Exploring the Role of Family Support and Flexible Working Arrangement in Retaining Grab Drivers: A Fresh Perspective from Malang City

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Abstract
This study examines the influence of family support and flexible working arrangements on driver retention within the gig economy, specifically focusing on Grab drivers in Malang, Indonesia. A quantitative survey of 400 drivers was conducted to collect data, which was then analyzed using multiple linear regression. Results indicate that family support significantly positively impacts driver retention, providing emotional stability and motivation. While flexible working arrangements alone did not significantly affect retention, they complement family support in fostering work-life balance. These findings contribute to the growing body of research on the gig economy by highlighting the importance of both social and organizational factors in driving employee retention. The study offers practical implications for platform companies seeking to enhance driver satisfaction and reduce turnover.

Keywords: Family Support;Flexible Working Arrangement;Retention;Drivers.

INTRODUCTION

Employee retention has become a critical concern in Human Resource Management, reflecting an organization's ability to maintain a stable workforce amidst evolving challenges. Retention is not just about reducing turnover rates but also ensuring that employees feel valued and motivated to contribute to the organization's success. Gallup (2021) posits that employee retention is deeply intertwined with organizational efforts to enhance employee well-being. This encompasses not only professional growth but also personal welfare, which plays a pivotal role in shaping employee loyalty and commitment.

The retention of employees is particularly crucial in industries with high workforce mobility, such as gig economies, where turnover rates often undermine operational efficiency. Siwi (2024) asserts that organizations that prioritize employee welfare are more likely to retain their workforce, as employees who feel appreciated exhibit higher levels of engagement and productivity. Conversely, neglecting employee needs can lead to dissatisfaction and voluntary turnover, which disrupts workflows and increases recruitment costs.

Among the factors influencing retention, family support emerges as a significant determinant, especially in jobs with irregular hours and high stress, such as driving for ride-hailing platforms like Grab. Firlianty (2023) highlights the role of family support in enhancing employee well-being and work-life balance. Emotional and practical support from family members provides employees with a sense of stability, enabling them to focus on their professional responsibilities. For gig workers, this support serves as a buffer against occupational stress, ensuring they remain motivated and productive.

In tandem with family support, Flexible Working Arrangements (FWA) have garnered significant attention as a tool for improving employee satisfaction and retention. FWA, which allows employees to control their schedules and work locations, offers the flexibility required to balance personal and professional commitments. The adoption of FWA has accelerated post-pandemic, with many organizations recognizing its potential to attract and retain talent in competitive job markets. According to Gurchiek (2021), FWA not only addresses work-life balance but also enhances job satisfaction, making it a strategic asset for modern organizations.

However, while FWA offers several benefits, it also introduces unique challenges, particularly for gig economy workers like Grab drivers. Galanti (2021) notes that excessive flexibility can lead to income instability and increased stress. For drivers, whose earnings depend on variable factors such as ride demand and company incentives, FWA can create financial unpredictability, which, if unmanaged, may negate its intended benefits. Thus, while FWA has the potential to enhance employee retention, its effectiveness relies heavily on the support structures provided by employers.

Previous studies have explored the influence of family support and FWA on employee retention across various industries. Torfiah (2024) found that family support positively impacts employee morale and job satisfaction, which in turn improves retention rates. Similarly, Allen et al. (2013) emphasize that while FWA enhances work-life balance, its direct impact on retention often depends on the specific job context and organizational culture. This indicates that a one-size-fits-all approach to FWA may not yield consistent results, underscoring the need for tailored strategies that account for job-specific dynamics.

The gig economy, characterized by flexible yet demanding job roles, presents a unique case for studying these variables. Grab, as one of the leading ride-hailing platforms, exemplifies the gig economy model, where drivers operate as independent contractors. This setup offers significant flexibility but also shifts the burden of financial stability and job security onto the drivers. Understanding how family support and FWA influence retention in this context is crucial, as it sheds light on the interplay between personal and professional factors in shaping workforce stability.

McNall et al. (2010) suggest that family support acts as a mediator in reducing work-life conflicts, which are prevalent among gig workers. The ability of employees to balance their personal and professional lives significantly influences their decision to stay with an organization. In the case of Grab drivers, the availability of family support can mitigate the pressures of irregular income and work hours, fostering a sense of stability and commitment.

Simultaneously, the role of FWA in employee retention cannot be overlooked. Flexible schedules enable drivers to accommodate personal obligations, which is particularly beneficial for individuals with caregiving responsibilities. Studies such as those by Krishnan & Chinnathambi (2024) indicate that employees with access to flexible working conditions report higher job satisfaction and reduced turnover intentions. However, the effectiveness of FWA in promoting retention depends on how well it aligns with employees' financial and emotional needs.

Despite the growing body of literature on family support and FWA, research focusing specifically on gig economy workers remains limited. Most studies examine these factors within the context of traditional employment settings, leaving a gap in understanding their implications for independent contractors. This study seeks to bridge this gap by investigating the impact of family support and FWA on the retention of Grab drivers in Malang, Indonesia.

Malang, as a rapidly growing urban center, represents a dynamic environment for studying the gig economy. The city's burgeoning population and increasing demand for ride-hailing services make it a significant market for Grab. Additionally, the diverse demographic profile of Grab drivers in Malang provides a rich context for examining the interplay between family support, FWA, and employee retention.

In this study, family support is conceptualized as the emotional, financial, and practical assistance provided by family members, which helps drivers navigate the challenges of their job. FWA, on the other hand, is defined as the flexibility in work hours and locations afforded to drivers, enabling them to manage their personal and professional commitments. The research aims to assess how these factors collectively influence drivers' decisions to remain with Grab amidst the challenges posed by the gig economy.

The findings of this research have significant implications for both theory and practice. Theoretically, they contribute to the existing body of knowledge on employee retention by providing insights specific to the gig economy. Practically, the results can inform Grab's strategies for enhancing driver retention, thereby improving operational efficiency and service quality. By understanding the role of family support and FWA in retention, Grab can develop targeted interventions to address drivers' needs and foster a more committed workforce.

Ultimately, this study underscores the importance of a holistic approach to retention, one that integrates personal and professional considerations. As the gig economy continues to evolve, the insights from this research will be invaluable for organizations seeking to strike a balance between flexibility and stability in their workforce.

Based on the introduction, prior studies, and the conceptual framework outlined above, the following hypotheses are proposed:

H1: The Impact of Family Support on the Retention Rate of Grab Drivers in Malang.
H2: The Impact of Flexible Working Arrangements on the Retention Rate of Grab Drivers in Malang.
H3: The Impact of Family Support and Flexible Working Arrangements on the Retention Rate of Grab Drivers in Malang.

METHODOLOGY

This study employed a quantitative research approach to analyze the impact of family support and Flexible Working Arrangements (FWA) on the retention of Grab drivers in Malang. Quantitative methods were chosen for their ability to generalize findings to broader populations while offering statistical precision in hypothesis testing. Data were collected through structured questionnaires designed to measure the variables of interest. These data were analyzed using multiple linear regression to identify the strength and direction of the relationships among the studied variables, following the statistical guidelines of Ghozali (2021).

The population targeted in this study consisted of all Grab drivers operating in Malang, as identified through the online community "Grab Bike and Car Malang Raya," which has approximately 42,000 members. Using Slovin's formula with a 5% margin of error, a sample size of 400 respondents was determined. The sampling method employed proportional random sampling to ensure that all subgroups within the population were adequately represented. This method aligns with Suriyani's (2023) recommendations for achieving balanced representation in survey-based studies.

Data collection was conducted using a questionnaire designed to capture primary data on family support, FWA, and retention levels. The questionnaire items were based on established measures validated in previous studies. Analysis of the data followed several steps: descriptive statistics were used to summarize the data, classical assumption tests ensured model validity, and multiple linear regression analysis determined the influence of independent variables (family support and FWA) on the dependent variable (retention). These analytical procedures adhered to the guidelines provided by Sarjono & Julianita (2011).

RESULT and DISCUSSION
Respondent Descriptive Analysis

Table 1 presents a breakdown of the 400 respondents, randomly selected, into three distinct groups. These groups, categorized based on varying criteria, constitute 120%, 120%, and 140% of the total sample, respectively.

Table 1. Total Respondent Data

NO	Group	Age	Jumlah Respondents	Percentage of Respondents
1	Married	15 - 20	1	0,25%
		21 - 25	27	6,75%
		26 - 30	34	8,50%
		30>	58	14,50%
		Total	120	30%
2	Full-Time Job	15 - 20	3	0,75%
		21 - 25	28	7,00%
		26 - 30	60	15,00%
		30>	29	7,25%
		Total	120	30%
3	More Than 2 years	15 - 20	2	0,50%
		21 - 25	42	10,50%
		26 - 30	72	18,00%
		30>	44	11,00%
		Total	160	40,00%
	Grand total of respondents		400	100,00%

Source: Author (2024)

VALIDITY TEST RESULT

Table 2 demonstrates that the validity test was successful and that the instrument is valid for the three variables, X1, X2, and Y. This is evident as the calculated r-value is greater than the critical r-value from the r-table.

Table 2. Validity Data

	Variabel	R Value	R Table	Description
Family Support	X1_1	0,408	0,128	Valid
	X1_2	0,705	0,128	Valid
	X1_3	0,425	0,128	Valid
	X1_4	0,598	0,128	Valid
	X1_5	0,431	0,128	Valid
	X1_6	0,597	0,128	Valid
	X1_7	0,407	0,128	Valid
	X1_8	0,644	0,128	Valid
Flexible Working Arrangement	X2_1	0,723	0,128	Valid
	X2_2	0,618	0,128	Valid
	X2_3	0,751	0,128	Valid
	X2_4	0,645	0,128	Valid
Retention	Y_1	0,517	0,128	Valid
	Y_2	0,544	0,128	Valid
	Y_3	0,395	0,128	Valid
	Y_4	0,642	0,128	Valid
	Y_5	0,364	0,128	Valid
	Y_6	0,673	0,128	Valid
	Y_7	0,423	0,128	Valid
	Y_8	0,653	0,128	Valid
	Y_9	0,326	0,128	Valid
	Y_10	0,337	0,128	Valid

Source: Author (2024)

Reliable Test Result

Table 3 demonstrates that the data instrument used in this study exhibits a high level of reliability. This is evidenced by the even and consistent distribution of the data, indicating that the instrument is capable of measuring the research variables accurately and consistently.

Table 3. Reliable Data

Variabel	Value of Cronbach's Alpha	Standard Value	Description
X1	0,639	0,6	Reliabel
X2	0,626	0,6	Reliabel
Y	0,644	0,6	Reliabel

Source: Author (2024)

Classical Assumptions Test
Normality Test

Based on Table 4, the Kolmogorov-Smirnov normality test results show an Asymp. Sig. value of 0.200, indicating that the variables under study are normally distributed since the value is greater than 0.05. Therefore, it can be concluded that the three variables examined, namely Family Support, Flexible Working Arrangement, and Employee Retention among Drivers, have a normal distribution and can thus be used for the research.

Table 4. Normality Data

Kolmogorov-Smirnov	Unstandardized Residual
Asymp Sig (2 Tailed)	0,200

Source: Author (2024)

Linearity Test

Based on Table 5, the calculated F-value and significance level (Sig.) provide the basis for determining the linearity of the relationship. If the Sig. value is greater than 0.05, then there is a linear relationship. The table shows that the significance value for the variable Family Support is 0.303 > 0.05 and for the variable Flexible Working Arrangement is 0.126 > 0.05. Therefore, it can be concluded that there is a significant linear relationship between Family Support and Flexible Working Arrangement with Employee Retention.

Table 5. Linearity Data

Variabel	F Value	Sig
Retention - Family Support	1,130	0,303
Retention - Flexible Working Arrangement	1,439	0,126

Source: Author (2024)

Multicollinearity Test

Based on the multicollinearity test results in Table 6, the tolerance values for both variables are above 0.1 (0.972), and the VIF values are below 10 (1.028). This indicates that there is no multicollinearity.

Table 6. Multicollinearity Data

Varibel	Tolerance	VIF
Total X1	0,972	1,028
Total X2	0,972	1,028

Source: Author (2024)

Heteroscedasticity Test

In this heteroscedasticity analysis, the White test was used to identify the presence of heteroscedasticity in the regression model.

Calculated Chi-Square = N x R-squared = 400 x 0.058 = 23.2

Based on the results, the calculated Chi-Square value of 23.2 is below the critical Chi-Square value of 476.606 (23.2 < 476.606). This indicates that the model does not exhibit heteroscedasticity, thus meeting the assumption of homoscedasticity. Therefore, the regression model used in this study can be considered valid and reliable in predicting the relationship between variables without the disturbance of heteroscedasticity.

Table 7. Heterocedasticity Data

Model	R Square
1	0,058

Source: Author (2024)

Multiple Linear Regression Analysis
T Test

Table 8. T Test Data

Variabel	Value	Status
Family support has a significant influence on employee retention among Grab driver partners in Malang City.	T Value : 11,755 T Table : 1,966	Sifnificant
Flexible Working Arrangement has a significant influence on employee retention among Grab driver partners in Malang City.	T Value : 1,071 T Table : 1,966	Not Significant

Source: Author (2024)

Based on the comparison of the calculated t-value and the critical t-value in the table above, the partial analysis results can be explained as follows:

1. The effect of Family Support (X1) on Employee Retention among Grab Driver Partners in Malang City (Y) shows that at a 5% significance level ($\alpha = 0.05$) with a 95% confidence level, the critical t-value is 1.966. From the statistical test, the calculated t-value is 11.755. Since the calculated t-value is greater than the critical t-value (11.755 > 1.966), it can be concluded that Family Support (X1) has a significant partial effect on Employee Retention among Grab Driver Partners in Malang City.

2. The effect of Flexible Working Arrangement (X2) on Employee Retention among Grab Driver Partners in Malang City (Y) shows that at a 5% significance level ($\alpha = 0.05$) with a 95% confidence

level, the critical t-value is 1.966. From the statistical test, the calculated t-value is 1.071, which means the calculated t-value is less than the critical t-value (1.071 < 1.966). Therefore, it can be concluded that Flexible Working Arrangement (X2) does not have a significant partial effect on Employee Retention among Grab Driver Partners in Malang City."

F Test

Table 9. F Test Data

Alternative Hypothesis	F Table	Description
The Impact of Family Support and Flexible Working Arrangements on Driver Retention at Grab in Malang	F Value : 73,795 F Table : 3,23	Ha Accepted/ Ho Rejected

Source: Author (2024)

The results of the multiple regression analysis, with Df1 = 2 and Df2 = 397 at a 5% significance level, indicate that the calculated F-value is 73.795, while the critical F-value is 3.23. Since the calculated F-value is greater than the critical F-value, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, it can be concluded that, simultaneously, Family Support and Flexible Working Arrangement have a significant impact on Driver Partner Retention at Grab in Malang (Y).

DISCUSSION

H1 : The Impact of Family Support on the Retention Rate of Grab Drivers in Malang.

The results of this study demonstrate a significant positive correlation between family support and driver retention at Grab in Malang, accounting for 11% of the variance. These findings corroborate Afsari et al.'s (2024) assertion that family support is instrumental in fostering work-life balance and mitigating psychological distress. By providing emotional, informational, and appreciative support, families contribute to the emotional well-being of Grab drivers, enabling them to navigate the inherent uncertainties of their jobs. Nevertheless, these findings diverge from Aura & Desiana's (2023) conclusion that the impact of family support on retention is not always direct. Persistent work-family conflict can negatively influence job satisfaction, regardless of the level of family support.

H2 : The Impact of Flexible Working Arrangements on the Retention Rate of Grab Drivers in Malang.

Contrary to Krishnan & Chinnathambi's (2024) findings, this study did not find a significant relationship between flexible working arrangements and driver retention at Grab. While previous research has suggested that flexible work can improve job satisfaction and work-life balance, leading to increased retention, the results of this study indicate that other factors, such as income instability and intense competition, may play a more significant role in driver retention in the context of the online transportation industry in Malang.

H3 : The Impact of Family Support and Flexible Working Arrangements on the Retention Rate of Grab Drivers in Malang.

The interplay between family support and flexible working arrangements demonstrated a synergistic effect on driver retention at Grab. Family support provided drivers with a sense of security and motivation, while flexible work hours facilitated better work-life balance. Although flexible work alone did not have a direct impact, when combined with family support, it resulted in improved driver well-being. This aligns with the findings of Hill et al. (2003) and Torfiah (2024), who reported that family support and flexible working arrangements significantly influence employee retention. Afsari et al. (2024) further demonstrated that family support helps employees balance work and personal life, leading to higher job satisfaction and lower stress levels. Egole et al. (2020) supported these findings by explaining that flexible work enhances job performance, satisfaction, and work-life balance, while also increasing employee loyalty. Liu et al. (2024) similarly found that a combination of family support and a positive work environment enhances employee retention. These findings suggest that a combination of family support and flexible working arrangements, coupled with stable income, is the most effective way to retain Grab drivers.

CONCLUSION

This study's findings underscore the critical role of family support in retaining Grab drivers. While flexible working arrangements did not independently influence retention, their combination with strong family support significantly enhanced driver retention. The results highlight the importance of a holistic approach to driver well-being, combining organizational support with personal factors. The findings contribute to the growing body of research on the gig economy by emphasizing the need for platform companies to provide comprehensive support systems that address both the professional and personal needs of their workforce.

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