based and informal work environments due to its emphasis on structured tasks, clear expectations, and reward-based control systems. This leadership style can improve performance when implemented fairly and consistently (Judge & Piccolo, 2004). However, excessive reliance on control mechanisms and inconsistent reward systems may lead to perceptions of injustice, thereby reducing motivation and negatively affecting employee well-being.

According to social exchange theory, workplace relationships are based on reciprocal exchanges between leaders and employees involving both material and non-material resources (Cropanzano & Mitchell, 2005). Employees respond positively when they perceive fairness, consistency, and support in organizational practices. In the context of gig workers, this exchange is reflected in wages, bonuses, and job opportunities that are directly linked to their economic survival.

Extrinsic motivation plays a crucial role in this exchange process. Financial incentives, rewards, and compensation are primary drivers of work behavior, particularly for gig workers who depend on daily income (Gagné & Deci, 2005). Extrinsic motivation also serves as a mediating mechanism explaining how leadership influences employee outcomes. When reward systems are inconsistent or lack transparency, the effectiveness of this mechanism may decrease.

In addition, social support is an essential factor in enhancing employee well-being. Social support includes emotional, informational, and instrumental assistance from supervisors and colleagues, which strengthens psychological resilience and reduces the negative effects of job demands (Cohen & Wills, 1985). In uncertain work environments, social support acts as a buffering mechanism that improves well-being.

Despite the growing literature, several research gaps remain. First, most studies focus only on direct relationships between leadership and well-being

without examining psychological mechanisms such as extrinsic motivation. Second, studies integrating both mediating and moderating variables in a single model are still limited. Third, existing research largely focuses on formal employees, while studies on gig workers, especially in local contexts such as Pariaman City, remain scarce.

Therefore, this study aims to examine the effect of transactional leadership on employee well-being, with extrinsic motivation as a mediating variable and social support as a moderating variable among gig workers in Pariaman City. This study contributes to the development of social exchange theory and provides practical implications for improving leadership practices and employee well-being.

## **THEORETICAL REVIEW**

### ***Social Exchange Theory***

Social Exchange Theory explains that relationships within organizations are based on reciprocal exchanges of resources, both material and non-material (Cropanzano & Mitchell, 2005). Employees tend to respond positively, such as by improving performance and well-being, when they perceive fairness, support, and consistency in organizational practices. In this study, Social Exchange Theory serves as the primary framework to explain the relationship between transactional leadership, extrinsic motivation, social support, and employee well-being. Gig workers who receive fair compensation, support, and consistent treatment from their leaders are more likely to experience improved psychological well-being. Previous studies have shown that high-quality social exchange relationships between leaders and employees contribute positively to employee well-being and job satisfaction (Cropanzano & Mitchell, 2005; Montano et al., 2017).

### ***Transactional Leadership Theory***

Transactional leadership refers to a leadership style that focuses on exchanges between leaders and subordinates, where rewards and punishments are given based on performance (Judge & Piccolo, 2004). This leadership style emphasizes task clarity, supervision, and structured reward systems. In the context of gig workers, transactional leadership is highly relevant because work arrangements are based on short-term contracts and daily wages, requiring clear expectations and compensation systems. When implemented fairly and consistently, transactional leadership can enhance employee well-being. However, inconsistency in reward systems may lead to perceptions of injustice, thereby reducing well-being. Previous studies have found that transactional leadership significantly influences employee well-being and performance (Judge & Piccolo, 2004) Montano et al., 2017).

H1: Transactional leadership has a positive effect on employee well-being.

### ***Extrinsic Motivation Theory***

Extrinsic motivation refers to the drive to perform activities due to external rewards such as salary, bonuses, and incentives (Gagné & Deci, 2005). For gig workers, extrinsic motivation plays a dominant role because their work is closely tied to immediate financial needs. Extrinsic motivation also acts as a mechanism

that explains how leadership influences employee well-being. Leaders who provide clear and fair reward systems are likely to increase extrinsic motivation, which in turn enhances employee well-being. Previous research indicates that extrinsic motivation is positively related to employee performance and well-being (Gagné & Deci, 2005).

H2: Transactional leadership has a positive effect on extrinsic motivation.

H3: Extrinsic motivation has a positive effect on employee well-being.

### ***Social Support Theory***

Social support refers to the assistance received by individuals from their work environment, including emotional, informational, and instrumental support (Cohen & Wills, 1985). Social support plays an important role in reducing stress and improving psychological well-being. In the context of gig workers, social support is essential due to the high level of job uncertainty and work pressure. Support from supervisors and colleagues can enhance resilience and improve employee well-being. Previous studies show that social support positively influences employee well-being and can strengthen relationships between work-related variables (Cohen & Wills, 1985).

H4: Social support has a positive effect on employee well-being.

### ***Mediating Role of Extrinsic Motivation***

Based on Social Exchange Theory, extrinsic motivation acts as a mediating variable in the relationship between transactional leadership and employee well-being. Fair and consistent leadership practices increase motivation, which in turn enhances well-being. Previous studies indicate that motivation mediates the relationship between leadership and employee outcomes (Gagné & Deci, 2005).

H5: Extrinsic motivation mediates the effect of transactional leadership on employee well-being.

### ***Moderating Role of Social Support***

Social support acts as a moderating variable that strengthens or weakens the relationship between extrinsic motivation and employee well-being. In high-pressure work environments, social support enhances the positive impact of motivation on well-being. Previous research shows that social support has a buffering effect on stress and improves employee well-being (Cohen & Wills, 1985).

H6: Social support moderates the effect of extrinsic motivation on employee well-being.

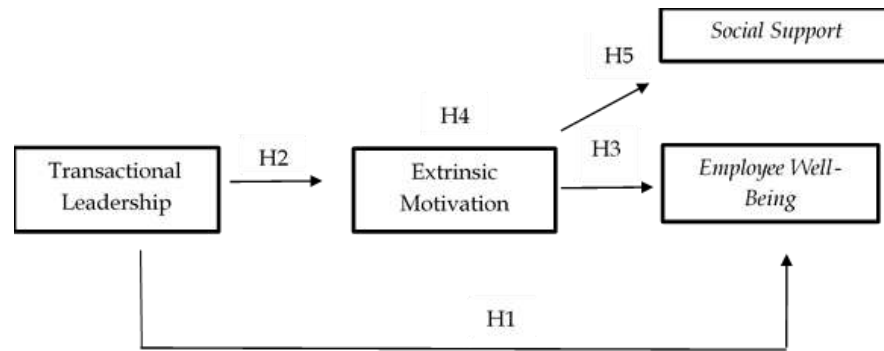


Figure 1. Conceptual Framework

## METHODOLOGY

This study uses a quantitative approach to examine the effect of transactional leadership on employee well-being, with extrinsic motivation as a mediating variable and social support as a moderating variable among gig workers in Pariaman City. Data were collected through a survey using structured questionnaires distributed to respondents who meet the criteria as gig workers.

The population of this study consists of gig workers in various sectors in Pariaman City. A purposive sampling technique was used to select respondents based on specific criteria, such as working without long-term contracts and receiving project-based or daily income. The total sample used in this study was 209 respondents, which is considered adequate for Structural Equation Modeling (SEM) analysis.

Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). SEM-PLS is appropriate for analyzing complex models involving mediating and moderating variables and provides reliable results with relatively moderate sample sizes (Sarstedt et al., 2021).

## RESULTS

### *Respondent Demographics*

The demographic characteristics of respondents in this study provide an overview of gig workers in Pariaman City. A total of 209 respondents participated in this study, consisting of diverse backgrounds in terms of gender, education level, age, and work system.

Based on gender, the majority of respondents were female, accounting for 141 respondents (67%), while male respondents totaled 68 (33%). This indicates that gig work in Pariaman City is predominantly dominated by female workers, particularly in sectors such as services and informal jobs. In terms of education level, most respondents had a high school background (52.2%), followed by bachelor's degree holders (36.8%), diploma (7.7%), junior high school (2.9%), and elementary school (0.5%). This finding suggests that gig work attracts individuals from both moderate and higher educational backgrounds.

Regarding age, the majority of respondents were between 21–25 years old (65.1%), indicating that gig workers are largely dominated by individuals in their productive age. Meanwhile, respondents aged ≤20 years accounted for 14.4%, 26–30 years (11.0%), and those above 30 years were relatively small in proportion. In terms of work system, most respondents worked on a daily basis (81%),

followed by project-based (11%) and contract/borongan systems (8%), reflecting the flexible and unstable nature of gig employment .

Table 1. Respondent Demographics

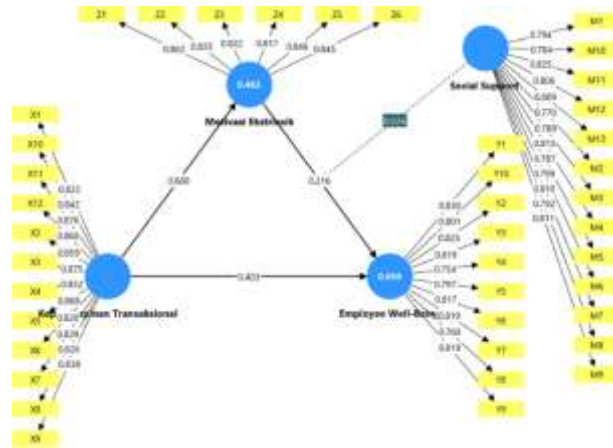
<b>Characteristics</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	68	33%
	Female	141	67%
<b>Education</b>	Elementary	1	0.5%
	Junior High	6	2.9%
	Senior High	109	52.2%
	Diploma (D3)	16	7.7%
	Bachelor (S1)	77	36.8%
<b>Age</b>	≤ 20	30	14.4%
	21-25	136	65.1%
	26-30	23	11.0%
	31-35	9	4.3%
	36-40	6	2.9%
	> 40	5	2.4%
<b>Work System</b>	Daily	170	81%
	Project	23	11%
	Contract	16	8%

Source: processed data

### ***Outer Model Measurement***

The results of the outer model evaluation indicate that all constructs meet the recommended criteria for validity and reliability. The outer loading values for all indicators are above the threshold of 0.70, indicating that each indicator has a strong correlation with its respective construct. This confirms that all indicators are valid measures of their latent variables.

Furthermore, the Cronbach’s Alpha values range from 0.915 to 0.964, and Composite Reliability (CR) values range from 0.934 to 0.968, all exceeding the minimum threshold of 0.70. These results demonstrate strong internal consistency reliability among the constructs. Additionally, the Average Variance Extracted (AVE) values range from 0.639 to 0.717, which are above the recommended threshold of 0.50, confirming convergent validity (Sarstedt et al., 2021). Therefore, it can be concluded that the measurement model is both valid and reliable.



Source : SmartPLS

**Figure 2. Outer Loading**

**Table 2. Validity and Reliability Test Results**

Variables	Outer Loading (Range)	Cronbach's Alpha	CR (Composite Reliability)	AVE
Employee Well-Being	0.754 – 0.830	0.940	0.949	0.649
Transactional Leadership	0.820 – 0.876	0.964	0.968	0.717
Extrinsic Motivation	0.770 – 0.825	0.915	0.934	0.702
Social Support	0.817 – 0.862	0.953	0.958	0.639

Source: processed data

The results of the outer model evaluation indicate that all indicators have outer loading values above the recommended threshold of 0.70, confirming indicator reliability and convergent validity. The Cronbach's Alpha values range from 0.915 to 0.964 and Composite Reliability (CR) values range from 0.934 to 0.968, demonstrating strong internal consistency reliability. Furthermore, the Average Variance Extracted (AVE) values range from 0.639 to 0.717, exceeding the minimum threshold of 0.50, which confirms that each construct adequately explains the variance of its indicators (Sarstedt et al., 2021). Therefore, the measurement model is considered valid and reliable.

**Table 3. HTMT Ratio**

Variables	EWB	TL	EM	SS	SS×EM
Employee Well-Being (EWB)	—				
Transactional Leadership (TL)	0.633	—			
Extrinsic Motivation (EM)	0.747	0.722	—		
Social Support (SS)	0.628	0.138	0.505	—	
SS × EM	0.183	0.123	0.214	0.262	—

Source: processed data

Table 3 presents the discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). The results show that all HTMT values are below the recommended threshold of 0.90, with values ranging from 0.123 to 0.747. This indicates that each construct is empirically distinct and measures different concepts within the model. The highest HTMT value is observed between extrinsic motivation and employee well-being (0.747), which still falls below the threshold, indicating acceptable discriminant validity. Meanwhile, the lowest value is found between transactional leadership and social support (0.138), suggesting a clear distinction between the constructs.

Overall, these results confirm that the discriminant validity requirement has been satisfied, meaning that all constructs in this study are sufficiently distinct from one another (Sarstedt et al., 2021).

**Inner Model Measurement**

The structural model (inner model) was evaluated to examine the relationships between latent variables and to test the proposed hypotheses. In PLS-SEM, the inner model assessment includes evaluation of the coefficient of determination (R-square) and path coefficients (Sarstedt et al., 2021).

Table 4. R-Square and R-square Adjusted

Variables	R-Square	R-Square Adjusted
Employee Well-Being	0.656	0.650
Extrinsic Motivation	0.463	0.460

Source: processed data

The R-square values indicate the explanatory power of the structural model. The R-square value for employee well-being is 0.656, which means that 65.6% of the variance in employee well-being is explained by transactional leadership, extrinsic motivation, and social support. Meanwhile, the R-square value for extrinsic motivation is 0.463, indicating that 46.3% of its variance is explained by transactional leadership.

R-square values of 0.75, 0.50, and 0.25 are categorized as substantial, moderate, and weak, respectively. Therefore, the R-square value of employee well-being can be considered moderate to strong, while extrinsic motivation falls into the moderate category. These results suggest that the model has adequate predictive power in explaining the relationships among the variables (Sarstedt et al., 2021).

Table 5. Hypothesis Test Results

Hypothesis	Path	Original Sample	T Statistics	P Value	Results
H1	Transactional Leadership → Employee Well-Being	0.403	7.035	0.000	Support
H2	Transactional Leadership → Extrinsic Motivation	0.680	18.321	0.000	Support

H3	Extrinsic Motivation → Employee Well-Being	0.216	3.158	0.002	Support
H4	Social Support → Employee Well-Being	0.447	8.347	0.000	Support
H5	Transactional Leadership → Extrinsic Motivation → Employee Well-Being	0.147	3.052	0.002	Support
H6	Social Support × Extrinsic Motivation → Employee Well-Being	0.026	0.740	0.459	Not Support

Source: processed data

The results of hypothesis testing indicate that most of the proposed relationships in the model are supported. Transactional leadership has a positive and significant effect on both extrinsic motivation and employee well-being, suggesting that effective leadership practices and reward-based systems play an important role in enhancing motivation and well-being among gig workers.

Furthermore, extrinsic motivation has a positive and significant effect on employee well-being, confirming its role as an important determinant of workers' welfare. Social support also demonstrates a positive and significant direct effect on employee well-being, indicating that support from the surrounding social environment contributes positively to improving well-being.

However, the moderating effect of social support on the relationship between extrinsic motivation and employee well-being is found to be positive but not statistically significant. This result indicates that social support does not significantly strengthen the relationship between extrinsic motivation and employee well-being.

In addition, the mediation analysis shows that extrinsic motivation significantly mediates the relationship between transactional leadership and employee well-being ( $\beta = 0.147$ ,  $t = 3.052$ ,  $p = 0.002$ ). This finding confirms that transactional leadership can indirectly improve employee well-being through increasing extrinsic motivation. Therefore, while the direct hypotheses are mostly supported, the moderating hypothesis is not supported, and the mediating hypothesis is supported.

## DISCUSSION

### *The Effect of Transactional Leadership on Employee Well-Being (H1)*

The first finding of this study shows that transactional leadership has a positive and significant effect on employee well-being among gig workers in Pariaman City. This means that the better the implementation of transactional leadership, which is characterized by clarity of targets, consistency in providing rewards and sanctions, and structured supervision, the higher the level of psychological well-being felt by workers.

This result aligns with Social Exchange Theory (Blau, 2017). This theory states that work relationships are a process of social exchange. When leaders fulfill their obligations by providing fair and consistent rewards for worker performance,

workers respond with positive attitudes, including a sense of security, satisfaction, and psychological well-being. In the context of gig workers in Pariaman, most of whom work on a daily basis and face income uncertainty, the clarity of roles and certainty of rewards provided by leaders serve as a psychological anchor that reduces anxiety and increases emotional stability.

This finding reinforces the research results of which stated that transactional leadership can improve worker well-being when applied fairly and consistently (Yang et al., 2025). This study also supports the leadership which creates role clarity and a fair reward system has a strong relationship with improving worker well-being (Azila-Gbettor et al., 2024). Thus, in a dynamic and uncertain work environment such as the gig sector, transactional leadership proves to be an important structural foundation for worker well-being.

### ***The Effect of Transactional Leadership on Extrinsic Motivation (H2)***

The second finding shows that transactional leadership has a positive and significant effect on extrinsic motivation. This indicates that when leaders implement a clear and achievement based reward system, the drive to work that comes from external factors such as financial incentives, bonuses, and recognition becomes stronger.

Theoretically, this finding is consistent with Social Exchange Theory, which emphasizes that individuals will increase their contributions when they receive rewards that are considered valuable in the social exchange relationship (Gouldner, 1960). In the context of gig workers in Pariaman, the clarity of the relationship between effort and reward becomes the main factor influencing work behavior. When workers understand that good performance will be followed by appropriate rewards, they develop a strong instrumental orientation to work.

This result is in line with research findings that transactional leadership has a significant influence on extrinsic motivation because this leadership style explicitly links rewards to performance achievement (Aljumah, 2023). It is also supported by evidence that the contingent reward dimension in transactional leadership increases subordinate motivation because workers understand that good performance will be followed by appropriate rewards (Podsakoff et al., 1990). Thus, for gig workers who are highly dependent on daily income, transactional leadership becomes an effective instrument in building extrinsic motivation.

### ***The Effect of Extrinsic Motivation on Employee Well-being (H3)***

The third finding of this study shows that extrinsic motivation has a positive and significant effect on employee well-being. This means that the higher the work drive that comes from external rewards such as bonuses, financial incentives, and performance based recognition, the better the psychological well-being felt by gig workers.

This result can be explained through Social Exchange Theory, which states that individuals will respond positively when they receive rewards that are considered fair and valuable (Blau, 2017; Cropanzano & Mitchell, 2005). In the context of gig workers in Pariaman, external rewards not only function as a means of fulfilling economic needs but also as a symbol of recognition for the contributions made. When workers receive rewards that match the effort

expended, feelings of satisfaction, appreciation, and psychological security emerge.

This finding supports research which shows that extrinsic motivation in the form of bonuses, financial incentives, and awards has a direct impact on work engagement and well-being (Zeng et al., 2022). It is also confirmed that satisfaction with work rewards has a positive relationship with an individual's subjective well-being (Judge et al., 2001). For gig workers who live in income uncertainty, fulfilling economic needs through extrinsic motivation becomes an important foundation for their psychological balance. Thus, extrinsic motivation proves to be an important determinant in the formation of employee well-being in the context of non-permanent work.

#### ***The Effect of Social Support on Employee Well-being (H4)***

The fourth finding shows that social support has a positive and significant effect on employee well-being. This indicates that the social support received by gig workers, whether in the form of practical support during emergencies, daily practical support, or emotional support when facing problems, contributes to improving their psychological well-being.

Theoretically, this finding is in line with the stress buffering theory, which states that social support functions as a protective factor that reduces the negative impact of stress on individual well-being (Cohen & Wills, 1985). Within the Job Demands Resources framework, social support is an important job resource that helps workers manage job demands and maintain psychological balance (Bakker & Demerouti, 2017). From the perspective of Social Exchange Theory, social support is seen as a social reward that fosters a sense of indebtedness, belonging, and psychological commitment of workers to the organization (Cropanzano & Mitchell, 2005).

This result is reinforced by research which found that social support is the extent to which workers feel emotional, informational, and instrumental assistance from supervisors, coworkers, and other social networks (Le et al., 2023). It is also shown that social support is significantly negatively related to job burnout, where when workers feel understood, valued, and supported, emotional exhaustion tends to decrease so that employee well-being increases (Xie et al., 2022). In the context of gig workers in Pariaman who often work individually and face economic pressure, the presence of social support is an important factor in maintaining their mental and emotional stability.

#### ***The Mediating Role of Extrinsic Motivation (H5)***

The fifth finding of this study shows that extrinsic motivation significantly mediates the relationship between transactional leadership and employee well-being. In other words, transactional leadership not only has a direct effect on worker well-being but also has an indirect effect through increasing extrinsic motivation first. The type of mediation that occurs is partial mediation, which means that both the direct path and the indirect path are significant.

This result enriches our understanding of Social Exchange Theory, which explains that the social exchange relationship between leaders and workers is not always direct but can go through an intervening psychological mechanism (Blau,

2017). In this study, transactional leadership provides clear and consistent rewards, which then increases worker extrinsic motivation. This increase in extrinsic motivation, in turn, encourages workers to achieve performance targets, receive promised rewards, and ultimately experience an increase in psychological well-being.

This finding is in line with research which shows that transactional leadership increases reward-based motivation, which then contributes to job satisfaction (Aljumah, 2023). It is also confirmed that financial incentives, bonuses, and forms of extrinsic rewards are understood by employees as signals that the organization values their contribution, thus giving rise to a psychological obligation to reciprocate with improved performance and well-being (Matrafi, 2024). Thus, extrinsic motivation acts as an important bridge explaining how the quality of reward exchange from leaders is translated into increased employee well-being among gig workers.

### ***The Moderating Role of Social Support (H6)***

The sixth and most interesting finding is that social support does not moderate the relationship between extrinsic motivation and employee well-being. Although social support has a significant direct effect on well-being, it does not strengthen or weaken the relationship between extrinsic motivation and worker well-being.

This result can be explained through the contextual characteristics of gig workers in Pariaman City, most of whom work on a daily basis and face high economic uncertainty. In such conditions, extrinsic motivators, especially material ones such as wages and bonuses, are the most fundamental and dominant concern because they are directly related to fulfilling daily living needs. The effect of financial incentives on worker well-being is so strong that it operates independently of the level of social support they receive from supervisors or coworkers.

From the perspective of Social Exchange Theory, economic exchange and social exchange have different structures and psychological consequences (Molm, 2002). For gig workers who are in vulnerable working conditions, the orientation towards financial rewards is often the top priority. Thus, the effect of extrinsic motivation on well-being can remain strong without being significantly influenced by the level of social support. This does not mean that social support is unimportant, because it has been proven to have a direct effect, but rather that social support does not function as a booster for the effect of financial incentives on well-being.

This finding is in line with research which confirms that in the context of unstable work, economic factors are often more dominant than relational factors (Zhang & Liu, 2022). This research also enriches the literature by showing that in the context of gig workers in developing economies, the paths of economic exchange and social exchange can operate in parallel without always interacting significantly as a moderating effect.

## CONCLUSIONS AND RECOMMENDATIONS

This study examined the effect of transactional leadership on employee well-being with extrinsic motivation as a mediator and social support as a moderator among gig workers in Pariaman City. Based on the results of data analysis and discussion, several conclusions can be drawn as follows.

First, transactional leadership has a positive and significant effect on employee well-being. This means that when leaders provide clear targets, consistent rewards, and structured supervision, gig workers feel more psychologically secure and stable. Second, transactional leadership also has a positive and significant effect on extrinsic motivation. Clear performance-based reward systems encourage gig workers to be more driven by external factors such as bonuses and financial incentives. Third, extrinsic motivation has a positive and significant effect on employee well-being, indicating that external rewards directly improve psychological well-being for gig workers facing daily income uncertainty.

Fourth, social support has a positive and significant direct effect on employee well-being. Practical and emotional support from supervisors and coworkers helps gig workers cope with stress and reduces feelings of isolation. Fifth, extrinsic motivation significantly mediates the relationship between transactional leadership and employee well-being (partial mediation). This shows that transactional leadership improves well-being both directly and indirectly through increasing extrinsic motivation first. Sixth, social support does not moderate the relationship between extrinsic motivation and employee well-being. Although social support has a direct effect, it does not strengthen or weaken the link between extrinsic motivation and well-being, suggesting that economic factors such as wages and bonuses operate independently of social support in the context of gig workers.

Based on these findings, several recommendations can be proposed. For companies or organizations that employ gig workers, it is recommended to improve consistency and fairness in implementing transactional leadership, particularly in reward and punishment systems. Companies should ensure that incentives, bonuses, and sanctions are distributed transparently and based on measurable performance to avoid perceptions of injustice among workers. Additionally, companies need to strengthen social support through open communication, attention to worker conditions, and providing appropriate assistance when workers face difficulties in their jobs. This will create a more supportive work environment and sustainably improve employee well-being.

## FURTHER STUDY

This study has several limitations that should be acknowledged. First, the research was conducted only in Pariaman City, which may limit the generalizability of the findings to other regions or contexts. Second, this study used a cross-sectional design, which captures data at a single point in time and cannot establish long-term causal relationships. Third, this study only focused on transactional leadership, extrinsic motivation, and social support, while other

variables such as job satisfaction, work engagement, or intrinsic motivation may also influence employee well-being.

Therefore, several suggestions can be made for future research. Future studies should expand the geographical scope and industry sectors to enhance the generalizability of the findings. Researchers are encouraged to use longitudinal designs to better understand the causal dynamics between variables over time. Additionally, future research could incorporate other relevant variables such as job satisfaction, work engagement, job stress, or intrinsic motivation to develop a more comprehensive model of employee well-being. Finally, mixed-method approaches combining quantitative surveys with qualitative interviews could provide deeper insights into the lived experiences of gig workers and the contextual factors shaping their well-being.

## ACKNOWLEDGMENT

The authors would like to express their sincere gratitude to Universitas Negeri Padang for providing the support and resources necessary to complete this research. Special thanks are extended to the supervisors and academic advisors who provided valuable guidance, feedback, and encouragement throughout the research process. The authors also wish to thank all the gig workers in Pariaman City who voluntarily participated in this study and shared their experiences. Without their cooperation, this research would not have been possible. Finally, the authors appreciate the support and understanding of their families and colleagues during the completion of this work

## REFERENCES

- Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3), 2270813. <https://www.tandfonline.com/doi/pdf/10.1080/23311975.2023.2270813>
- Azila-Gbettor, E. M., Honyenuga, B. Q., Atatsi, E. A., Laryea, C. N. A., & Quarshie, A. N. K. (2024). Reviewing the influence of positive leadership on worker well-being: A comprehensive analysis. *Heliyon*, 10(2). [https://www.cell.com/heliyon/pdf/S2405-8440\(24\)00165-8.pdf](https://www.cell.com/heliyon/pdf/S2405-8440(24)00165-8.pdf)
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273. [https://ryanmberg.com/wp-content/uploads/2025/07/EBSCO-FullText-07\\_10\\_2025.pdf](https://ryanmberg.com/wp-content/uploads/2025/07/EBSCO-FullText-07_10_2025.pdf)
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin*, 98(2), 310. <https://www.academia.edu/download/40586205/PsychBull1985.pdf>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An

- interdisciplinary review. *Journal of Management*, 31(6), 874–900. [https://www.researchgate.net/profile/Russell-Cropanzano/publication/234021447\\_Social\\_Exchange\\_Theory\\_An\\_Interdisciplinary\\_Review/links/0a85e533ad9de76aa1000000/Social-Exchange-Theory-An-Interdisciplinary-Review.pdf](https://www.researchgate.net/profile/Russell-Cropanzano/publication/234021447_Social_Exchange_Theory_An_Interdisciplinary_Review/links/0a85e533ad9de76aa1000000/Social-Exchange-Theory-An-Interdisciplinary-Review.pdf)
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34. [http://labs.psychology.illinois.edu/~ediener/Documents/Diener-Suh-Lucas-Smith\\_1999.pdf](http://labs.psychology.illinois.edu/~ediener/Documents/Diener-Suh-Lucas-Smith_1999.pdf)
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. [https://brainmass.com/file/1346222/Gagne%20and%20Deci%20Self-determinationTheory\[1\].pdf](https://brainmass.com/file/1346222/Gagne%20and%20Deci%20Self-determinationTheory[1].pdf)
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161–178.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755. <https://www.timothy-judge.com/files/tatf%20paper--jap%20published.pdf>
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376. [https://www.researchgate.net/profile/Joyce\\_Bono/publication/11946741\\_The\\_Job\\_Satisfaction-Job\\_Performance\\_Relationship\\_A\\_Qualitative\\_and\\_Quantitative\\_Review/links/54341a1d0cf294006f734c7e/The-Job-Satisfaction-Job-Performance-Relationship-A-Qualitative-and-Quantitative-Review.pdf](https://www.researchgate.net/profile/Joyce_Bono/publication/11946741_The_Job_Satisfaction-Job_Performance_Relationship_A_Qualitative_and_Quantitative_Review/links/54341a1d0cf294006f734c7e/The-Job-Satisfaction-Job-Performance-Relationship-A-Qualitative-and-Quantitative-Review.pdf)
- Le, H., Gopalan, N., Lee, J., Kirige, I., Haque, A., Yadav, V., & Lambropoulos, V. (2023). Impact of work and non-work support on employee well-being: The moderating role of perceived organizational support. *Sustainability*, 15(22), 15808. <https://www.mdpi.com/2071-1050/15/22/15808>
- Matrafi, M. (2024). The Impact of Social Exchange Theory on Employee Motivation And Job Satisfaction. *International Journal of Management (IJM)*, 15(04), 130–136. [https://openlibindex.com/index.php/IJM/article/view/IJM\\_15\\_04\\_010/328](https://openlibindex.com/index.php/IJM/article/view/IJM_15_04_010/328)
- Molm, L. D. (2002). Theoretical Comparisons of Forms of Exchange. *NSF Award*, 2(217287), 17287.
- Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017). Leadership, followers'

- mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective. *Journal of Organizational Behavior*, 38(3), 327–350.  
<https://www.affinityhealthhub.co.uk/d/attachments/4-montano-et-al-2017-1554904759.pdf>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142.  
[https://www.academia.edu/download/32225715/Transformational\\_Leader\\_Behavior\\_Podsakoff\\_et\\_al.pdf](https://www.academia.edu/download/32225715/Transformational_Leader_Behavior_Podsakoff_et_al.pdf)
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587–632). Springer.  
<https://link.springer.com/content/pdf/10.1057/s41270-023-00279-7.pdf>
- Xie, X., Zhou, Y., Fang, J., & Ying, G. (2022). Social support, mindfulness, and job burnout of social workers in China. *Frontiers in Psychology*, 13, 775679.  
<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.775679/pdf>
- Yang, Y., Zhang, C., & Wu, T. (2025). The influence mechanism of health-promoting leadership and transactional leadership on employees' dual behavior in performance and well-being: a perspective from conservation of resources theory. *Current Psychology*, 44(17), 14666–14682.
- Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities. *International Journal of Environmental Research and Public Health*, 19(3), 1284.  
<https://www.mdpi.com/1660-4601/19/3/1284>
- Zhang, Y., & Liu, S.-M. (2022). Balancing employees' extrinsic requirements and intrinsic motivation: A paradoxical leader behaviour perspective. *European Management Journal*, 40(1), 127–136.