

**THE QUALITATIVE STUDY OF
JOB SATISFACTION AND COMMITMENT OF DELIVERY MEN
IN ONLINE FOOD INDUSTRY IN BANGKOK**



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entitled
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IN ONLINE FOOD INDUSTRY IN BANGKOK**

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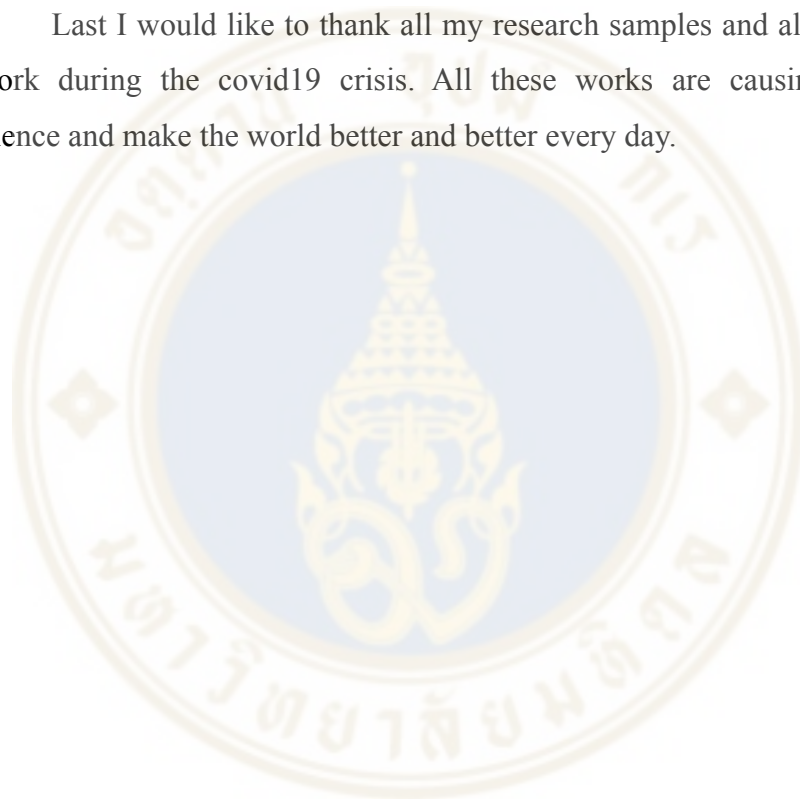
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Sheng Hao Chen



THE QUALITATIVE STUDY OF JOB SATISFACTION AND COMMITMENT OF DELIVERY MEN IN ONLINE FOOD INDUSTRY IN BANGKOK

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ABSTRACT

This research focuses on fulfilling the delivery men who work in the online food industry's need. Using the qualitative method to find the method that can increase job satisfaction and job commitment of them. The delivery men, who are not usually considered as the formal employee of the on-demand food delivery platform, are playing an important role in this business. As to improve the quality of the delivery process, it's important to improve the delivery rider's satisfaction. To identify and classify the needs, this research adopts ERG framework and using it as the method to find out the key factors toward job satisfaction and job commitment. The research data were using open-ended interview questions. Totally 10 interviewees who work as delivery men in the online-food delivery platform company in Bangkok were selected. The finding confirmed that the delivery men do have different kinds of needs besides salary, therefore this research proposes several recommendations and ideas that may help enhance job satisfaction and job commitment of delivery men.

Key words: ERG model / Online food delivery / Job satisfaction / Job commitment

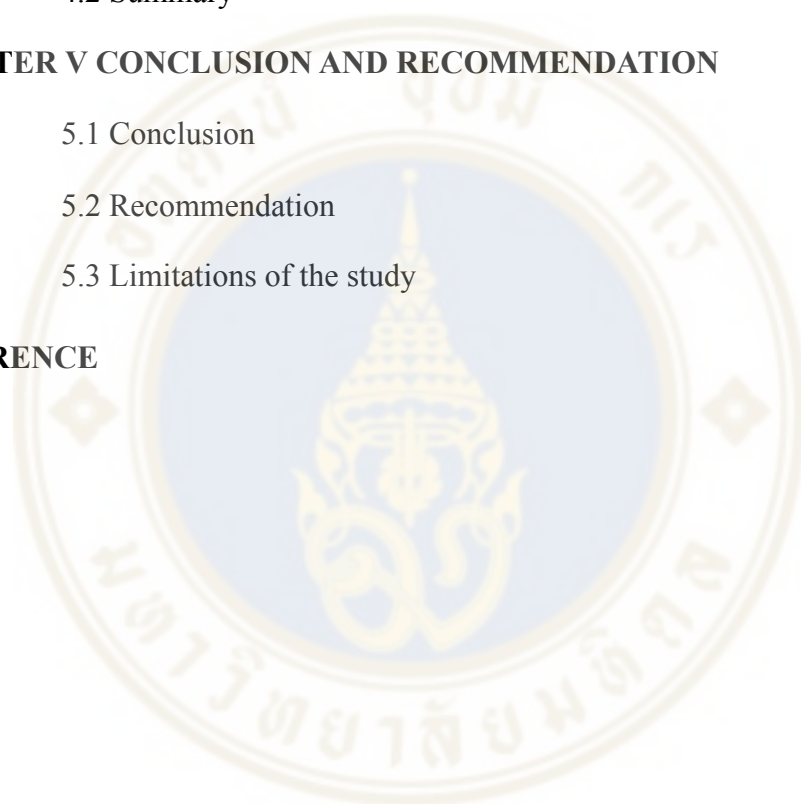
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CHAPTER I

INTRODUCTION

1.1 The on-demand food delivery services

The on-demand food delivery services, by and large, is the internet service that use web or mobile application to order foods and delivered to the specific places instead of heading to the restaurant. Nowadays there are many applications for the consumer to order food online. Some of them are application from the chained restaurant such as The Pizza Company and Burger King, S&P, etc. which developed their application for customer to shop online and get the food by the delivery service by the inside function. On the other hand, the platform application provides more selection of food for the consumer to choose, and get what they want promptly (Kimes, Sheryl; Laque, Philipp, March 2011). The platform applications now are popular with the customer in the city area in South East Asia, to whom are tired of the traffic jam or don't want to spend time to dine out. These applications such as Food Panda, Grab Food, Line Man and Go Jek, etc. of which which can let customers select the food they want and place the order, are now playing important roles in the food delivery market in SEA area.

The recent e-economy research done by Google and TEMASEK (2019) demonstrate the most important five key areas, which forming the Internet economy today: online Media, online Travel agency, the ride hailing service, the e-commerce marketplace, and the digital financial services. Among these kinds of transaction done via internet, the ride hailing services become the second largest section of the SEA e-economy. From total value of \$2.9 billion in 2015 to \$12.7 billion in 2019. The online food delivery, as a part of the Ride hailing services, is the main reason of the growth, from \$0.4 billion in 2015 to 5.2 billion in 2019, increased by 13 times within 4 years.

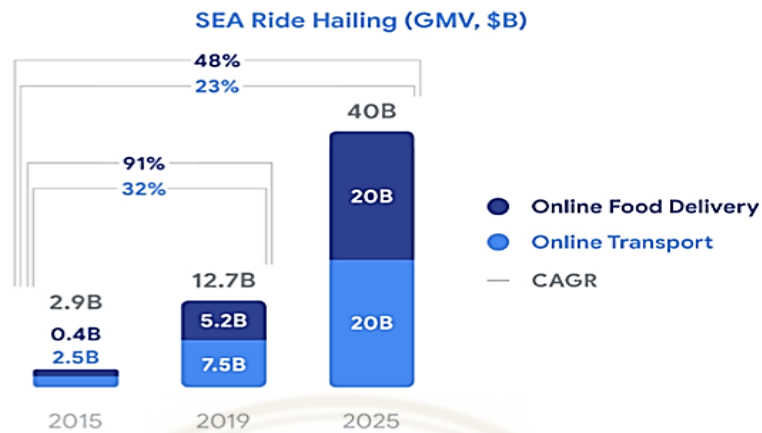
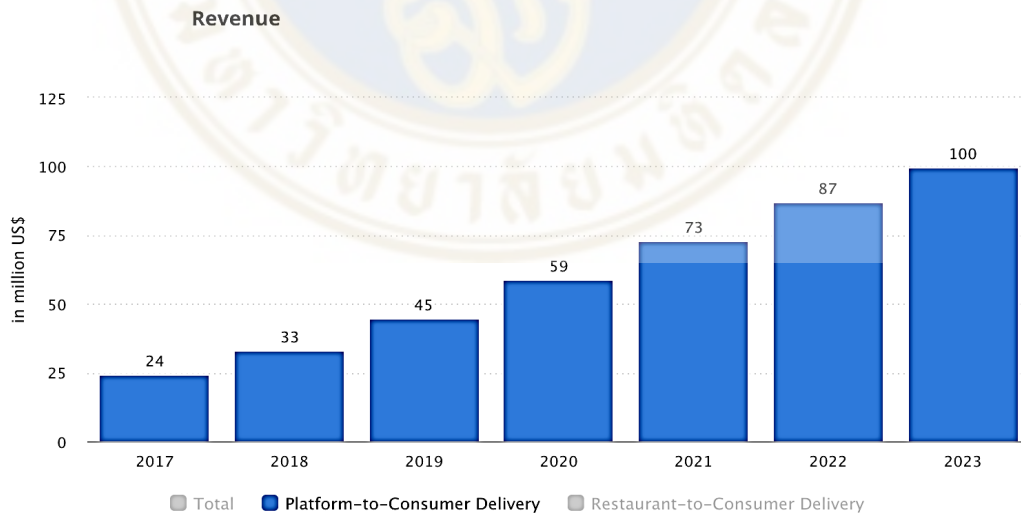


Figure 1.1 Total Ride Hailing market size in SEA area (Google, 2019)

As in Thailand, the Online Food Delivery report was done by Statista (2019), the platform to consumer food delivery revenue counts for \$33 million in 2018 and is estimated to be \$100 million in the year 2023, anticipated for 300% growth from 2018. By watching these reports and figures, we can understand the online food delivery service is now a hot business in Thailand.



Source: Statista, February 2019

Figure 1.2 Food delivery platform market size in Thailand (Statista,2019)

However, as the market grows, the competition of the food delivery industry is becoming more and more intense as well. The key player of the food delivery application are all multinational enterprises such as Food Panda (Germany), Grab (Malaysia), Line (Japan), Go Jek (Indonesia). As the competition heats up, there are more and more people join this industry, from the supplier side, many restaurant join the online delivery platform to make more sales. On the other hand, more and more people choose to work as a delivery man, the recent research from Kasikorn Bank (2019) shows that in 2019, the online food delivery business stand for about 8 percent for the whole Thailand in the restaurant market sales. The “lazy” economy benefits not only the consumers, but also the whole restaurant business supply chain. The restaurants have more chances to expand their business to reach more customers, also giving out more extra income chances to the cooperated motorbike riders from all the delivery transactions being made. The consumer can enjoy various kinds of foods and have more selection than before without suffering from the traffic in city area.

1.2 Problem Statements

There are now around more than a hundred thousand delivery men to work in the on-demand food delivery platform company in Thailand. The main task of the delivery rider is to check the order, to get the food and delivery to the places where the customer wanted. Instead of standby in a specific location and fixed working hours, the driver can stay anywhere they like to and choose whether to take the case or not, also work at the time whenever they want. Compared to the normal jobs in Thailand, the delivery driver's job would be more time flexible and has more potential to gain more income. However, besides the advantages, there are many issues should be mention as well.

On November 28, 2019, there was a protest for about 150 Grabfood riders strike for the wage cut in Pattaya (Boonlua Chatree,2019). A delivery ride within 4.5 km that Grabfood used to pay for the delivery rider was 55 baht. Now the Grab company decreased it to 30 baht per ride, about 45% lower than before. The grabfood riders blamed the company not only on the wage cuts but also not provide insurance to them. The boycott action not only in Pattaya, but also in Phuket and Bangkok in 2020

(Achadtaya, 2020) (Penchan, 2020). The whole Thai delivery riders seem not satisfied with the wages they get from the company. As the pay was cut, the drivers have not received any other benefits such as vehicle maintenance, the company not provide the insurance for the drivers as well. As for their work spend most of the time go back and forth on the road, the job itself is quite risky. The report from the World Health Organization (2018), Thailand has the highest motorbike death accidents number in the world. Nearly 70% of traffic deaths are caused by motorcycle crashes.

Also for the riders work for online food delivery industries, the company are not considered them as company employees. The company called them “partners”. When it comes to disputes between the company and riders, they have no power to negotiate for the welfare they need.

To make the delivery services successful, the motorbike delivery riders play a crucial role in this business. It represents the bridge between the shops and the customers. In the current online food delivery market there are many competitors, the company should put the effort in to increase the customer's satisfaction and loyalty to keep consumers making the consistent purchase. The previous research on the food delivery on-demand online (Suhartanto et al, 2019) (Liu et al, 2008) indicate that the efficient delivery and prompt response are significant to the consumer satisfaction on the online food delivery.

According to Branham (2005), with higher employee satisfaction, the company could benefit from higher productivity, lower turnover rate, safety records.”

As to improve the quality of the delivery process, it’s important to improve the delivery rider’s satisfaction. Understand the rider’s need would be the first crucial step.

1.3 Research objective

The main goals of this study are to figure out the key issues that are about the job commitment and job satisfaction of food delivery riders, to have a good understanding of what they need for work in order to keep the efficient food delivery business.

1.4 Research goal

After getting to know all the factors are linked with the commitment and satisfaction of job for food delivery riders, the result would help the companies which want to have insights into what rider need to encourage them to work better. The result will be useful for those who want to keep online food delivery service efficient. The information can also help those who want to have more insights into the food delivery industry.

1.5 Research scope

This research used qualitative methodology, making interview to gather information from people who work as delivery riders in food delivery industry. The interview aims to understand details of needs of the food delivery riders. The interview had done in March 2020.

1.6 Summary

This chapter introduces the current situation about the online food delivery market in Thailand, knowing the delivery men, which salary are paid case by case, are not usually being considered as formal employees by the companies. Their job commitment and job satisfaction would be important issues toward the online food delivery industry. These concerns bring about the motivation of this research and the next chapter will do the literature review about the employee motivation.

CHAPTER 2

LITERATURE REVIEW

As for discussing job commitment and job satisfaction, this chapter starts to review the theories related to people's motivation and needs. First the Maslow's hierarchy theory, which is known as the fundamental theory of all. Then illustrate the extended theory ERG, which is adapted to be the framework of this study.

2.1 Maslow's hierarchy of needs

When discussing the most famous theory of people's needs, this pyramid form theory is often used to recognize and classify the various kind of interests that organizations can provide to meet their employees' needs. Based on Maslow's observation (1954), the needs of humans would be divided by 5 levels, which are physiological, safety, love and belonging, esteem, and self-actualization. Classified the needs from the low level to high level. When the lower level needs being fulfilled, gradually people would try to find the needs that belong to the higher level. The needs would come up with sequence. If the lower-level needs not being satisfied, people would not begin to pursue the needs of higher level. The goal of fulfilling needs would be set by the hierarchy This model provides a general framework for the following motivation theories to develop more detailed and sophisticated content.

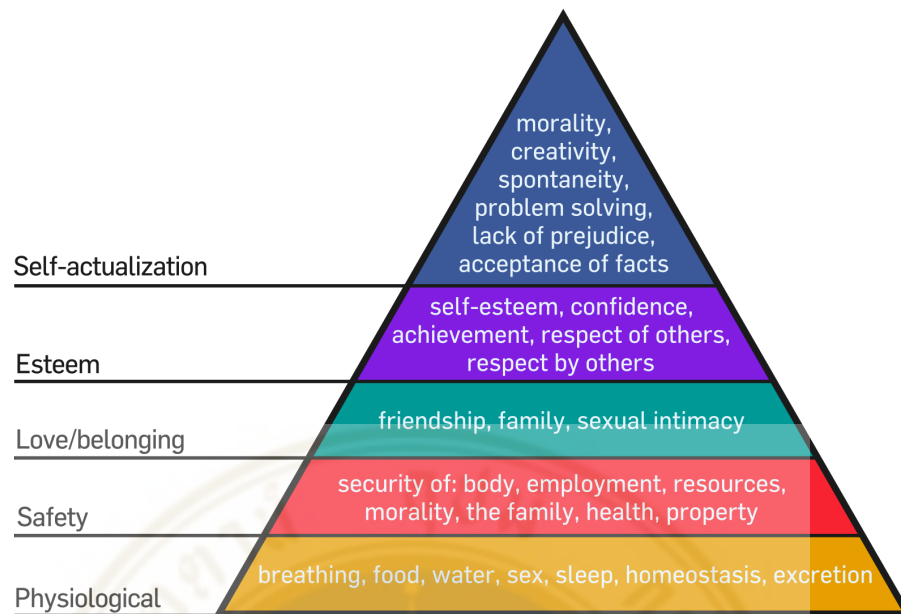


Figure 2.1 Maslow's hierarchy of needs (Maslow, 1954)

As figure 2.1 illustrated, among all the needs, the Physiological would be fundamental. And then it comes to Safety, Love & belonging, Esteem, and finally comes to self-actualization. Maslow's theory was widely applied to many aspects and affected many scholars who researching motivation.

2.2 ERG Theory

Even Maslow's theory was popular, the theory itself still faces much criticism. there are many criticisms including lacking experimental data to support their result, which expect that all the employee's needs are similar, and the theory seems not supporting motivation at all, rather just indicate the satisfaction part (Graham, Messner,1998). Therefore, based on this theory, many researchers try to adopt it and make it closer to reality. Alderfer, Clayton expand and modified Maslow's theory (1969), turn the 5 level hierarchy into his ERG theory, which stands for Existence, Relatedness, and Growth.

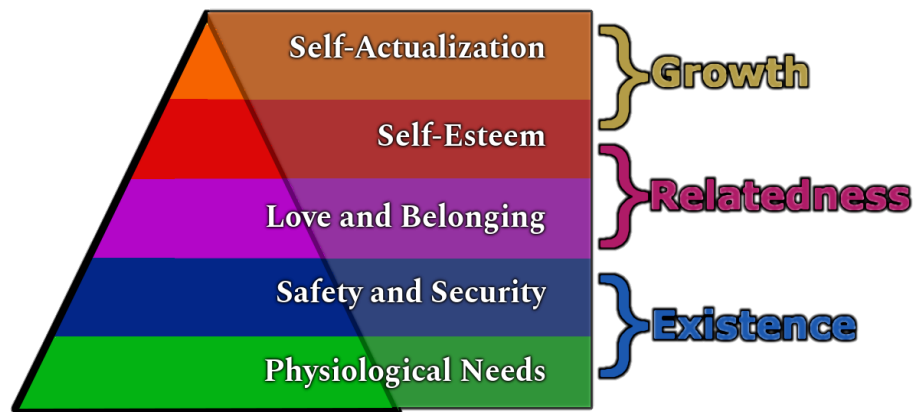


Figure 2.2 ERG Theory (Alderfer,1969)

Alderfer classified the needs and combined them into 3 categories: Existence needs, Relatedness needs, and the Growth need as Figure 2.2 illustrated. Different from the Maslow's concept that the lower needs should be satisfied before the higher level, Alderfer considers that the importance of these three kinds would be different from each person. Everyone would have his or her opinion of their importance of needs. According to ERG theory, only focus on specific needs would not affect motivation. The organization should understand that the employee has different kinds of needs should be fulfilled at the same time. The ERG theory also indicates that if higher-level needs cannot be satisfied, then the demand for lower-level satisfaction will increase. A person who cannot fulfill the growth needs would have more demand for relatedness and existence needs.

2.3 Conceptual Framework:

This research adapts ERG theory, to find out what are the motivation factors that support riders who work in online food delivery. By applying the ERG theory, to find out the company provide the needs for the delivery riders. Then discuss how these needs linked to job satisfaction and job commitment. The whole framework as illustrated in ERG theory would focus on the main 3 kinds of needs.

- Existence need: Does the company provide competitive salary, the insurance and orientation training, etc.

- Relatedness need: Does the riders have channel to express their idea to the supervisor? Any community for riders to join? How the bonus system works? do they give awards to the riders?
- Growth need: Does this job provide the riders sense of fulfillment? Does this work match your life plan?

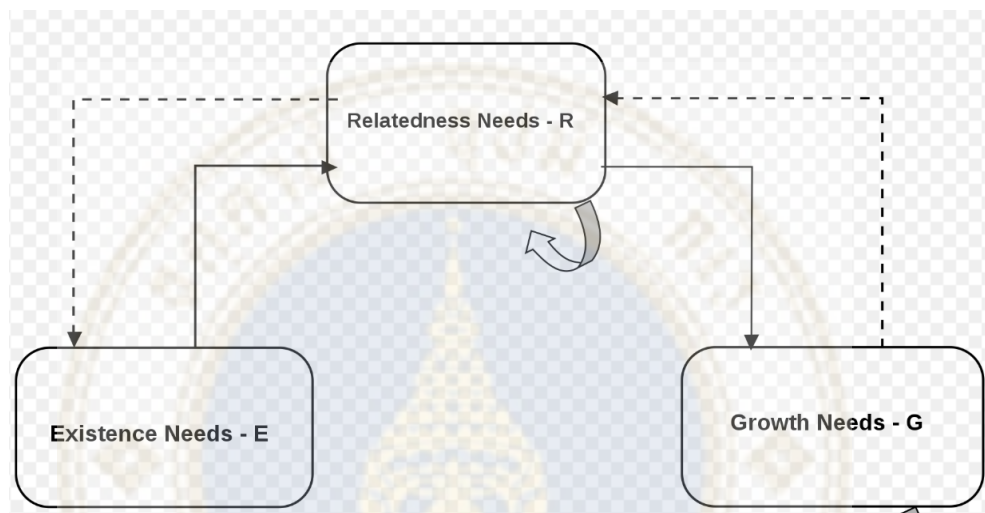


Figure 2.3 ERG Theory (Alderfer, 1969)

2.4 Summary

To sum up, this research will try to understand the details of the motivation factors. By applying the ERG theory, focus on the main 3 categories of needs and to find out how a Food delivery company can do for their cooperate delivery riders. And how to fulfill these needs that may lead to better job commitment and job satisfaction.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter illustrates the methodology of this study, including the tools of collecting data, the way data sampled, and how the data be analyzed.

To sum up, this research using qualitative method, to get detailed information about the delivery men's thoughts and feelings. To find out the delivery men's needs, the framework method is applied for data analysis. The data sampling is 10 deliver men who are currently working in the on-demand delivery company now. To give out interview questions based on the ERG theory.

3.1 Research design

This research aims at understanding the job commitment and job satisfaction of the delivery man who works in the on-demand food industry. As the ERG theory indicates, the needs of people can be divided into 3 parts. the study would develop a way to gather the details of the needs that can boost the job commitment and job satisfaction of delivery men. To understand the needs and opinions of delivery men, this research conducted in a qualitative method, interviewed the delivery men for detailed information. The qualitative method is chosen for this research would collect deeper feelings, thoughts, experiences, and inside feelings, allow the participants to answer detail information. (AtienoO.P.,2009; RahmanM.S.,2017). In this research, the detailed information from the delivery man was being collected and analyzed, to find out the needs of which were the constructs this research tried to dig out and analyze.

This research applied a semi-structured interview, provided several open-end questions for respondents to answer, to capture their personal perspective toward the needs. Even though it is clear that people have the need for salary, safety, and so on. In order to make sure the quality of research, generalizability would be the key in order

to increase the validity of the research (Golafshani, N, 2003). The questions that developed from the ERG model will be illustrated in paragraph 3.3.

This research recorded all the interviews by note-taking for data collecting. And the framework method was applied for the data analysis. The framework method provides a structured way for those who conduct research refining the data systematically(Gale,2013). To summarize and refine the data for this research, the working analytical framework would be converted based on the ERG theory and this research coding on the issues that matters with the needs of the delivery men. all the data related to the needs were classified by the ERG model and observed their linkage with the job commitment and job satisfaction. To find out the data related to the components in the framework, and to understand how they interact and influence the intention to use the food delivery application. The structured framework would help to understand the answers that this research wants to discuss.

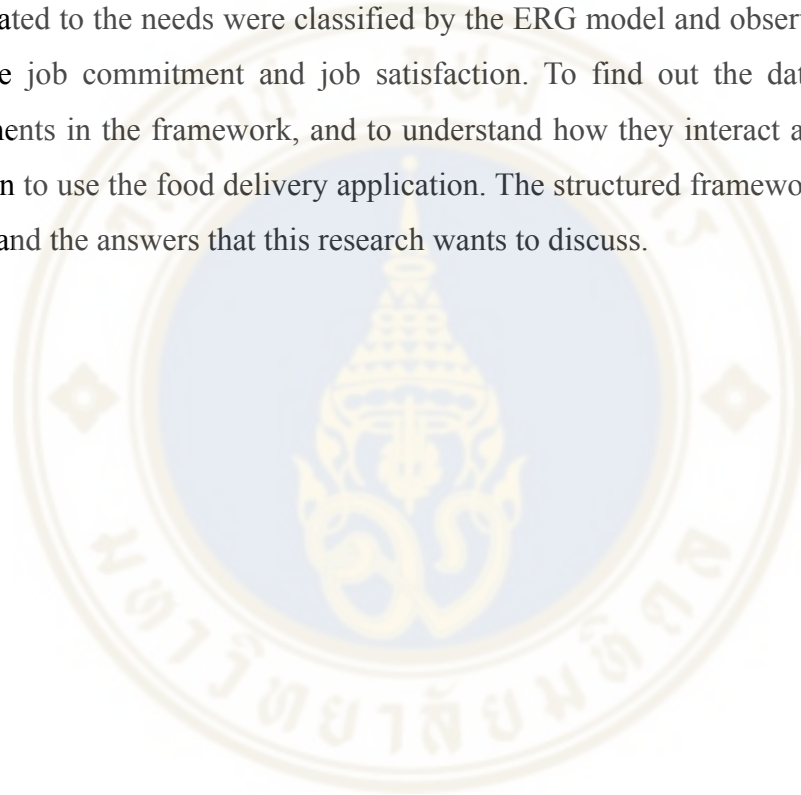


Table 3.1 Working analytical framework for data analysis

Interviewee No.	ERG Framework						Consequences			
	Existence needs	Attitude toward satisfaction	Relatedness needs	Attitude toward satisfaction	Growth needs	Attitude toward satisfaction	Job commitment	Attitude	Job satisfaction	Attitude
1	โดนรวมท้อใจรายได้ไม่ค่อยข้างไปดี มีประกันภัยเวลาจัดอาหารและเกิดบาทเจ็บ	Positive	รู้จักกัน แต่ไม่ถึงกับสนิท	Negative	เชื่อเต็มที เพราะรักรัก ในการทำงานบริการ	Positive	นั่ง เพราะว่างบางเวลาว่างที่ไม่ทำอะไร เกิดขึ้นได้ เลย ให้คะแนนความสนุก	Negative	มาเพราะ ทหารรายได้เสริมจากเวลาว่าง รายได้ดี งานก็ค่อยข้างสะดวก	Positive
2	โดนรวมท้อใจรายได้ไม่ค่อยข้างไปดี มีประกันภัยเวลาจัดอาหารและเกิดบาทเจ็บ จะมีการจ่ายค่าชดเชยที่เหมาะสมให้กับพนักงาน	Positive	ผูกผันแล้วแต่คน	Negative	เพราะเราทำงานบริการ ต้องทำให้ลูกค้าพอใจ	Positive	เพราะเรารัก ในการทำงานบริการ	Positive	ลางว่างได้ดี และรายได้ก็ดี งานก็	Positive
3	ท้อใจ รายได้อยู่ในทางที่ดี มีประกันภัยหากเกิดอาการบาดเจ็บ บริษัท มีค่าชดเชยให้หากเกิดอุบัติเหตุบาทเจ็บ	Positive	บางทีต่างคนก็ทำงาน ใครงานมัน	Negative	รู้สึก ทำให้ลูกค้าพอใจ ได้สร้างคุณค่า ให้กับผู้อื่น ทำแล้วมีความสุข	Positive	เชื่อ เพราะรัก ชอบ เพราะสนุกที่ทำ งานสะดวก	Positive	เพราะบางทีอาจไม่สมดุล	Negative
4	พึงพอใจอย่างมาก แต่บางวันหรือบางเดือนที่รายได้ลดน้อยลงไม่เพียงพอแต่ไม่ถึงกับขาดทุนครับ บริษัททำมุ่งเน้นที่จะสร้างควมมั่นใจให้ผู้ใช้โดยทุกคน	Positive	ทำให้ตัวกับการทำงานครับ รักขายดีครับรับไหว และอดรายเล็กงาน ให้เป็นไปตามที่นโยบายของบริษัท	Negative	ผมคิดว่าคนเราทำงานอะไรก็ต้องมีจุดมุ่งหมาย คือการทำเงินให้ได้มากที่สุดและ	Positive	ไม่ค่อยอยากจะรับส่ง ในเส้นทางนั้น ดีที่ได้รับ แต่โดยรวมแล้วผมถือว่านี่	Negative	เป็นอีกงานหนึ่งที่ดีและสุจริต นิดหน่อยแต่คุ้มค่าน่าไปและรายได้	Positive
5	พึงพอใจ เพราะ ผมเป็นนักศึกษา ทำมา 3 เดือน ทำให้ผมมีเงินจ่ายค่าตนเอง และเลี้ยงตัวเองได้แรกๆครับ ในการทำงานยัง	Positive	มีครับ จะคุยกันตลอด เข้างานก็ไม่งง ครึ่งก็มันดกจนลงวันพรอมันแต่ก็ไม่เคยแบ่งง เพราะเอาเดอมันเต็มมาตลอดและค่อนข้างเยอะ	Positive	รู้สึกตื่นตื่นกับการทำงาน รับส่งเดอมันมาก ระยะทางที่ได้ ถ้าไกลจะได้เงินมาก ยิ่งเกี่ยวกับงาน งานที่ได้ บางครั้งมาติดๆกัน ก็ไม่รู้สึก	Positive	รับการทำงานอิสระ เพราะยังเรียนไม่ได้ แต่ก็สามารถหารายได้ได้ง่ายๆ มีบริการรับประกันหลายอย่างที่น่า	Positive	ทำงานเยอะก็ได้ผลดีกว่าตัวเอง ขยายเก็บชั่วโมง ในการทำงานรับอิสระก็ได้รับกับนำพึงพอใจ สำหรับงานที่ไม่	positive
6	พึงพอใจ เพราะอยู่คนเดียว ไม่มีภาระหน้าที่อะไรมากมาย และเป็นคนเก็บเงินเป็นอยู่ จึงไม่ค่อยมีปัญหาเรื่องเงินเท่าไร	Positive	กัพันธ์ เพราะเจอหน้ากันทุกวัน แบ่งงานกันเสม ทำงาน สามารถร้องเรียนได้ตลอด 24 ชั่วโมง คอยแก้ปัญหาและสอบถาม	Positive	รู้สึกมีคุณค่า เพราะเข้ากับเพื่อนร่วมงานได้เป็นอย่างดี ไม่มีปัญหาขัดแย้งกัน นิดกับเพื่อนร่วมงาน จึงทำให้มีความสุขและเต็มทีกับ	Positive	เป็นงานที่สบาย มากตรงที่ต้องเจอกับสภาพอากาศ	Positive	ะกำลังว่างงานหรือขาดรายได้ จึงแ เพราะรายได้ดี งานไม่ลำบากมากนัก	positive
7	ตอนนี้เป็นอาชีพที่อยากทำตอนไหน ก็หาเวลาทำทำและอาชีพอิสระรายได้ เพียงพอต่อการใช้ชีวิต ในการใช้ชีวิตประจำวัน	Positive	ชอบปรึกษาหารือสำหรับสอบถามเส้นทางใน จะมีติดตั้งประจำกลุ่ม	Positive	เต็มที ทำงานไม่รู้สึกอึดอัด และรู้สึกสบาย	Positive	งานที่สุจริตและทำงานด้วยน้ำพักน้ำใจอย่างหนัก	Positive	นการรับงานเก็บดาวเพื่อทำตามเงื่อนไข เพราะตอนนี้รายได้ก็เพียงพอแล้ว	positive
8	ในการยกเลิกรายการระหว่างดำเนินการ ตีมากที่มีการรับลูกค้าบ้างรายชดเชยเล็กน้อยที่เห็น โดยที่ไม่ได้แจ้งก่อน รับประกัน อาจทำให้ลูกค้ามีอาการไม่สบาย	Positive	ระหว่างการทำงานเพื่อให้เข้าใจในการทำงาน อดหรือปัญหาต่างๆได้ภายในวัน ส่วนตัวพอใจกับการทำงาน	Positive	รู้สึกชีวิตยังมีหวังที่จะสามารถมีชีวิตที่ดีขึ้น ประกอบอาชีพไม่ได้ ใช้ชีวิตไปวันๆแบบไม่มีจุดหมาย	Negative	ไม่แน่ใจ พังได้เข้าร่วมงานแต่โดย รายได้ดีครับไม่ต้องลงทุนอะไรเยอะ	Negative	แนะนำ	positive
9	พึงพอใจ เพราะทำเป็นอาชีพเสริม อนาคตสำหรับประจำอยู่แล้วไม่รู้สึกกดดันสำหรับการทำงาน	Positive	ทำงานกันเป็นกลุ่ม สนิทอยู่แล้วทำให้รู้สึกสนุกกับการทำงาน	Positive	สามารถเลือกเวลาเข้าออกงานเองได้ ทำให้ทำงาน	Positive	รับจากเดิมที่ได้เงินเดือนรายได้จาก อย่างเราที่กำหนดและจัดสรรโดยงานอิสระ	Positive	บส่งอาหารเป็นงานอิสระที่ง่ายสะดวก น้อย และสามารถเข้างานได้อย่าง ที่ต้องการมีรายได้เพิ่มจากงานประจำ	positive
10	โดยส่วนตัวพึงพอใจครับแต่สามารถอัปเดตระดับรายได้ต่อรอบได้ก็ จะทำให้มีรายได้เพิ่มขึ้นไปอีก	Positive	ไม่ทราบครับ แต่ก่อนเริ่มงานมีการอบรมเพื่อสอนให้ปรึกษาที่สามารถติดต่อ พูดคุย และคอยช่วยกันการทำงาน แต่ปกติต่างคนต่างทำงาน	Negative	ใช้งานง่าย	Negative	เป็นงานว่างจึงทำงานได้อย่างอิสระ	Positive	ลองดูครับ เป็นหนึ่งทางเลือกสำหรับ เพราะ ใช้งานง่าย	positive

3.2 Data Sampling

Among all the cities in Thailand, Bangkok Metropolitan Region has a population about more than 14 million (National Statistical Office,2012), about 23% of the whole nation. Bangkok would be the most representative city for the Thai market.

This study will aim at the food delivery men who work in the online delivery platform in Bangkok city area. The sampling targeted at the delivery men who are currently working in online food delivery companies in Bangkok. Take totally 10 interviewees and use convenience sampling as the method for forming the data sample.

3.3 Interview questions

The interview questions were open-ended questions designed according to the ERG model(Alderfer,1969), by focusing on the 3 main kinds of needs illustrated in ERG model. to find out does the job fulfill these needs and require the respondents to give some comments.

3.3.1 Leading questions

- How long have you been working in delivery services?
- What are the reason for you to choose to work as a delivery rider?

3.3.2 General working condition

- What your daily routine of your work?
- What are the difficulties for this job?

3.3.3 Existence needs

- Are you satisfied with the current salary?
- Does the company provide the insurance for the work?
- Does the company provide assistance when accident occurs?

3.3.4 Relatedness needs

- Does the company give you the tools and technologies you need to do your job well?

- Is there any channel for you to convey your opinion to the supervisor?
Do they value your feedback?
- Do you feel connected to your coworkers?

3.3.5 Growth needs

- Do you feel yourself being considered important at work?
- On a scale of 1 to 10, how much you think you reach the work-life balance life?
- Do you considered you will fulfill your talents in this job?

3.3.6 Other comments

- Would you refer someone to work here?
- Do you have any other comments for this job?

3.4 Summary

Conducted in qualitative method, this research using the semi-structured interview to collect the data of delivery men's needs for their work. The interview question was designed according to the ERG model, aimed at knowing the delivery men's 3 kinds of needs and the issues about their attitude toward job commitment and job satisfaction.

CHAPTER 4

RESEARCH FINDINGS

This chapter includes the information of 10 people interviewed who are currently working as the delivery man in the on-demand food delivery service. The research interviewed all the 10 participants with the interview questions designed in the previous chapter. Using the editing analysis to sort and organize the data to fit in the ERG theory, then to discuss how these needs affect job commitment and job satisfaction.

The table below illustrate the detail of all participants in this study:

Table 4.1 Information of interviewees

Person	Company	Working experience in Food delivery	Full time / Part time
A	Grab food	5 month	Part time
B	Food Panda	1 month	Part time
C	Food Panda	2 month	Full time
D	Grab Food	1 year	Full time
E	Food Panda	3 month	Part time
F	Grab Food	9 month	Full time
G	Grab Food	8 month	Part time
H	Food Panda	4 month	Full time
I	Food Panda	2 month	Part time
J	Food Panda	3 month	Full time

4.1 Data analysis

To find out more about the needs of the people who work as a delivery man, the ERG model is used for classified and to find out the kinds of needs that may help delivery man to increase work satisfaction and work commitment. By labeling the interviewee's response to building up the factors supporting for working as a delivery man in the on-demand food industry.

4.1.1 Existence needs

Whether the participant is working as a delivery man as full-time job or part-time job, all the 10 participants are emphasizing the importance of the salary. The full-time delivery man count on this job for it is the main source of income, the participants who work part-time, also need to make their living although they may be student or have other occupations. To work as a delivery man is the method that they use to satisfy the existing need. Some situation in the food delivery work that causes the deduction of the income were all being considered as factors of dissatisfaction such as to get orders in traffic areas or the canceled orders, or spending extra expense for buying equipment for the work as they mentioned:

“During the peak time, it's tiring to stuck in the traffic jam, it wastes lots of time because for us, as for the same length of the route, the income we can get for each ride are the same, some area is much traffic jam than other places and that make us lose more chance to earn more income while getting orders at the traffic area.”

As for personal safety, Grabfood didn't provide the insurance for the delivery job, they only provide the compensation for the canceled orders which the delivery man have already bought the food. As for Food Panda, they classify the drivers into 5 levels by the working hour they accumulated, the accident insurance is only provided for the people who reach level 1. Just only a few parts of delivery man can work under the insurance protection.

“There are 5 level of delivery man in Food Panda, the level 5 can get 40 baht per order completed, and as you accumulated more working hours, you can get the bonus and upgrade to next level, and by the level 1, which is the highest level, you can get 55 baht per order, and receiving some other benefits such as insurance for accident”

“The company didn’t provide the insurance for delivery man, so all I can do is be cautious while working. There are traffic accidents happens everywhere. It’s scary for easy to get involved if I didn’t pay attention while riding motorbike. If I got hurt, the high medical expense, the repairing fee would be expensive. Besides I may not able to work for a while due to the injury.”

4.1.2 Relatedness needs

Different from the traditional job, the delivery man who works in an on-demand food application company doesn’t have fix schedule and working places, they can select the time they available to work and don’t need to check-in at the office. Almost all the interactions between the company and the delivery man are via the internet. Usually, they don’t have connections with other people at work unless they want to. Also, there’s no pressure from other people, the delivery man just only responsible for themselves, there no supervisor to inspect the delivery man’s work. The performance appraisal is all based on the feedback from customers sending to the application and get the paid accordingly.

“Usually, I only feel connected with the company only by the application. I work alone, I know some people who also work as a delivery man but we have no connection at all. We would call for the call center to help unless there is an accident that occurred. In fact, besides the orientation, I haven’t talked to the people from the company.”

“Basically I feel that I work as an individual, the people I contact during the job mostly are from restaurants and the customers. I have not much sense of belonging with the company.”

From the personal side, some delivery man has their working group, it may consist of many people who may already know each other, and gathering together to building up the relationship.

“I came to work as the delivery man is from my friend’s recommendation. Also, I join my friend’s group of delivery men, we share everything in life and that makes me feel warm and happy.”

4.1.3 Growth needs

For the Part-time delivery man, this work provides them another way to increase income, but somehow it just the support activity for their goal in other careers. For the people who work full-time, they enjoy the lifestyle of being free and not being tied up, they can arrange their schedule as they wanted. However, it also shows that most of the respondents think that this work is easy, not many things to learn from it.

“Yeah, I am satisfied with my job now, everything is comfortable with me. All I need to do is take orders and deliver them to the customer. It’s easy, not big deal for me.”

“It’s an easy job, you just prepare your own motorbike, learn how to use the application. I think everyone who can ride motorbike and using mobile phone can do good on this job.”

“This job’s advantage for me is I can arrange my own schedule. I don’t need to worry about being late, it’s quite flexible for me.”

Somehow there is still some statement related to personal achievement, as in this research, it can be defined as a mindset that focuses on customers unwaveringly (Smikle, Joanne L, 2002). The delivery man who has a sense of accomplishment in this job mentioned their preference for serving people.

“I enjoy this job for I love serving people, I have a sense of accomplishment when finishing orders. When the customer says thank you I feel joyful. I wish to do my best at every detail of this job such as be polite and patient. To provide the best attitude toward work as what I want to receive from the other people who served me.”

4.1.4 Job commitment

As for work as delivery man has more space of freedom than other jobs, both part-time and full-time respondents are not having a strong commitment to their company. Most of them show a sort of uncertainty for the future, as for part-time respondents this work is not their first choice for a career. All of them are happy to introduce this job to other people, but none of them would commit to working it for a long. Even the existence needs seem being fulfilled, all participants still have a sense of uncertainty for the future to find another way to achieve themselves. It seems that the delivery job cannot satisfy them when it comes to growth needs.

“Now I live alone, the salary is enough for my own living, but if I get married, I might have other way to earn more to support the family. This job is ok but I think I want to try more.”

“I am not sure for the future, but the delivery job is just supporting activity for my photography career, to fill up my empty time and earn more income. However, the photography still be the number one place for my career.”

“After I graduated, I am not sure that in the future what can I make for a living. And for now I just thought that this work can earn extra money for myself, maybe I will have another full-time job in the future.”

4.1.5 Job satisfaction

Apart from some minor environmental issues such as hot weather and traffic in Bangkok, all the participants are satisfied with their job now. As the question for giving 1 to 10 points for work-life balance, the average is 7.05 and the median is 7 points. The reason they applied for this job including free schedule, good paid, love riding motorbike to many places. And it turns out that the job did not fail to meet their demand much. Even they may not work as a delivery man for a long time, all of them satisfied with the salary now. The better salary compared to other service job is the main reason why they still working as a delivery man now. However, the participants usually only mentioned about their satisfaction toward salary and lifestyle, not much about the needs for relatedness and growth.

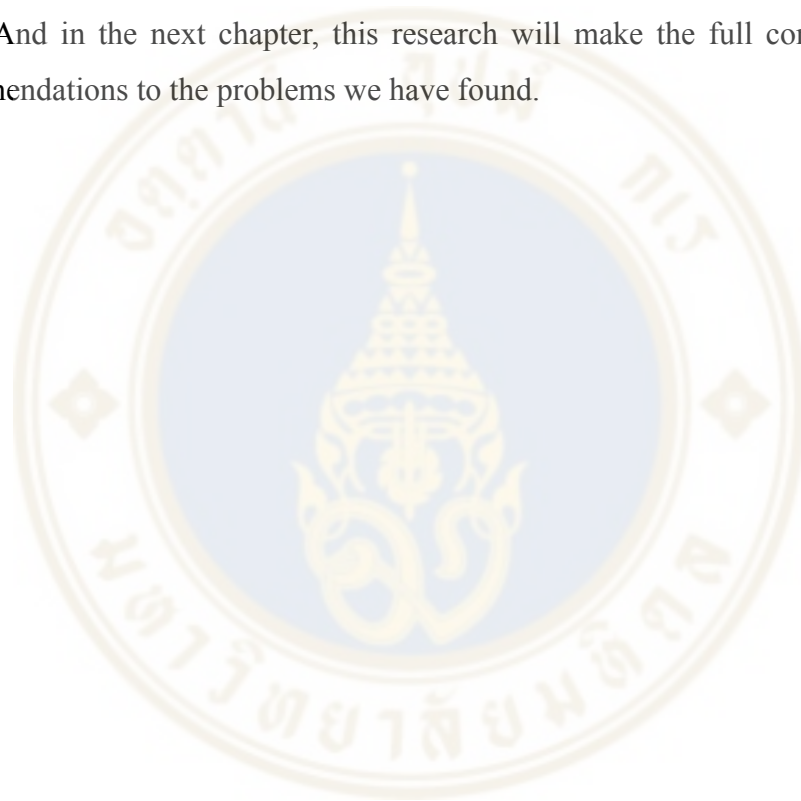
“Compared to the normal service job such as staff in 7-11 or supermarket, work as delivery man has more opportunity earn more money, and you also can arrange your working time.”

“The task of this job is not hard, the working schedule is free, I can make plan of my time freely, also at work I have my friends who share everything at work together, compared to other kind of service job, I think this work suits me.”

“Actually I have nothing to complain about, this job is easy to do, and the paid is ok. but for me I just think maybe there are still many things that I can try to do in the future. I think I have the potential to learn other skills for work.”

4.2 Summary

To conclude all the information this research gathered, for the current delivery men this job does provide the basic existence need which is enough salary for them to make a living. Nevertheless, these delivery men are lack of insurance for working, which cause huge risk for them regarding the bad traffic condition in Bangkok city area. The companies also not fulfill them much needs about relatedness needs and growth needs, the delivery men usually need to find their way to fulfill them such as join a friend's working group, or to have another main job to fulfill their higher-level needs. And in the next chapter, this research will make the full conclusion and the recommendations to the problems we have found.



CHAPTER V

CONCLUSION AND RECOMMENDATION

After the data analysis, this research would conclude the clarifying the needs of the delivery workers and try to recommend to increase job commitment and job satisfaction, by using the ERG model according to their reply.

5.1 Conclusion

Nowadays, the whole world is enjoying the rapid development of modern technology. With the greater internet and the mobile device, there are more and more new kind or service created to make life more convenient. Many companies create a platform to gather all the users as much as they can, and try to meet each other's demand, and exchange the needs they wanted. So-called "platform economic" (Evans, David S., et al, 2011). The on-demand food delivery service is also a kind of platform economy. However, the research recently shows that whine the platforms become more and more powerful, the individual worker on the platform is getting weaker accordingly. Almost all the platforms consider these workers as of individual contractors. Compared to the normal company employee, the individual contractors rarely have rights or benefits of protections, in other words, they have to endure more risk while working (Dubal, 2017).

After the interview, we can found out that the on-demand food delivery does provide Thai people another way to earn income, whether the person has a full-time job or just make it as part-time. All the positive factors toward job commitment and satisfaction are related to the existence needs. The flexible working hours and competitive salary are the main reason they choose to work as a delivery man. However, as for existence needs, the safety issues seem not yet satisfied. the traffic accidents are the main risk of this job, in the research of WHO (2018) shows that Thailand ranked No.9 on the world's list of road traffic death rate.

As for relatedness needs, most of the participants have not much connection with the company except those who already join the working group. Their daily routine rarely need to communicate with the company unless the accident occurs. All the participants seldom anticipate to fulfill growth needs in this job. They considered the delivery work as a way to increase income, nothing more to do with the job itself, then get the salary to do the things they want which are the related with the delivery job itself. The benefit they may get with the growth need may be the free schedule, to have more freedom to do the things they want. For part-time may be on study, or to improve the skills for the main profession. For full-time would be they may have more time to spend with family, or to have more chance to find what they really want to do for the career.

5.2 Recommendations

Knowing that there are still many things the on-demand delivery can do with the delivery man as for job commitment and job satisfaction, this research would recommend the company to satisfy the delivery man's need as in ERG model mentioned, into 3 layers.

First as for existence needs, even though the delivery man who currently work in this industries seems to be satisfied with the salary and pecuniary bonus they can get, the company still cannot neglect the high percentage of the road accident rate. The delivery man's safety is still the main concern. Except for the safety education for the new-comer training, the company should consider the insurance as the necessary things, not just considered the insurance as rewarding.

For the Relatedness needs, we can see there are some social network group forming by the worker. The delivery men who work with group indicate that that improve the satisfaction and make them willing to stay working in the future. This research suggests the company can hold more events for the drivers to communicate with each other, such as food parties, community meet up. To link up each delivery man and the company to have more chances to know each other since this job has fewer interpersonal interaction between the delivery man and the platform.

When it comes to growth need, the people who have the sense to accomplishment mentioned about they love the service work, the company may keep

up telling their workers how their jobs benefit to people. Take the covid-19 outbreak recently, for instance, the corona virus almost shut down all the city in Thailand, all the restaurants are forced to close their dining area. Only the takeaway orders can be accepted. The company may make more interviews with some workers who work during this time, to get some story from them about how they work hard during this period, how they help the restaurants and customers to keep the transactions keep going. Then the company using social media to share the video clips and articles to let the public know their job, how they benefit the whole society. Also to make up more CSR events such as helping the vulnerable groups, elderly people combined with marketing events, build up more reputation that makes all workers acknowledge that their works are benefiting the society, then they would have more confidence and faith in what they work now.

To deal with these actions for leveraging job commitment and job satisfaction, the whole company should pay more effort to make plans on budgets, strengthen the human and resource department, public relations department, and last but not least, the benefits for all society.

A success platform should aim at maximizing the benefits for all, rather than only for itself so that the platform would have maximum benefit as well. If the platform cannot take care of any party's benefits, in this competitive market the users would find the other way to benefit more. That's why keeping the benefits for all so matters.

5.3 Limitations of the study

The limitations of this study would be the size of the samples. This research mainly focuses on the labor side. Here suggest that the research about the food delivery industries may also take a look from the management perspective, to know their limitation in the business and the resources they have. In addition, the research may provide more quantitative data to support each factor toward job commitment and satisfaction.

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