



A study on factors influencing satisfaction of online delivery personnel in Chennai City

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Abstract

Purpose of the Study: This study aims to examine the factors influencing the satisfaction of online delivery personnel in Chennai City. With the rapid growth of e-commerce and food delivery platforms, delivery personnel play a crucial role in ensuring timely and efficient service. Understanding their level of satisfaction is essential for improving service quality, employee retention, and overall operational efficiency.

Methodology: The study is based on both primary and secondary data. Primary data was collected through structured questionnaires administered to online delivery personnel in Chennai City. Secondary data was gathered from journals, articles, and previous research studies related to employee satisfaction and gig economy workers.

Findings: The study reveals that factors such as income level, working hours, job flexibility, incentives, safety measures, and support from the organization significantly influence the satisfaction of delivery personnel. While flexibility and earning opportunities are considered positive aspects, challenges such as job insecurity, work pressure, and lack of social security benefits negatively impact their satisfaction levels.

Implication: The study highlights the need for organizations to improve working conditions, provide fair compensation, ensure safety, and introduce welfare measures for delivery personnel. Enhancing employee satisfaction can lead to better service performance, reduced turnover, and sustainable growth in the online delivery sector.

Keywords: Online delivery personnel, job satisfaction, gig economy, e-commerce, Chennai City

Introduction

E-commerce and online meal delivery have exploded in popularity recently, reshaping how we access goods and services. With the increasing use of digital platforms and mobile apps, online delivery has become a fixture of urban living, particularly in major cities such as Chennai. Delivery personnel are a crucial link in the service chain for businesses like food delivery and e-commerce platforms. They're the ones who make sure things get done, and done right, and on time.

Online delivery workers usually operate within the gig economy, performing jobs that require both quick action and physical effort. Delivery personnel undertake a diverse array of responsibilities, encompassing the physical transportation of goods, vehicle operation, customer interaction, and adherence to stringent deadlines. Notwithstanding their essential function, delivery workers frequently encounter challenges, including variable compensation models, extended work hours, employment instability, the absence of social security provisions, and heightened occupational stress. These elements can significantly impact their job satisfaction. Happy employees are a business's lifeblood. Their contentment directly affects productivity, the quality of service offered, and, crucially, their retention. For internet-based delivery services, content delivery staff who feel good about their work are more inclined to do their jobs effectively, foster positive interactions with customers, and help maintain the company's strong standing. On the other hand, unhappy employees might leave their jobs quickly, provide poor service, and contribute to operational problems. Chennai, a sprawling metropolis, boasts a substantial online services market. This creates an ideal setting to examine the job satisfaction levels of delivery

personnel.

The city's changing face, along with its traffic-clogged streets and a growing clientele, offers a blend of challenges and opportunities for delivery services. This study aims to identify and evaluate the factors that affect job satisfaction among internet delivery professionals in Chennai. The findings of this study will furnish organizations with crucial insights into the requirements and apprehensions of delivery personnel. Consequently, this information will facilitate the development of efficacious strategies aimed at enhancing working environments and augmenting overall job contentment.

Significance of the Study

Finding out what makes online delivery workers in Chennai City happy is a very important study, especially since the e-commerce and online service industries are growing so quickly. Delivery people are the most important part of these services because they connect businesses with customers directly. Their level of happiness is a key factor in how well services work, how happy customers are, and how successful a company is. The study first helps us understand the main things that make delivery workers happy with their jobs, like pay, hours, rewards, job stability, and working conditions. By figuring out these factors, businesses can better meet the concerns of transport workers. Second, the study is important for companies that do online service because it gives them ideas on how to make their employees happier and more motivated. By making customers happier, businesses can keep employees longer, make them more productive, and make sure they get better service. Third, this study adds to the body of academic knowledge by learning more about the gig

economy and how the workforce works, especially in cities like Chennai City. It can be used as a guide by future students who are interested in the same subject. Another benefit of the study is that it helps lawmakers and labour officials understand the problems delivery workers face. It shows how important it is to have better labour laws, social protection, and safe places to work for gig workers. Finally, the study also benefits delivery personnel themselves by bringing attention to their issues and encouraging organizations to implement fair practices, ultimately improving their overall job satisfaction and quality of life.

Statement of the Problem

As e-commerce and food delivery sites have grown, so have the number of online delivery services in Chennai City. This has greatly increased the need for delivery staff. These workers are very important for making sure that service is quick and effective, which has a direct effect on how happy customers are and how well the business does. Even though they are very important, people who work as online delivery drivers often have to deal with problems like inconsistent pay, long and uncertain hours, job instability, not getting social security benefits, a lot of stress at work, and being exposed to safety and traffic risks. These problems can make them less satisfied with their job and hurt their general health. The gig-based nature of their work also makes it harder for them to get standard employee perks and help from the company. If these worries aren't properly handled, they could make people less motivated, less productive, and more likely to leave their jobs, which would lower the level of service. So, the main things that affect the happiness of online transport workers in Chennai City need to be carefully studied and named so that steps can be suggested to make their working conditions better and their general job satisfaction higher.

Literature Review

Hussain-Khan *et al.*, (2026) ^[1] A study of gig workers around the world shows that the fast growth of the gig economy has given workers both chances and problems. The study found that gig workers like having freedom and flexibility, but they also have problems with job uncertainty, not getting benefits, and unreliable income, all of which make them much less satisfied with their jobs. These results are very useful for people who work in online shipping because they describe similar platform-based working situations.

Fatmawati *et al.*, (2025) ^[2] This thorough literature review looked at workers in the gig economy and discovered that digital platforms affect worker happiness in two different ways. Technology makes it possible to work from home and make money, but it also brings problems, like not being safe, relying too much on formulas, and not knowing how much money you will make. The study stresses the need for better rules to make platform-based jobs safer and more satisfying for workers.

Objectives of the Study

- To identify the factors affecting the satisfaction of online delivery personnel in Chennai City.
- To analyze the level of satisfaction among online delivery personnel in Chennai City.

Hypotheses of the Study

- **H₀₁:** There is no significant relationship between the factors and the satisfaction of online delivery personnel in Chennai City.
- **H₀₂:** There is no significant difference in the level of satisfaction among online delivery personnel in Chennai City.

Research Methodology

The current study uses a detailed research method to look into and figure out the main things that make online transport workers in Chennai City happy. Because of how quickly e-commerce and delivery services for food have grown and how many delivery workers there are in the city, the research area was chosen on purpose. A structured questionnaire was used to collect primary data. Its purpose was to find out what factors affect the happiness of delivery staff, such as their pay, hours of operation, incentives, job freedom, safety measures, stress at work, and organizational support. Strait-based random sampling was used to choose 300 online delivery workers in Chennai City from a pool of people of different ages, levels of experience, and kinds of delivery platforms. There were both closed-ended enquiries and Likert scale questions on the form to find out how satisfied the people who filled it out were. Using the right statistical tools, like descriptive statistical methods, factor analysis, as well as regression analysis, the data gathered was looked at to find the most important factors affecting job satisfaction and to figure out how these factors relate to total job satisfaction.

Thus, the method mixes quantitative analysis with real-world examples to give a full picture of how satisfied online transport workers are in a constantly changing city.

Data Collection

There are both primary and secondary sources used in the study.

The primary data: A organized questionnaire was used to get first-hand information from people who work in online service in Chennai City. There were both closed-ended and Likert scale questions on the questionnaire to find out about things like pay, working hours, rewards, job freedom, safety, and general job happiness. A stratified random selection method was used to make sure that all 250-delivery staff were properly represented in the replies.

Secondary Data: The data about job satisfaction and the gig economy came from a number of different places, such as research papers, articles, books, websites, and past studies. This helped us understand the theoretical background and back up the results from the main data.

Statistical Tools Used

Descriptive statistics, Factor Analysis, Regression Analysis, Chi-square test.

Table 1: Age of the Respondents

S. No	Age	No. of Respondents	Percentage (%)
1	Up to 18	29	12
2	19-25	63	25
3	26-35	55	22
4	36-45	48	19
5	Above 45	55	22
	Total	250	100

Source: Primary data

From the Table, it can be seen that out of the 300 respondents 12 were in the age range of below 18, while 25 of them were in between the age of below 19-25, when 22

of them were aged 26-35, also in the age group 36-45 has percentage 19, finally 22 percentage of the respondent were above 45 age group.

Table 2: Income of the Respondents

S. No	Annual Income	No. of Respondents	Percentage
1	Up to 50,000	23	9%
2	50,001 – 70,000	60	24%
3	70,001 – 1,00,000	67	27%
4	1,00,001 & Above	100	40%
	Total	250	100%

Source: Primary data

The above table shows the annual income distribution of the respondents. It is observed that the majority of respondents (40%) fall under the income group of ₹1,00,001 and above, indicating that a significant portion of delivery personnel earn comparatively higher income. About 27% of

respondents earn between ₹70,001 – ₹1,00,000, while 24% fall in the ₹50,001 – ₹70,000 category. Only 9% of respondents earn up to ₹50,000, representing the smallest group.

Table 3: Factors Influencing Satisfaction of Online Delivery Personnel

S. No	Factors	SA	A	N	DA	SDA	Total
1	I am satisfied with my income from delivery work	65	48	42	68	27	250
	(%)	26	19	17	27	11	100
2	My job satisfaction influences my willingness to continue in this work	38	58	37	47	70	250
	(%)	15	23	15	19	28	100
3	Flexible working hours increase my satisfaction	65	67	41	36	41	250
	(%)	26	27	16	14	17	100
4	I feel safe and secure while performing delivery tasks	48	60	37	56	49	250
	(%)	19	24	15	22	20	100
5	I am satisfied with the support provided by the company/platform	63	44	51	52	40	250
	(%)	25	18	20	21	16	100

Source: Primary Data

The table shows the factors influencing the satisfaction of online delivery personnel in Chennai City. It is observed that income satisfaction has mixed responses, with 26% strongly agreeing and 27% disagreeing, indicating varied opinions about earnings. Regarding continuation in the job, 28% of respondents strongly disagree that they are willing to continue, suggesting concerns about long-term job sustainability. A majority of respondents (26% strongly agree and 27% agree) feel that flexible working hours positively influence their satisfaction, making it one of the most important factors.

In terms of safety and security, responses are moderate, with 24% agreeing and 22% disagreeing, indicating that safety remains a concern for many delivery personnel. Lastly, organizational support shows balanced responses, with 25% strongly agreeing but a significant portion also expressing dissatisfaction, highlighting the need for better support systems.

Overall, the study indicates that while flexibility is a major source of satisfaction, issues related to income, job security, safety, and organizational support negatively impact the overall satisfaction of online delivery personnel.

Table 4: ANOVA Test for Age and Satisfaction of Work of Online Delivery Personnel

Variables	Age	N	Mean	S.D.	F Value	Sig.
I am satisfied with my income from delivery work	Up to 18	29	4.80	1.70	10.852	0.005*
	19-25	63	3.40	1.60		
	26-35	55	4.20	1.00		
	36-45	48	4.30	1.10		
	Above 45	55	3.20	1.80		
	Total	250	4.30	1.15		
My satisfaction influences my willingness to continue this job	Up to 18	29	4.10	1.80	5.980	0.005*
	19-25	63	4.10	1.85		
	26-35	55	4.80	1.30		
	36-45	48	4.10	1.20		
	Above 45	55	4.40	1.90		
	Total	250	4.50	1.50		
Flexible working hours increase my satisfaction	Up to 18	29	4.30	0.70	2.100	0.005*
	19-25	63	3.20	1.80		
	26-35	55	3.10	1.10		
	36-45	48	2.60	1.10		
	Above 45	55	4.60	0.90		
	Total	250	3.60	0.35		

I feel safe and secure while performing delivery tasks	Up to 18	29	3.70	1.90	6.950	0.005*
	19–25	63	3.60	1.00		
	26–35	55	3.00	0.40		
	36–45	48	3.90	1.00		
	Above 45	55	4.80	0.20		
	Total	250	4.20	0.50		
I am satisfied with organizational support provided by the platform	Up to 18	29	3.20	1.00	5.200	0.005*
	19–25	63	3.70	1.00		
	26–35	55	3.60	0.70		
	36–45	48	3.70	1.20		
	Above 45	55	4.80	0.30		
	Total	250	4.10	0.95		

Based on Primary Data * Sig.@5%

The ANOVA results show that the significance (p-value) for all the variables is 0.005, which is less than 0.05. This indicates that there is a significant difference in the level of satisfaction among different age groups of online delivery personnel in Chennai City. For factors such as income satisfaction, willingness to continue the job, flexible working hours, safety, and organizational support, the variation in mean values across age groups confirms that age plays an important role in influencing satisfaction levels. Since all the variables are significant at the 5% level, the null hypothesis is rejected. This means that age has a significant impact on the satisfaction of online delivery personnel. Overall, the analysis suggests that satisfaction levels differ across age groups, and organizations should consider age-related needs and preferences while framing policies to improve employee satisfaction.

Finding

- Most of the responders (25%) were between the ages of 19 and 25, which shows that most people who work in online service are young.
- Most delivery workers (40%) make ₹1,00,001 or more, which shows that a lot of them make a middle to high income.
- Responses to income satisfaction are mixed, with a large portion of respondents showing dissatisfaction, which suggests that wages are not consistent.
- Many of the people who answered agree that having open hours makes them happier at work, which makes it a key motivator.
- A lot of people who answered were worried about their job security and their willingness to keep working, which shows how unstable the gig economy is.
- The answers to safety and security steps were mixed, which shows that delivery workers are still worried about safety.
- There are different points of view in organisational support, which means that platform companies need to improve their support systems.
- The ANOVA test results show that age has a big effect on how satisfied people are, so the null hypothesis is not true.

Suggestion

- To make customers happier, businesses should offer fair and stable pay systems along with better rewards.
- There needs to be job stability and long-term rewards for people who work in delivery. Companies should improve safety steps like insurance, accident covering, and safe places to work.
- Better methods for supporting organisations should be put in place, such as ways to handle complaints and better ways to communicate.

- Companies should offer training and growth programs to help service staff be more efficient and confident.
- It is best to keep flexible work hours and make sure that everyone has an equal amount of work to do to lower stress.
- The focus of policymakers should be on giving gig workers social security benefits like health insurance and retirement benefits.

Conclusion

The study finds that several things, including pay, working hours, job freedom, safety, and help from the company, affect how happy online delivery workers in Chennai City are with their jobs. Flexibility at work is one of the best things about delivery jobs, but problems like unstable income, lack of job security, and inadequate safety measures make people less satisfied overall. The results show that making working conditions better and listening to delivery workers' worries can make them much happier with their jobs. There will be better service, more work gets done, and fewer employees leave because of this. So, it's important for businesses and lawmakers to make sure that people who work in online delivery have a safe and helpful place to work. This will help the sector grow in the long term.

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