

Job Satisfaction and Burnout Among Home Delivery Executives

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Abstract

The major objective of the study was to evaluate the job satisfaction and burnout of home delivery executives in Kerala. The sample was collected through convenient sampling method. The study was conducted in 220 delivery executives who were working in E-kart (N=77), Delhivery (N=46), DTDC (N=22), Zomato (N=40), Swiggy (N=27) and Uber Eats (N=8). The descriptive research design was used by the researcher. The main tool for data collection was demographic data sheet, job satisfaction scale and Oldenburg burnout inventory. The statistical procedure used by the researcher were t-Test and ANOVA. The results revealed that the level of satisfaction significantly varied on the basis of educational qualification of the executive, working hours and the type of company they are working. But the burnout was more or less similar among home delivery executives except the type of companies they are working.

Keywords: Burnout, Home Delivery Executives, Job Satisfaction

Introduction

The e-commerce market has experienced strong growth over the past decade, as customers increasingly move online. This shift in how consumers shop has been driven by a wide range of diverse factors, some being market or country dependent, others occurring as a result of worldwide changes. These changes includes an increase in disposal income, particularly in developing nations; longer work and commuting times; increased broadband penetration and improved safety of electronic payments; a relaxing of trade barriers; an increase in the number of retailers having an online presence; and a greater awareness of e-commerce by customers (Mansoor, 2018). The growth of the e-commerce markets have brought an increase in the number of delivery service providers and thereby have increased the number of home delivery executives.

Home delivery executives provide a valuable service in delivering information for the business community or home deliveries for the general public. Delivery executives are individuals employed to be responsible for collecting packages from the local office, production house or from the restaurant, in the case of online food delivery, and to deliver such packages to the wherever the consumer needs the product to be delivered. Nowadays, people from different socio-economic backgrounds decide to become home delivery executives of different companies. Majority of these workers belongs to the age group 20 to 29 years. Most of the companies select individuals who have a two of four wheeler driving license and a good driving history as their delivery executives.

The home delivery executives commonly use a two wheeler vehicle for their work. Traffic congestion and

parking restrictions make delivering parcels by motorbikes an economical and effective alternative to delivery vans. Motorbikes can travel faster than cars through heavy city traffic they are also economical, efficient and, in some cases, environmentally harmless. As Indians increasingly switch to online retail, e-commerce is booming. But that's also meant pressure building up on the last-mile link—those who need to get the packages to customers on the bikes. These delivery workers have become a fixture of India's urban landscape, balancing their bulging carrier bags and maneuvering through heavy traffic. According to an IBEF report, by 2025, online retail in India is expected to account for 31 percentage of total retail (IBEF, 2018).

Like all other professions, this one may also bring physical and psychological problems in the employees. The job of a delivery executive is a physically demanding one. He needs to spend much of their time for driving for delivering the orders. Although startups offer flexible timings, most delivery staff ends up working for 10-12 hours a day to earn a decent monthly income. The motorcycle riders are subjected to extreme vibrations due to the vibrations of its engine, improper structural design of the motorcycle and the bad road conditions (Shivakumara & Sreedhar, 2010).

Some of them say that it's killing their backs. As e-commerce companies try to meet the dearth of feet on the ground and wheels on the road, the pressure is building on these workers. Due to these reasons, many people have left this job because of this health issues. But the socioeconomic status of some employees have made them to continue in the profession. Riders face the risk of degenerative disc disease or facet joint hypertrophy. Majority of the delivery executives belongs to the age group 20 to 30, but the problems in a regular bike rider show up between the age of 40 and 45 years. These boys will start facing issues at least five-seven years earlier. There's also a motor safety aspect that remains unaddressed. Automobile experts says that the motor bikes are not made to be used as a carrier vehicles and a rider should not be carrying more than 7 kg of weight. It affects the ergonomics of the bike. This puts not only the biker but other people on the road at risk of accidents (Richa, 2015).

The above factors that influence the health of workers will directly and indirectly influence the job satisfaction and in some cases contributes to the increased levels of burnout. The job satisfaction and burnout are two factors that comes negatively correlated (Safari, 2020).

An employee gets job satisfaction when he feels he is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). The job satisfaction is positively correlated to the health (Fragher, 2005).

Job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job. Job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also be happy in their

work environment, given the amount of time they have to devote to it throughout their working lives (Ashok, 2016).

The problems of health which is formed as a result of adverse working conditions may lead to job burnout (Maslach & Jackson, 1981). Burnout is a psychological syndrome of exhaustion, cynicism and inefficacy in the workplace. It is considered to be an individual stress experience embedded in a context of complex social relationships and it involves the person's conception of both self and others on the job (Maslach & Michael, 2007). Polikandrioti considers the burnout as a rising complex phenomenon related to stressful working environment (Polikandrioti, 2009). Burnout was first described in the mid-1970s by Freudenberger and ever since it has been the subject of discussion by many studies. Burnout is characterized by a set of symptoms that denote exhaustion, expressed by a lack of physical and mental energy (emotional exhaustion), lack of interest in work (depersonalization) and self-devaluation (decreased professional fulfillment) (Leiter & Maslach 2016). Burn-out is included in the chapter 24 of the 11th Revision of the International Classification of Diseases (ICD-11) as an "occupational phenomenon". It is not classified as a medical condition. It is described in the chapter as 'factors influencing health status or contact with health services' – which includes reasons for which people contact health services but that are not classed as illnesses or health conditions.

When an employee faces a stressful situation for a prolonged period of time, he or she may feel fatigued, his or her emotions may get exhausted and his or her concentration may deplete. It leads to low productivity and finally ends up with less accomplishment. This less accomplishment will trigger the individual's emotional distress, as the individual is no longer self-motivated. The emotional distress will lead to physical reflections like aches, short temper, irritated etc. If these feelings are not ventilated, it may end up in major psychological impacts (Pheno & Venkedesh, 2020). Home delivery employees, especially who are working for the online food delivery organizations are under more pressure as they need to deliver the item within the allotted time.

Objectives

To examine whether there is any significant difference in the job satisfaction and burnout of delivery executives on the basis of their educational qualification, working time and organization.

Hypotheses

1. There will be a significant difference in the job satisfaction and burnout of delivery executives on the basis of their educational qualification.
2. There will be a significant difference in the job satisfaction and burnout of delivery executives on the basis of their working hours.
3. There will be a significant difference in the job satisfaction and burnout of delivery executives on the basis of their organization.

Methodology

A number of 220 delivery executives of E-commerce sites, Food ordering companies and courier services from the different places in Central Kerala were selected by using convenient sampling.

Tools

1. Demographic data sheet prepared by the researcher

2. Job Satisfaction scale by Jayan and Dharmangadan
3. Oldenburg Burnout Inventory by Demerouti

Reliability and Validity

The job satisfaction scale was developed by Jayan and Dharmangadan. The reliability of the test has been established by the method of Cronbach alpha and the alpha coefficient obtained is 0.842. The split-half reliability of each domain varies between 0.73 to 0.89 and the test-retest reliability is also found to be significant and varied from 0.63 to 0.73 respectively. Criterion validity and predictor validity of each of domain were established.

In the case of Oldenburg Burnout Inventory, burnout was measured with the English version of the Oldenburg Burnout Inventory (OLBI; The OLBI consists of 16 items, eight of which measure the exhaustion dimension of burnout (e.g., “There are days when I feel tired before I arrive at work”) and eight measuring the disengagement dimension of burnout (e.g., “It happens more and more often that I talk about my work in a negative way”). Both subscales include four positively worded items and four negatively worded items. Participants were asked to respond to the items by using a scale ranging from 1 (strongly agree) to 4 (strongly disagree). In all cases, responses were recorded so that high scores would refer to high levels of exhaustion and disengagement. Both the exhaustion (Cronbach's $\alpha = .87$) and the disengagement (Cronbach's $\alpha = .81$) subscales were reliable.

Results and Discussion

Table 1: ANOVA with respect to educational qualification

Variables		Sum of Squares	df	Mean Square	F
Job Satisfaction	Between Groups	1630.97	3	543.65	3.82*
	Within Groups	30699.00	216	142.12	
	Total	32329.98	219		
Burnout	Between Groups	83.14	3	27.71	1.49
	Within Groups	3999.09	216	18.51	
	Total	4082.23	219		

*Significant at 0.01 level

Table 1 shows that the ANOVA of the job satisfaction and burnout of the delivery executives on the basis of their educational qualifications. It shows that the job satisfaction and burnout of the delivery executives is varied according to the educational qualifications. The calculated ‘F’ value of the job satisfaction is 3.82, which is higher than the table value and hence it is statistically significant at the 0.01 level. In the case of burnout, no statistical significance was observed.

Post-hoc Test

Table 2: Job Satisfaction

Education	N	Subset for alpha = 0.05	
		1	2
Diploma	28	154.32	
Graduation	23	158.61	158.61
Matriculation	53	159.19	159.19
HSC	116		162.38
Significance		.096	.199

According to Table 2, significant difference was observed in the job satisfaction of the delivery executives. The delivery executives having diploma kept a statistically a significant difference with other groups of executives. Job satisfaction is comparatively low among diploma holders and it is high among respondents up to HSC education. As per the above observation, the higher level of educational qualification did not influence the level of job satisfaction. It may be the major characteristics of this type of emerging occupation. Beyond the educational qualification, anybody can do this job. Some other factors may be influenced by the level of job satisfaction. This result supported the findings of Zafarullah and Pertti (2019). As per the study, job satisfaction was comparatively low among the higher educational groups.

Table 3: ANOVA with respect to working hours

Variables		Sum of Squares	df	Mean Square	F
Job Satisfaction	Between Groups	1350.07	3	450.02	3.13*
	Within Groups	30979.90	216	143.42	
	Total	32329.98	219		
Burnout	Between Groups	101.28	3	33.76	1.83
	Within Groups	3980.95	216	18.43	
	Total	4082.23	219		

* Significant at 0.05 level

Table 3 shows that the ANOVA of the job satisfaction of the delivery executives significantly varied among different groups of executives categorized on the basis of their working hours. The level of burnout is more or less similar among them, so that difference is not statistically significant. The calculated 'F' value of the job satisfaction is 3.13, which is higher than the table value and the difference is statistically significant at the 0.05 level.

Post-hoc Test

Table 4: Job Satisfaction

Working Time	N	Subset for alpha = 0.05	
		1	2
Less than 6 hours	17	153.18	
6 to 8 hours	75	158.91	158.91
More than 10 hours	10	160.30	160.30
8 to 10 hours	118		162.01
Significance		.06	.42

According to the post-hoc test in Table 4, there is a difference in the job satisfaction of the delivery executives on the basis of working hours. The delivery executives working for less than 6 hours a day kept a difference with the 8 to 10 hours working group. The mean of job satisfaction of the delivery executives working for less than six hours a day is 153.18 and that of the delivery executives working for eight to ten hours a day is 162.01, which means that the delivery boys working for eight to ten hours a day have more job satisfaction than that of the delivery boys working for less than six hours a day. The executives working 8 to 10 hours and more enjoyed their job than other group, especially executives working less than 6 hours. Most of the executives were youngsters, their energy level and enthusiasm is at its maximum, so that they are interested to work hard and earn more at this age. The low working hours may be created boredom among these executives (youngsters). The result of the present study supported the findings of Holly (2012). The study revealed that job satisfaction is more among the employees working for more period of time.

Table 5: ANOVA with respect to the organization

Variables		Sum of Squares	df	Mean Square	F
Job Satisfaction	Between Groups	7163.49	5	1432.70	12.18*
	Within Groups	25166.48	214	117.60	
	Total	32329.98	219		
Burnout	Between Groups	341.05	5	68.21	3.90**
	Within Groups	3741.18	214	17.48	
	Total	4082.23	219		

*Significant at 0.01 level

Table 5 shows that the ANOVA of the job satisfaction and burnout of the delivery executives on the basis of the organization or company in which they work. It shows that the job satisfaction and burnout of the

delivery executives varied according to the organization or company in which they work. The calculated 'F' value of the job satisfaction is 12.18, which is higher than the table value and it is statistically significant at the 0.01 level. On the other hand, the calculated 'F' value of the burnout is 3.90, which is higher than the table value and it is statistically significant at the 0.01 level.

Post-hoc Test

Table 6: Job Satisfaction

Company	N	Subset for alpha = 0.05	
		1	2
Zomato	40	151.25	
UBER eats	8	153.63	
Swiggy	27	153.89	
DTDC	22		161.68
E-Kart	77		164.09
Delhivery	46		165.57
Significance		.447	.261

According to the post-hoc test, the delivery executives working in Zomato, Uber eats and Swiggy (food delivery companies) kept a difference with delivery executives working in other companies such as DTDC, E-Kart, and Delhivery. Job satisfaction is comparatively low among food delivery executives. Other companies provide their services in commodities delivery. It is not a time bound one, so the work pressure may be low among executives working in these types of companies. It may leads to increased level of job satisfaction. In the case of food delivery executives, their job is a time bounded one. The customers immediately want to fulfill their needs. So each moment is important for them till the delivery. For the company also the time is most important. From the part of delivery executives, they shoulder the responsibilities to take the food from the concerned restaurants and deliver it without delay and without loss in quality. It gives its extreme level work pressure from both parties to the executives. It may be reflected in the level of job satisfaction. The result of the present study supported the findings of Ankit (2020). The study revealed that job satisfaction is less among the food delivery employees.

Table 7: Burnout

Company	N	Subset for alpha = 0.05	
		1	2
E-kart	77	42.64	
UBER eats	8	43.63	43.63
Delhivery	46	43.93	43.93
DTDC	22	44.50	44.50
Zomato	40		45.58
Swiggy	27		45.85
Significance		.177	.115

According to Table 7, executives working in E-kart obtained a low mean score and kept a difference with executives working in Zomato and Swiggy. Executives working in E-kart have low burnout. Executives working in food delivery companies have higher level of burnout. The higher level of burnout reduces the job satisfaction. The result of the present study supported the findings of Rangarajan (2018). The study supported that the food delivery employees are experiencing burnout due to their working conditions.

Conclusion

The level of job satisfaction is higher among executives working in commodity delivery systems having low educational qualification and working more hours in the delivery system. Lower level job satisfaction and higher level of burnout is observed among executives working in food delivery system. More studies are required in this emerging occupational area to explore various influencing factors among employees.

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