



SOCIAL RESILIENCE MECHANISMS IN THE CHALLENGES OF QUALITY OF LIFE FOR D'KURIR ONLINE DRIVERS IN FACING JOB UNCERTAINTY

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Abstract:

The rapid growth of digital platform-based transportation has created flexible employment opportunities while simultaneously increasing job uncertainty that affects workers' psychological well-being and quality of life. This study aims to analyze the social resilience mechanisms that online delivery drivers develop to cope with job uncertainty. A qualitative descriptive design was applied using purposive sampling, involving three active drivers with at least 1 year of work experience. Data were collected through in-depth interviews, field observations, and documentation, and analyzed using the interactive model of data condensation, data reduction, data display, and verification. The findings show that income instability generates psychological pressure and anxiety among drivers, while adaptive coping strategies such as monitoring delivery applications and managing waiting time help maintain work continuity. In addition, peer support through information sharing and emotional encouragement strengthens drivers' collective resilience. This study contributes to understanding social resilience as a psychological and social mechanism within digital platform labor environments and highlights the importance of strengthening worker support networks.

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INTRODUCTION

In contemporary society, work patterns are increasingly shaped by digital platforms and flexible employment systems. The growth of app-based transportation services has significantly transformed how individuals participate in the labor market (Babka, 2023; Bound, 2023; Zahara et al., 2022). These platforms provide new economic opportunities by offering flexible working hours and relatively easy entry for individuals seeking employment. For many workers, platform-based transportation becomes an accessible source of income and an alternative to traditional jobs. However, the psychological implications of such work arrangements have attracted growing scholarly attention. Employment systems characterized by unstable income, unpredictable demand, and minimal institutional protection can influence workers' psychological well-being and perceived quality of life (Tacconi et al., 2022; Wahyono et al., 2021; Yoganarasimhan, 2020). Understanding how individuals psychologically adapt to these uncertain work conditions is therefore crucial. Studying resilience mechanisms among platform workers can provide insights into how they maintain well-being despite structural and occupational pressures.

Although digital labor platforms offer employment opportunities, workers in this sector frequently face significant challenges, including job insecurity and unstable working conditions. Online transportation drivers often experience fluctuating daily

income due to demand variability, fare adjustments, and increasing competition among drivers (Filtness et al., 2024; Guo et al., 2023). To maintain financial stability, many drivers work longer hours, which can lead to physical exhaustion and psychological strain. In addition, the absence of formal employment contracts and limited access to social security contribute to feelings of vulnerability and uncertainty. These circumstances may affect multiple aspects of drivers' quality of life, including physical health, emotional well-being, and social relationships (Han et al., 2020; Kaur et al., 2025). In response to these pressures, drivers often rely on informal networks, peer communication, and mutual assistance. Such social interactions may function as psychological resources that help drivers cope with uncertainty and sustain motivation in their daily work.

Several studies have examined the experiences of online transportation workers and their strategies for coping with occupational challenges. Ding et al. (2024) and Tabatabaei et al. (2024) found that drivers often develop survival strategies through flexible working patterns and social cooperation among fellow drivers. Bastiaens et al. (2024), Yang et al. (2022), and Hwang (2022) reported that economic instability and psychological stress significantly influenced the quality of life of online drivers during the COVID-19 pandemic. Pritadrajati et al. (2021), Hedlund et al. (2024), and García et al. (2022) highlighted the role of social solidarity in strengthening resilience among informal workers facing structural uncertainty. Meanwhile, Jamal et al. (2024) and Oh et al. (2023) emphasized the adaptive strategies used by online drivers in smaller urban areas to manage occupational risks and income fluctuations. Although these studies provide valuable insights, most research emphasizes economic adaptation rather than exploring the psychological processes underlying social resilience among platform-based workers.

From a psychological perspective, social resilience involves more than economic survival; it reflects the ability of individuals and communities to mobilize social resources, regulate emotional responses, and reinterpret challenging situations. Social resilience enables workers to maintain psychological stability despite structural pressures such as job insecurity and unstable income (Maamari, 2024; Sweeting, 2023). Among online drivers, resilience may emerge through peer support networks, collective narratives about work, and shared coping strategies that strengthen social bonds within driver communities. These interactions can help drivers reinterpret uncertainty as a manageable challenge rather than an overwhelming threat. However, existing research rarely examines how such social interactions function as psychological mechanisms that sustain well-being (Mooney et al., 2021; Putri et al., 2025). Therefore, understanding the relationship between social connections, psychological coping, and quality of life among platform workers remains an important issue for psychological research.

Based on these considerations, the present study addresses the research problem of how online drivers develop social resilience mechanisms in response to job uncertainty and challenges to their quality of life. This study focuses on drivers working within the D'Kurir platform, a local online delivery service operating in Blitar City. These drivers face uncertainties similar to those experienced by platform workers in other regions, including fluctuating income, occupational risks, and competitive work environments. At the same time, they operate within a localized community context that may shape their social interactions and coping strategies. Investigating the experiences of these drivers offers an opportunity to understand how social relationships, adaptive strategies, and psychological resources interact to help individuals manage uncertainty within informal digital labor systems.

This study argues that social resilience among online drivers functions as a psychological mechanism that helps individuals reinterpret uncertainty, maintain motivation, and preserve their quality of life. Through peer interaction, shared experiences, and informal support systems, drivers may construct collective coping strategies that reduce stress and strengthen emotional stability. Examining these mechanisms contributes to expanding psychological discussions on resilience within the context of platform-based employment. The findings are expected to enrich theoretical perspectives in social psychology and industrial–organizational psychology by explaining how workers adapt psychologically to uncertain labor conditions. In addition, the study offers practical insights for policymakers and platform providers in designing supportive environments that promote worker well-being and sustainable participation in digital labor systems.

RESEARCH METHODS

This study employed a qualitative, descriptive research design to explore the social resilience mechanisms of online drivers facing job uncertainty (Doyle et al., 2020). A qualitative design was selected because the research aimed to understand participants' lived experiences, perceptions, and coping strategies within their natural social context. Qualitative research allows researchers to examine social phenomena in depth and interpret the meanings individuals construct in their everyday lives. According to Lexy J. Moleong (2018), qualitative research focuses on understanding human experiences holistically by interpreting behaviors, perceptions, and interactions within a natural setting. Through this design, the study seeks to reveal how online drivers interpret work uncertainty, maintain psychological stability, and develop social resilience in their daily occupational activities.

The research was conducted in Blitar City because it represents a developing urban area where local digital transportation services operate and provide employment opportunities for residents. The presence of the D'Kurir delivery platform in this city creates a unique social environment in which drivers must adapt to fluctuating work conditions. Informants in this study consisted of three active D'Kurir online drivers who served as the primary research subjects. Informants were selected using purposive sampling, which involves choosing participants based on specific criteria relevant to the research objectives. According to Sugiyono (2019), purposive sampling is appropriate in qualitative research when participants are selected for their rich and relevant information about the phenomenon under study. The criteria for selecting informants included: (1) currently active as D'Kurir drivers, (2) having at least one year of working experience, and (3) being willing to participate and provide information openly during the research process.

Data were collected using several qualitative techniques to obtain comprehensive, in-depth information (Gietzen et al., 2023). The primary method was in-depth interviews using a semi-structured interview format. This approach allowed researchers to explore drivers' personal experiences, perceptions of job uncertainty, and strategies used to maintain their quality of life. Semi-structured interviews also enabled flexibility in exploring emerging topics during the conversation. In addition to interviews, direct observation was conducted to understand drivers' daily activities, including their interactions with fellow drivers and customers. Observational data helped provide contextual insights into the social dynamics of the drivers' work environment.

Documentation techniques were also used to support the research data, including field notes, interview transcripts, and relevant records related to drivers' work activities. The combination of these techniques helped strengthen the richness and credibility of the collected data.

The data analysis process in this study followed the interactive analysis model proposed by Pyo et al. (2023). This model consists of four interconnected stages: data condensation, data reduction, data display, and data verification. Data condensation is the process of selecting and simplifying raw data from interviews, observations, and documentation. After condensation, data reduction was carried out by categorizing and focusing the data according to the research objectives and themes related to social resilience and job uncertainty. The next stage involved data display, in which the organized data were presented as narrative descriptions and thematic patterns to facilitate interpretation. Finally, data verification was conducted by interpreting the findings and drawing conclusions from recurring patterns and relationships identified in the collected data.

To ensure the credibility and trustworthiness of the research findings, this study employed several data validity techniques. First, source triangulation was applied by comparing information obtained from different informants to identify consistency and variation in their experiences. Second, method triangulation was used by comparing findings obtained from interviews, observations, and documentation. According to Norman K. Denzin, triangulation helps strengthen research credibility by examining phenomena from multiple perspectives. In addition, member checking was conducted by returning interview results to the informants to confirm the accuracy of the interpretations and ensure that the findings reflected their actual experiences. These validation procedures were implemented to minimize researcher bias and to ensure that the research results accurately represented the social resilience mechanisms experienced by D'Kurir online drivers.

Through this methodological design, the study aims to obtain a comprehensive understanding of how D'Kurir drivers construct social resilience in response to job uncertainty and challenges to their quality of life. The combination of purposive sampling, multiple data collection techniques, systematic data analysis, and rigorous validity checks enables the research to produce reliable and meaningful insights into the psychological and social mechanisms that support drivers' adaptation within the digital labor environment.

RESULTS AND DISCUSSION

Results

The results of this study present the main findings on the social resilience mechanisms that D'Kurir online drivers have developed to address job uncertainty. These findings describe how income instability affects drivers' psychological well-being, how adaptive coping strategies support their work quality, and how peer support strengthens their social resilience within daily work interactions. Each finding is explained through interviews, observations, and field documentation.

Income Uncertainty Affects Drivers' Psychological Well-being

Income uncertainty in this study refers to the unstable and unpredictable earnings experienced by online drivers in their daily work. In the field, this condition appears

through fluctuating orders, inconsistent daily income, and the absence of fixed financial guarantees. Drivers cannot predict how many delivery requests they will receive each day, which directly affects their financial planning and emotional stability. Operationally, income uncertainty is reflected in drivers' concerns about meeting daily needs, supporting their families, and maintaining their motivation at work. This situation often creates psychological pressure because drivers depend on daily orders as their primary source of income. As a result, the uncertainty of earnings becomes not only an economic issue but also a psychological experience that influences drivers' feelings of security, stress levels, and overall emotional well-being while performing their work.

Interview data revealed that fluctuating income often triggers psychological stress among drivers. One informant explained, "Sometimes I work from morning until night, but the orders are still few. When that happens, I feel worried because I do not know if the income will be enough for the day." Another driver stated, "There are days when orders come continuously, but there are also days when the application is very quiet. That situation makes me anxious because my income depends completely on the orders." These statements indicate that income instability creates emotional pressure for drivers. The researcher interprets these responses as evidence that financial unpredictability influences drivers' psychological states, particularly feelings of uncertainty and anxiety regarding their daily livelihood.

Another interview also highlighted how income instability affects drivers' emotional balance and motivation at work. One informant mentioned, "When the income is low for several days, I feel mentally tired because I keep thinking about household expenses." Another driver explained, "I try to stay calm, but sometimes I feel stressed when I see that the daily earnings are not enough." These narratives show that economic uncertainty gradually influences drivers' emotional experiences during work. The researcher interprets these responses as indicating that financial instability affects not only economic conditions but also drivers' psychological resilience, emotional regulation, and ability to maintain a positive mindset while continuing their daily activities as online delivery drivers.

Field observations also supported the interview findings. During observation periods, several drivers were repeatedly seen checking their mobile applications while waiting for delivery requests, suggesting concern about receiving orders. Some drivers appeared restless when waiting for long periods without receiving requests. During breaks, drivers often discussed the number of orders received that day and compared their earnings with those of other drivers. These observable behaviors reflect the psychological tension caused by income uncertainty. Restating the findings, the researcher observed that drivers' emotional expressions, frequent monitoring of applications, and discussions about daily income represent visible indicators of psychological concern related to unstable earnings. Such behaviors demonstrate how financial uncertainty becomes an everyday psychological experience for drivers.

A pattern emerges from these findings: income uncertainty consistently influences drivers' psychological well-being. Drivers tend to associate their emotional condition with the number of orders they receive during the day. When orders are limited, feelings of anxiety and stress increase, while stable orders contribute to greater emotional comfort. The data suggest that psychological pressure arises not only from income levels but also from the unpredictability of earning opportunities. This pattern indicates that drivers constantly adjust their emotional responses to daily work

conditions. Therefore, income uncertainty functions as a recurring psychological challenge that shapes drivers' perceptions of work stability, influences their emotional resilience, and affects how they experience their daily professional activities.

Adaptive Coping Strategies Improve Drivers' Quality of Work Life

Adaptive coping strategies in this study refer to practical actions drivers take to manage work-related uncertainty and maintain their daily productivity. In the field context, these strategies include organizing work schedules, sharing information about busy delivery areas, using multiple digital applications, and using waiting time for social interaction with fellow drivers. These strategies are considered adaptive because they help drivers maintain efficiency and emotional stability despite fluctuating orders. Operationally, coping strategies can be identified through drivers' daily activities, work patterns, and interactions while waiting for delivery requests. Documentation in the form of field photographs and activity records captured drivers' behavior across different work situations. These visual records provide concrete evidence that drivers actively develop strategies to manage uncertainty and sustain their quality of work life within the digital delivery environment.

Table 1. Summary of Adaptive Coping Strategies to Improve Drivers' Quality of Work Life

Observation Documentation	Indicator
Drivers gather at a waiting point while monitoring delivery applications.	Collective waiting strategy and information exchange
Drivers using smartphones to check delivery requests repeatedly	Active monitoring of job opportunities
Drivers discussing busy delivery locations with fellow drivers	Informal knowledge sharing strategy
Drivers resting while staying connected to the application	Flexible time management during low demand
Drivers are preparing equipment such as helmets and delivery bags	Readiness to respond quickly to incoming orders

The documented observations indicate that drivers actively develop strategies to maintain their productivity despite uncertain work conditions. Restating the findings, drivers do not passively wait for orders but engage in several adaptive behaviors such as monitoring applications, gathering with other drivers to exchange information, and organizing their waiting time efficiently. Field documentation shows that drivers often position themselves in strategic locations while continuing to check their smartphones for potential orders. The researcher interprets these behaviors as adaptive coping mechanisms that allow drivers to remain responsive to fluctuating work opportunities. These strategies also help drivers maintain psychological readiness and reduce feelings of uncertainty during waiting periods. Through these observable practices, drivers demonstrate their ability to adjust to unstable working conditions and sustain their daily work performance.

The overall pattern of findings indicates that drivers develop adaptive coping strategies as a routine part of their work activities. These strategies combine technological engagement, social interaction, and flexible time management. Drivers consistently monitor delivery applications, communicate with peers to obtain information about high-demand locations, and organize their waiting periods in ways that maintain both readiness and efficiency. This pattern suggests that coping strategies function as practical mechanisms for maintaining work continuity despite unpredictable

demand. Rather than perceiving uncertainty as a barrier, drivers incorporate adaptive behaviors into their daily routines. Consequently, these strategies help sustain drivers' work engagement and support their ability to maintain a stable quality of work life in an uncertain digital labor environment.

Peer Support Strengthens Drivers' Social Resilience

Peer support in this study refers to the informal assistance, emotional encouragement, and information sharing that occur among drivers during their daily work activities. In the field, peer support manifests through interactions such as discussing delivery locations, sharing experiences with customer orders, helping each other with technical issues related to delivery applications, and providing emotional encouragement during slow periods. These interactions occur naturally when drivers gather at waiting points or rest areas. Operationally, peer support can be identified through visible communication patterns, cooperative behaviors, and the frequency of interactions among drivers. Such social interactions create a supportive environment that helps drivers manage occupational challenges and maintain a sense of collective belonging while performing their work.



Figure 1. Drivers discussing work experiences and customer interactions.

Figure 1 shows that drivers frequently interact with each other while waiting for delivery requests. Many drivers gather at specific locations to discuss delivery routes, customer experiences, and application updates. These interactions often involve sharing practical advice regarding areas with high-order demand. In several instances, drivers were observed assisting others who encountered technical problems with the delivery application or navigation tools. The researcher interprets these behaviors as forms of peer support that strengthen cooperation among drivers. Such interactions foster a collaborative work environment in which drivers rely on one another not only for practical information but also for emotional encouragement amid uncertain working conditions.

Restating the findings, peer support among drivers is expressed through routine social interactions that occur during their work activities. Drivers gather, communicate, and exchange experiences while waiting for orders, which helps them navigate daily work challenges more effectively. The researcher interprets these interactions as indicators of collective resilience within the driver community. By supporting one another, drivers reduce feelings of isolation and strengthen their confidence in managing uncertain work situations. These social exchanges function as informal support systems that contribute to drivers' emotional stability and ability to cope with occupational pressure.

The data show that peer support emerges naturally through frequent interactions and shared work experiences among drivers. Drivers tend to gather in specific locations where communication and cooperation occur regularly. Within these interactions,

drivers exchange information, provide assistance, and offer emotional encouragement. This pattern indicates that social resilience among drivers is not built individually but through collective engagement within the driver community. As drivers interact more frequently, stronger relationships develop, creating a supportive environment that helps them face work uncertainty together. Consequently, peer support becomes an important social mechanism that strengthens drivers' resilience in navigating unpredictable work conditions.

Discussion

The findings of this study show that income uncertainty significantly influences the psychological well-being of online drivers. The interview results indicate that fluctuating daily earnings often lead to anxiety, worry, and emotional pressure among drivers. These findings are consistent with previous research conducted Chuenyindee et al. (2022) and Schaller (2021), which reported that online transportation workers frequently experience financial instability that affects their emotional conditions. Similarly, studies by Cusack (2021) and Ramana et al. (2023) found that unstable income among platform workers contributes to psychological stress and decreased quality of life. However, this study highlights a more contextual dimension by revealing how drivers interpret income uncertainty as a daily psychological challenge that affects their sense of security and emotional stability during work.

Another important finding concerns the adaptive coping strategies drivers develop to maintain their quality of work life. Documentation data show that drivers actively monitor delivery applications, gather at strategic waiting points, and exchange information about high-demand areas. These behaviors demonstrate that drivers do not passively accept uncertainty but instead create practical strategies to manage their work conditions. This finding supports earlier research by Liu et al. (2021) and Xia et al. (2024), which emphasized that informal workers often develop adaptive behaviors to cope with structural uncertainty. However, the present study extends this understanding by demonstrating that drivers' adaptive strategies are not limited to economic survival but also serve to maintain emotional readiness and work motivation. Therefore, adaptive coping strategies can be seen as an important psychological resource that enables drivers to sustain their productivity despite fluctuating job opportunities (Chen et al., 2021).

The observational findings on peer support further strengthen the understanding of social resilience among drivers. Drivers were frequently observed sharing information, helping one another solve technical problems, and encouraging one another during slow periods (Janssen et al., 2021; Studente et al., 2020). These interactions illustrate how social relationships function as collective resources that support workers in managing occupational challenges. This result is in line with research by Xu et al. (2021) and Ray et al. (2021), which found that solidarity and cooperation among online drivers play a significant role in maintaining work motivation in smaller urban settings. Nevertheless, this study highlights that peer support not only facilitates information exchange but also contributes to emotional stability and a sense of belonging within the driver community. The presence of such social interaction helps drivers transform individual stress into shared experiences that are collectively managed.

From a theoretical perspective, these findings contribute to the development of social resilience theory within the context of platform-based employment. The results demonstrate that social resilience among online drivers emerges through the interaction

between psychological adaptation, social support, and practical coping strategies. This study, therefore, expands the understanding of resilience by showing that it is not merely an individual psychological trait but also a socially constructed process shaped by everyday interactions within worker communities. In practical terms, the findings suggest that strengthening community-based support networks among drivers can enhance their psychological well-being. Platform providers and local stakeholders could consider facilitating communication spaces or informal forums where drivers can exchange information and support each other.

Overall, the study indicates that social resilience among online drivers is formed through a combination of psychological adjustment, adaptive work strategies, and peer support systems. Income uncertainty may generate psychological pressure, but drivers actively respond to these conditions by developing coping strategies and relying on social relationships within their professional community. These findings highlight the importance of considering psychological and social dimensions when examining the experiences of platform-based workers. By understanding how drivers construct resilience in uncertain work environments, future research and policy initiatives can better support workers' well-being in the rapidly expanding digital labor sector.

CONCLUSION

The findings of this study highlight that social resilience among D'Kurir online drivers emerges from the interplay among psychological adaptation, adaptive work strategies, and peer support within their work environment. One of the most significant findings is that income uncertainty directly affects drivers' psychological well-being, often generating anxiety, emotional pressure, and insecurity about their daily earnings. However, drivers do not remain passive in facing these challenges. Instead, they actively develop adaptive coping strategies, such as monitoring delivery applications, efficiently managing waiting times, and sharing practical information with fellow drivers. Another important lesson from this research is the role of peer support in strengthening drivers' resilience. Through informal communication, cooperation, and emotional encouragement, drivers build collective support systems that help them manage occupational stress and maintain their motivation. These findings indicate that resilience within digital labor environments is not solely individual but is constructed through social interaction and shared experiences among workers.

This study contributes to the development of knowledge in social psychology and industrial–organizational psychology by demonstrating how social resilience mechanisms operate within the context of platform-based employment. The research shows that resilience is formed through a dynamic process involving psychological coping, social relationships, and practical adaptation to uncertain work conditions. The strength of this study lies in its qualitative exploration of drivers' lived experiences, providing a deeper understanding of how informal workers interpret and manage job uncertainty in their daily lives. Nevertheless, this research has several limitations, particularly the small number of informants and the focus on a single local delivery platform in a single city, which may limit the generalizability of the findings. Future research is therefore encouraged to involve a larger number of participants, explore different regions or digital platforms, and integrate mixed-method approaches to gain a broader understanding of resilience among platform-based workers.

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