

**FACTORS AFFECTING CHURN RATES OF RIDERS FOR
ONLINE FOOD DELIVERING APPLICATION**

The image features a large, faint watermark of the Mahidol University logo in the background. The logo is circular, with a blue outer ring containing Thai text. Inside the ring is a yellow emblem depicting a traditional Thai architectural structure, possibly a stupa or a similar religious monument, set against a light blue background.

PICHAPORN ONOORA

**A THEMATIC PAPER SUBMITTED IN PARTIAL
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entitled
**FACTORS AFFECTING CHURN RATES OF RIDERS FOR
ONLINE FOOD DELIVERING APPLICATION**


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ABSTRACT

In this paper, the rising of churn rates in the food delivering industry was discussed and how each factors affect the changes in the churn rates. Maslow's Theory of Needs were chosen as our main theory to focus on and the factors were adapted to the context of food delivering platforms. Qualitative research is done by conducting extensive interviews with riders who have been active in the platform and considered themselves as full-time riders. From the results, it can be concluded that financial incentives and the sense of loyalty are the main factors that kept riders from churning to other platforms. Other factors such as safety, self-esteem and self-actualization needs are less impactful and could not have the significant affect on the churn rates. The recommendations given focuses on how these food delivering platforms should pay more attention to their financial incentives programs and well as the team building/challenge activity that would increase the sense of belongings to the riders.

KEY WORDS: Churn rates/ Food delivery platform/ Maslow's Hierarchy of Needs/
Riders/ financial incentives

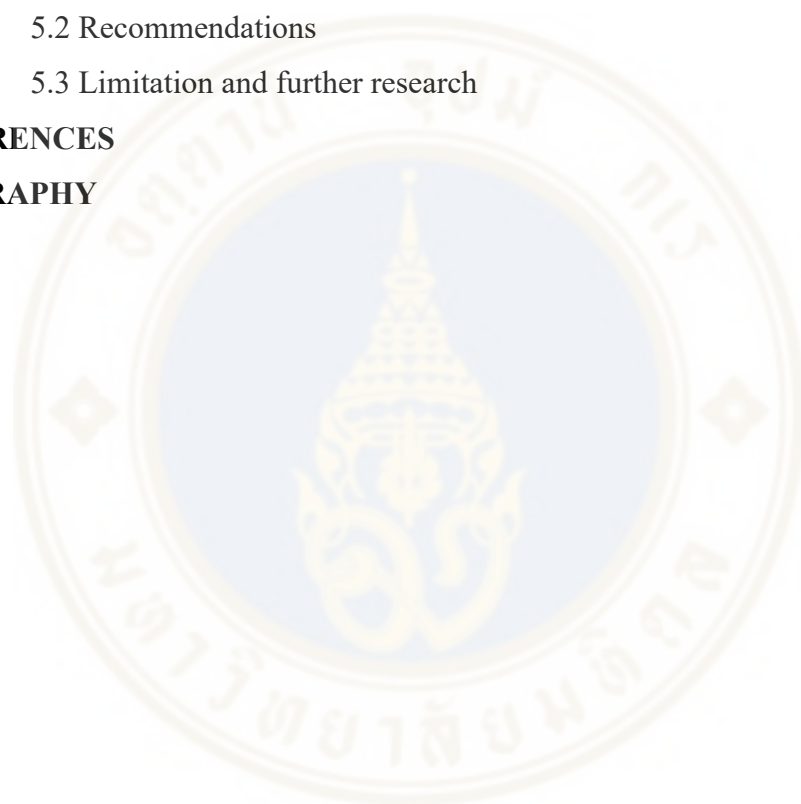
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CHAPTER I

INTRODUCTION

The creation of online platforms was due to a rapidly growing and expansion of e-commerce which in turns have led to an enormous increase in customers base and a larger workforce to support this expansion (Uchiyama et al., 2022). This new era also gave rise to the new types of working styles called gig workers as an interesting alternative to the traditional working style of 9 to 5, clock-in & clock-out (Uchiyama et al., 2022). This introduction of new styles of working also gave rise to the ‘new normal’ lifestyle whereby customers and users rely heavily on ordering food from the food delivery application where they don’t need to move an inch to go get food, it will be simply delivered to their doorstep just by a few clicks.

The food delivery market has grown rapidly over the past few years and is now estimated to be worth over 37 billion USD (Mukhopadhyay et al., 2020). The recent unemployment resulting from the pandemic of COVID-19 have resulted in an increase in the numbers of gig work so now the importance of the gig workers for an economy has now been identified as more important than ever before (Mukhopadhyay et al., 2020). Food delivering applications have riders as their biggest workforce behind them in terms of driving the growth of the application as well as the overall food delivering industry. According to Kasikorn Research Center, In Thailand in the year 2020, there was an exponential growth rate of food delivery applications platform due to the COVID-19 outbreak, which resulted in approximately 85 % increase, reaching 70 million transactions compared to the previous year. Food delivering applications continued to grow at an average of 10% per year which was mainly resulted from the change in consumer behavior (Limsarun et al., (2023). This eventually would lead to the platform itself struggling to maintain supply of riders since more food delivery platforms are also entering the industry, hoping to gain some market share with better and more attractive benefits and incentives. It is then crucial for existing platforms to realize the factors that could retain the riders to continue riding with them, as well as factors that could push them away from the platform.

The paper will be exploring factors affecting the churn rates among the riders from jumping from one platform to another by using the Maslow's Hierarchy of Needs and ends with implications that would be crucial for food delivery platforms could use to further develop their incentives programs for the riders in order to maintain healthy supply of riders and to greatly fulfil the demands from the hungry diners.

1.1 Problem Statement

Food delivery services such as Grab, Line Man, Robinhood etc. have always faced a problem with supply management. Whenever a new application launches itself in the market, then it is basically just a matter of time before the supply of riders shifts from one application to another since they have better benefits both financial and non-financial or simply a newer and more attractive application to work with. These riders tend to stay in groups and so when they move, they move together hence causing a big shift in supply which eventually affects the turnover rates of that one particular application, ultimately dissatisfied the customers. Therefore it is crucial for food delivery applications to maintain their healthy supply of riders and stop them from churning to work with other food delivery platforms. I want to explore ways in which these food delivery platforms would be able to retain the current supply of riders, decreasing the overall churn rates of the platform.

1.2 Research Objective

To explore ways in which food delivery platforms retain their healthy supply of riders to keep working for them by means of using both financial and non-financial incentives to prevent them from churning.

1.3 Expected Benefit

The expected outcome will highlight the prominent factors that would be able to retain these drivers from switching to work for other food delivery platforms. This is so that food delivery platforms could correctly and efficiently allocate their valuable resources in order to manage their supply of riders.

The next chapter will go on to the literature review where I will explore previous studies associated with various factors involved in the changes in churn rates of food delivering applications riders. Other than that, I will also be diving into the problem statement, research questions, research objective and the expected benefits of this qualitative studies regarding churn rates of riders.

CHAPTER II

LITERATURE REVIEW

2.1 Food Delivery

Food delivery services, by which a food distributor functions as an intermediary between restaurants and customers (Cho et al. 2019), have embraced a business model that leverages the advantages of the Internet, including the technological capability to connect different agents of the distribution process efficiently (Cho et al. 2019). Online food delivery companies specialize in prepared food distribution, with processes for receiving orders from customers, sending them to restaurants, and notifying self-employed gig workers to pick up the food from restaurants and deliver it to customers. The requests for service might come through the Internet via web pages or, more frequently, mobile applications, being these technologies critical facilitators of the food delivery process (Cho et al. 2019).

In this paper, online food delivery would be defined as an intermediary that serves convenient options of ordering in to the customers in need with the help of self-employed gig workers making this process happen seamlessly.

2.2 Gig-economy platforms

Gig-economy platforms, for example Grab and Uber, are defined as digital, service-based, on-demand platforms that allow for more flexible and autonomous working experiences, hence resulting in an increasing number of these types of workers to join the platforms mentioned earlier (Greenwood et al., 2017). These platforms create labour markets by facilitating transactions between workers and employers requesting job tasks. They create employment forms that are service-based, on-demand (Liu et al., 2023). Gig workers basically performed tasks being assigned by the so-called employers on that particular platform in return for wages. Gig workers are more independent with greater autonomy in terms of their work schedules. Gig workers can decide whether to take on the job/tasks based on the information revealed on the platforms. In a more

realistic sense, gig workers such as riders can choose not to work for platforms at certain times if the expected payoff does not offset the cost of working (Shapiro, 2018)

In this paper, gig-economy platforms are defined as the platforms such as Grab that hires freelance workers, so called gig workers to perform assigned task jobs in exchange for money and other incentives.

2.3 Financial Incentives

Entrepreneurial motivations are defined as fitting into the “push” or “pull” categories where push motivation is based on the individual’s choice by being forced or pushed due to the surrounding conditions, whereas the pull motivation model focuses more on the motivation sources that arise from the person’s environment which attracts the person (Çiğdem, 2022). The pull side of the theory of motivation will attract and encourage entrepreneurial activity. Push motivation refers to the internal aspects and emotional characteristics of the individual. Pull motivation is related to external factors arising from the subjective perception of the situation (Nosková and Peráček, 2019). Among food delivery platforms, incentives both financial and non-financial are crucial to retaining the supply of drivers.

In this paper, financial incentives serve as the main motivational factor and are defined as the factors that both pushes and pulls an individual to participate in particular task jobs in exchange for money through the more flexible and autonomous approaches.

2.4 Insurance

In terms of insurance provided by the employers, existing social insurance that is required by law for employers to provide is usually provided to full time employees therefore these riders’ are obviously not included. However, it has been proven that food delivery platforms have provided basic insurance that will cover these riders’ in every ride they completed for the platform, however as shown by Bieber & Jakob (2021) that work insurance offers little support, as it is not designed to cushion short-term income fluctuations or any loss of income due to work-related accidents (Bieber & Jakob, 2021). Nowadays, workers are forced to confront the market directly which exposed them to absorb the market risks and uncertainties that employers previously shouldered, without protections like health insurance or retirement benefits, it would be nearly impossible for these workers to be protected and supported during their healthy working days and during the days where they can’t go out and work (Barley & Gideon, 2005). Therefore

it is recommended to incorporate safety and insurance for platforms like food delivery that is highly dependent on these gig workers (Itohan et al., 2023).

In this paper, insurance is then defined as safety coverage provided by the employers, in this case a platform that could potentially shield and reduce the risk the riders have to take on by themselves on an everyday basis.

2.5 Loyalty

Riders for food delivery platforms have shown to have a loose bond between workers and employers in the world in which work is less central to people's life and life projects which in turns also allow for new pursuits and new forms of solidarity (Beck, 2014). Loyalty can also be hard to form within the gig-economy industry where everyone strives for their own survival, hence they don't prioritize spending time with their colleagues as much as every minute counts. Riders then choose to focus more on making money and maximize their productivity more than socializing and creating healthy bonds between them. However, a research showed that employee well-being and loyalty can be built and strengthened from having the spirituality and healthy mindset towards the workplace/platforms (Aboobaker et al., 2021). Even though some might argue that it is not necessary to have a strong sense of loyalty within the context of temporary work, from a strategic or business point of view, talented riders should stay in the organization for as long as possible to maximize the revenue brought into the company.

In this paper, loyalty is then defined as the feeling of love and belonging towards one particular platform in which you spend most of your time working for and has given you the benefits that fits or exceeded your expectations.

2.6 Self-Accomplishment

Incentivizing certain behaviour with the promise of additional benefits is standard practice on food delivery platforms (Griesbach et al., 2019). To move up a rank or tiering system would also give these riders some sense of accomplishment to keep pushing themselves to work harder, however as the work is so called precarious, it is challenging to give the riders these sense of accomplishment in terms of their esteem needs since most of the time they will be competing with themselves, increasing only the individual overall earnings. Another accomplishment the platform tries to give to its workers are in the form of customers' ratings and reviews which also serve as the quality-control

mechanism for the platform itself (Fuller and Smith, 1991). These feedbacks somehow motivates the riders to be in their best behavior in order to maintain the active status within the platform as most platforms has their baseline requirements where a drop in scores below the baseline can result in the riders losing its active status and being temporary or permanently banned from the platform (Veen et al., 2020).

In this paper, self-accomplishment is then defined as the feeling of accomplishment after completing a task or having overcome challenging obstacles that would require much energy invested into it.

2.7 Career Advancement

Career competencies could be said to be independent of each particular industry, however these competencies are usually fostered by HRM practices that appear in the traditional employment not in the gig-economy workforce. These practices i.e. on-the-job training, networking events and training for certification of particular work-specific skills are crucial in terms of equipping staff with resources for their career advancement journey (DeFillippi & Arthur, 1996). A study showed that eventhough the development of career competencies should be highly prioritized, not many work platforms provide opportunities for gig workers to learn and develop their career competencies (Kost et al., 2020). Gandini (2019) have also highlighted that due to the nature of the gig work makes it extra hard to acquire the career competencies skills since most of the work is not done at the office or onsite (Gandini, 2019). According to Itohan et al., (2023), for platforms such as food delivery platforms to provide career advancement opportunities would significantly increase the attractiveness of the platforms in the market for gig workers therefore it would be less challenging for the platform to attract and retain highly competent riders' (Itohan et al., 2023).

In this paper, career advancement can be defined as the ability for the riders' to have the ability to improve their career competencies which would therefore help them to achieve high goals in their career path/journey.

2.8 Churn rates

Platform work is defined as when companies such as Grab, Line Man etc. use cloud-based technology to match workers with consumers which eventually transform the type of employment from standard towards flexible work arrangements (Griesbach et al., 2019). To stress this point, it also means that workers engaged in these platforms can

choose when, where, and how much to work. They can also choose to work for multiple platforms at the same time to reduce their dependence on any one platform and at the same time increase their overall earnings (Sundararajan, 2017). However, the flexibility also comes with a cost since it is closely associated with precariousness which means that there is nothing to hold the rider to the platform, hence leading to an increase in churn rate (Kalleberg, 2009). For example, switching to work with other platforms with better benefits.

In this paper, churn rates are defined as the rates of riders that switch to other platforms in search for better benefits as well as incentives and do not wish to come back to the current platforms.

2.9 Maslow's Hierarchy of Needs

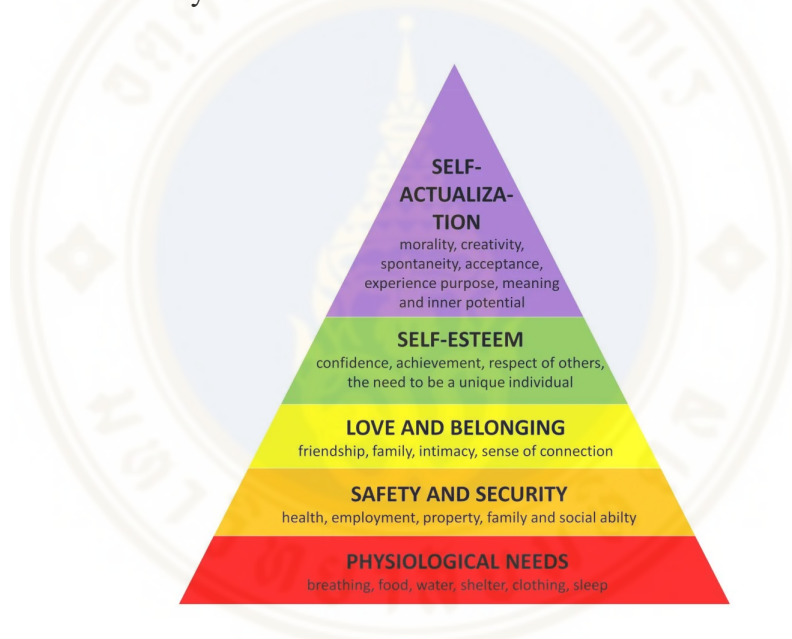


Figure 1: Maslow's Hierarchy of Needs

In this paper, I will use the theory of Maslow's Hierarchy of Needs to describe all five levels of needs ranging from physiological, safety, social, self-esteem as well as self-actualization needs. I will explore how factors from each of these levels have an effect on improving the riders' churn rates. Food delivery companies need to motivate employees to continue working for them and refrain from churning for as long as possible as a way to keep the operation going seamlessly. Some examples of organizational-related fundamental needs are physiological needs such as financial

incentives that food delivering platform riders' get from completing a job assigned to them, it also acts as a way to motivate them to continue working for the platform, hence increasing the stickiness, eventually improving the churn rates. Other examples such as medical insurance provided to fulfil safety needs, the sense of loyalty to the platform to fulfil the social needs and create the sense of belongingness, the feeling of self-accomplishment to fulfil the self-esteem needs and the opportunity for career advancement to fulfil self-actualization needs.

Theoretical Framework

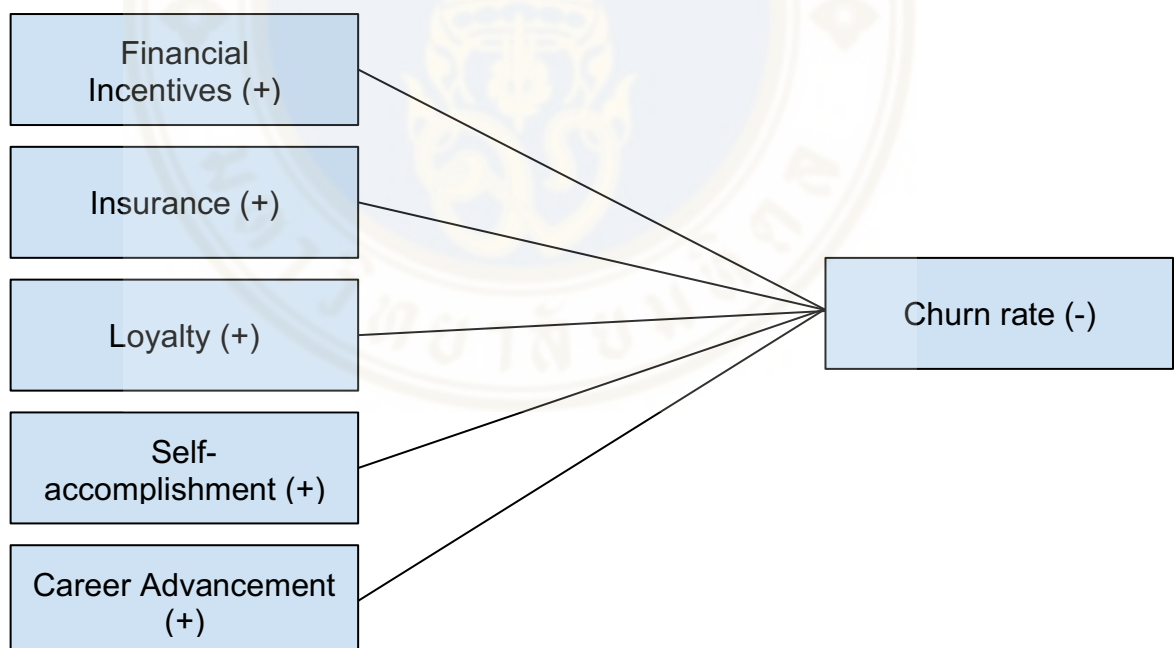
P1: The provision of financial incentives improves riders' churn rates.

P2: The provision of insurance provided improves riders' churn rates.

P3: The provision of the sense of loyalty improves riders' churn rates.

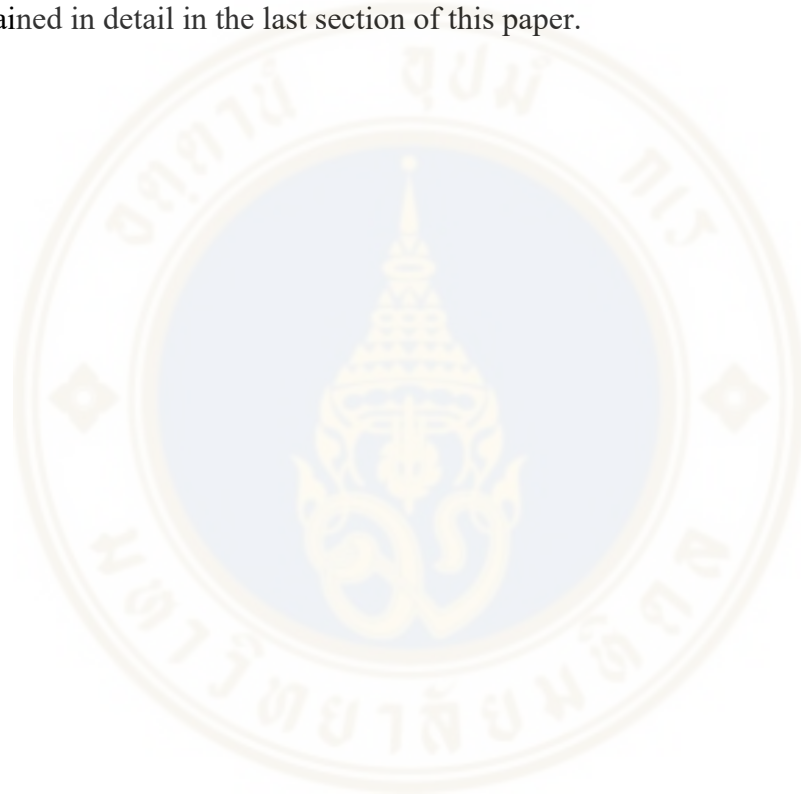
P4: The provision of self-accomplishment improves riders' churn rates.

P5: The provision of career advancement improves riders' churn rates.



The next chapter I will tap more into research methodology and data collection methods as well as the interview questions which were extracted from five domain business practices derived from five factors based on the Theory of Maslow's

Hierarchy of Needs. I believe that qualitative interview methods would be the best way to gain insights into the riders' thought processes when it comes to making crucial decisions whether to stay or churn from the current platform that they are riding for. The interview questions were mainly written based on the current business practices which are happening within the organization/platform, some practices are already functional whereas some practices needed fixes so this is where the interview questions would be focused on to get a better sense of understanding of how the organization/platform could improve and make things better for their respective riders. These recommendations will be explained in detail in the last section of this paper.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Approach

Since the topic of the research would focus mainly on Maslow's five levels of needs that would be able to improve churn rates among food delivery riders. Hence, I employ interviews as a qualitative method. This is the most suitable mode of data collective since I would have to ask a series of interview questions to the riders themselves to understand actual underlying needs that need to be fulfilled in order to retain them to one platform.

3.2 Data Collection

I am planning to interview six riders who have been actively working for any food delivery platform for atleast 6 months. These riders would be interviewed via online channels and the interviews will be recorded.

3.3 Interview Questions

There will only be one set of interview questions for the riders. The questions will consist of exploring and locating which of their five Maslow's Hierarchy of needs is needed to be fulfilled in order to improve the churn rate.

No.	Domain Business Practice	Supporting Business Practices	Example Interview Questions
1	Financial Incentives	An organization a) uses financial incentives to retain riders to continue working for them b) provides non-financial incentives to riders as another way to retain them to the platform	Do you think the reason you don't switch to another platform is because of the financial incentives you have been receiving? Do you think that's

			enough or are you satisfied with it?
2	Insurance	An organization a) provides safety assurance to their riders as a benefit for working with them b) does not seem to have insurance that covers all riders, in all tiers c) has lost some amount of supply as a response to this tier-related benefits	Do you think having medical insurance provided to you on-the-job could give you the feeling of assurance to continue working for the platform?
3	Loyalty	An organization a) lacks the collaboration between internal and external stakeholders b) has unhealthy line of communication therefore is lacking effectiveness in terms of working together	Would you describe yourself as being loyal to the delivery platform you are currently working for? What makes you stay with the platform? And what could potentially be the factor that would make you consider leaving the platform?
4	Self-accomplishment	An organization a) doesn't provide sense of accomplishment through these incentives programs b) riders works on a daily accomplishment basis c) doesn't have a proper sense of accomplishment from the platform	Describe a situation while being riders for a food delivery platform where you faced a significant challenge or setback. How did you handle it, and what did you learn from it?

5	Career Advancement	An organization a) does not provide riders with long-term planning and goals-achiving aspirations b) lacks career growth planning c) doesn't share the same vision as the company	How do you define success for yourself? What are your long-term goals and aspirations? What do you see yourself doing in the next 3-5 years?
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The next part of the paper would focus mainly on analysing the collected interview results and how these findings translate into meaningful explanations for these five factors derived from Maslow's Theory of Needs. The section would also include the systematic coded data tables where the similar responses that falls under the same coded meaning would be recorded and categorized into five separate tables with quotations from each interviewees.

CHAPTER IV

RESEARCH ANALYSIS AND FINDINGS

In this chapter, I will be analyzing the qualitative data collected from the interviews of six food delivery platform riders' who have been actively riding in the past six months. The interview questions consist of various questions that will tap into each level of Maslow's Hierarchy of Needs to explore which levels of Needs is the most prominent that acts as the main motivators to retain these riders, hence improving churn rate of the platform. Each factors representing each level of Maslow's Hierarchy of Needs are replaced by the five factors used in the interview so Financial Incentives will represent Physiological Needs, Insurance for Safety Needs, Loyalty for Belonging Needs, Self-Accomplishment for Esteem Needs and Career Advancement for Self-Actualization Needs. The interview responses are coded according to the different factors in each level of needs ranging from Physiological up until Self-Actualization Needs.

Financial Incentives is defined as the incentives paid by the platform that comes in the form of money which the platform uses as extrinsic motivation to retain the riders.

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Financial Incentives for Physiological Needs	<p>"The only reason I stayed with this delivery platform is because they pay the most incentives when compared to other applications." - <i>Rider 001</i></p> <p>"Without the financial incentives, it will not be worth it to work with this platform anymore" - <i>Rider 002</i></p> <p>"Incentives do really matter to me because I usually calculate the</p>	Riders	Interviewed

	<p>earnings I get per day and without incentives it will be too little.” - Rider 003</p> <p>“I think the financial incentives I get is just enough to go by. I’d say it quite matters to me then.” - Rider 004</p> <p>“Currently, I think the incentives I get is enough but if they reduce it in the future, then I will switch to other platform” - Rider 005</p> <p>“I used to get more incentives than this when I first joined, so now I’m not quite happy. I think financial incentive is important because it’s what kept me going” - Rider 006</p>		
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Insurance in this case could be referred to medical insurance that covers and pay for these riders’ medical expenses when accidents happened.

Domain Business Practice	Supporting Coded Data	Informant	Data Type
<p>Insurance for Safety Needs</p>	<p>“The company doesn’t provide the insurance but I usually pay in extra for extra coverage anyway. I think it’s good to have but to be honest, it doesn’t really matter.” - Rider 001</p> <p>“Insurance really matters for me because along with other benefits provided, I think it’s alot more when compared with other platform.” - Rider 002</p> <p>“The insurance that the platform provided is very hard to claim so I’d rather not use it so for me it doesn’t matter at all” - Rider 003</p> <p>“The insurance matters to me but not much when compared to incentives.”</p>	Riders	Interviewed

	<p>- Rider 004</p> <p>“The platform provides insurance but with minimum coverage. I don’t really care if the platform provides insurance or not.”</p> <p>- Rider 005</p> <p>“I’d rather purchase the additional coverage of about 59 THB per month which I think it’s worth it. Don’t rely much on the platforms’ insurance”</p> <p>- Rider 006</p>		
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Loyalty refers to how much connected riders are with one particular platform especially in times of need and for socializing. The sense of belongings therefore is considered very important for these riders.

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Loyalty for Belonging Needs	<p>“I never ride for another platform but I do have another plan to pursue so maybe one day I might quit if the earnings per ride get lower than this” - Rider 001</p> <p>“I started with this platform so I would say I’m quite loyal. One day if I get a more stable office job or open my own business, then I will quit.” - Rider 002</p> <p>“I’m 100% loyal to the platform. I’ve tried with other platforms for one day but was not happy so stopped. I never imagine myself without this platform” - Rider 003</p> <p>“I would say I’m quite loyal to the platform. One day I might quit if the earnings don’t match with the increase in fuel prices and living expenses.” - Rider 004</p> <p>“I’ve been riding this platform for 5-6 years so if I will quit then it will have</p>	Riders	Interviewed

	<p>to be because of my health and age.” - Rider 005</p> <p>“I’ve been with this platform for such a long time. Never thought about switching. Might quit if I need to go back to my hometown but not soon.” - Rider 006</p>		
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The sense of self-accomplishment can be referred to the feeling where one is proud of themselves for accomplishing a specific task or have finally overcome obstacles during working hours. One might refer to obstacles faced with restaurants (merchants) and/or customers.

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Self-accomplishment for Esteem Needs	<p>“Used to have to deal with customers who cancelled the order so the rider has to absorb all costs. As the time goes by, get used to it and know how to tackle these customers.” - Rider 001</p> <p>“The only obstacle is a broken motorcycle so I can't go out and earn money. Felt abit down but got back up and still working as rider until today.” - Rider 002</p> <p>“Don't think of anything as obstacles so no need to overcome anything.” - Rider 003</p> <p>“Used to be faced with too many orders and can't carry them but call center supported him well so he's still happy to work here.” - Rider 004</p> <p>“Used to pick up wrong order, might not be problem for some other rider but I see it as obstacles because customers blamed me” - Rider 005</p>	Riders	Interviewed

	<p>“Obstacles are when the number of orders dropped because customers switched to other brands but it's ok because it was just for a little while.” - Rider 006</p>		
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Career Advancement might not be the most significant factor why one chooses to be a rider for the particular platform however they might choose to take part in this job as a way to save up earnings for their dream jobs or a more stable jobs in the future.

Domain Business Practice	Supporting Coded Data	Informant	Data Type
<p>Career Advancement for Self-Actualization Needs</p>	<p>“As long as the customers are happy, then I am happy too. I still see myself as a rider but might have to find alternatives since I will be quite old already so might not have much energy to maintain the earning.” - Rider 001</p> <p>“I just want to earn atleast 500 THB/day, I see this as my accomplishment so if I can maintain this, then I can still see myself as a rider in the next 3-5 years.” - Rider 002</p> <p>“I used to be a policeman but have some issues so I have to resign so now I still don't see myself as doing other stuff.” - Rider 003</p> <p>“I will want to do something else for sure in the future but I will keep the platform just incase covid-19 comes again so I can always come back to earn abit of cash from delivering food.” - Rider 004</p> <p>“I still see myself as a rider in 3-5 years but maybe switch to part-time since I also want to use money collected from being a rider to invest in my own business.”</p>	Riders	Interviewed

	<p>- Rider 005</p> <p>“Don't really have anything else I want to do. Rider is a flexible work type and so will continue doing this.”</p> <p>- Rider 006</p>		
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4.1 Financial Incentives

In terms of financial aspects, financial incentives have proven from the interviews to be one of the most important factors that stops rider from churning to other platforms. Majority of the riders have highlighted in the interview that this platform when compared to others have given the most incentives, hence have increased the overall earnings and satisfaction to these riders. Most of the riders also added that with a decreasing trends in paying their incentives, it could be possible that one day they might have to churn since it is no longer worth it to ride for the platform. Financial incentives has become one of the most significant factors that prevent riders from churning, hence it can be concluded that food delivery platforms should always find a way to fulfil these riders' physiological needs.

4.2 Insurance

Responses from the interview have shown that insurance does not play a huge role when it comes to churing from the platform. It was found that riders actually are willing to purchase additional medical insurance, on top of what's stated by law to make sure that their risks are covered and that their medical expenses can be claimed when accidents happened. Majority of drivers even wanted and are ready to pay more or upgrade the plan because they said that being riders means that they actually risking their life everyday when out on the road so it is crucial for them to invest in these insurances. Insurance have become of the least significant in determining the churn rates, hence it can be concluded that food delivery platforms do not need to provide or invest as much into the riders' safety needs since each and every individual is more than willing to pay whatever amount for their own safety.

4.3 Loyalty

Judging from the interview, riders participated in this interview are very loyal both to their work and the platform since most of them have been riding for the platform for quite a long time so they have grown the stickyness to the platform overtime. Hence, when asked about loyalty, most of them leans towards the fact that

they are only riding for one platform and do not have plans to switch for ride for an additional platform just to earn more. Majority of them are full-time riders so they can manage consistent earnings per day and per month so churning from the platform seems to not be in their mind as of now. Loyalty in this case, not only refer to the stickyness to the platform but also highlights the fact that these riders choose to also only ride for only one platform only. Hence, food delivery platform do not need to invest to increase the sense of belonging and loving to the platform as long as they can maintain and grow riders like these group of interviewees, then they should be able to improve their churn rates.

4.4 Self-accomplishment

In this part, the interview questions dive into the challenges these riders face and how they can overcome these obstacles as part of their job and learn how to deal with future obstacles. Majority of riders have gained high sense of self-accomplishment simply by facing the same obstacles everyday when they go out to work until one day they don't see it as an obstacles anymore. So self-accomplishment have shown to not be related to whether or not riders choose to stay or churn from the platform. Hence, food delivery platforms do not need to concern this level of need as it does not significantly affects the churn rate of the platform.

4.5 Career Advancement

When asked about career advancement and their plans for the next 3-5 years as well as where they see themselves, at least half of the riders still chooses to be riders from this particular platform whereas some has other plans in mind and eventually will churn from the platform. However, they further shares that it is not because the platform is not good but more because if their age and health conditions which would affect their work and eventually have serious affect on their healthy streams of income. Self-actualization which in this case refer to as career advancement tend to have some effect to the churn rate however majority of riders are certain that they will still keep this job as their side jobs to help bring in the additional earning, this then means that they will not completely churn from the platform, they just might not be so active.

4.6 The Interview Summary

No.	Occupation	Financial Incentives	Insurance	Loyalty	Self-accomplishment	Career Advancement
1	Rider	✓		✓	✓	
2	Rider	✓	✓	✓		✓
3	Rider	✓		✓		
4	Rider	✓	✓	✓	✓	✓
5	Rider	✓		✓	✓	✓
6	Rider	✓		✓	✓	

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study found that it is crucial for food delivery platforms to pay decent attention to the riders needs and try their best to fulfil those needs if not sufficient as those needs if not fulfilled could lead to increase in churn rates, hence tampering the healthy supply of riders of the platform. As for this group of riders, it is clear that the majority of them focus mostly on financial incentives which means that fulfilling their physiological needs is still the key to survival, hence their main reason for sticking to this current platform. Insurance on the other hand does not play a huge role in retaining the riders since it is the riders main priority to invest in their safety while on the road so they don't mind paying to fulfil their safety needs. From the interview, loyalty among these groups of riders to this particular platform is relatively high. It is clearly stressed throughout the interview that to fulfil the sense of belonging is their main concern that serves as the most important factor to make them continue riding for the platform. Self accomplish and career advancement are two level of needs that this rider job clearly does not fulfil and there is no way for the platform to help improve these two levels since in this gig workers economy, riders can simply switch to other freelance job or do the job in parallel in order to gain higher income to feed themselves and their family.

5.2 Recommendations

For practical implication, it is important for the food delivery platform to know about these different levels of needs and how riders wish to fulfil them while they are riding for the platform. Since I now know that only giving them financial incentives in the form of money would not be able to retain them in the longer run, however the strong sense of belonging would be able to hold them together, as a unity. This is why the team that overlooks the riders benefits' should spend a great amount of time and effort to make sure that the riders get to hangout with their fellow riders maybe once a month to improve the bonding between them. In addition, they should also be given a chance to compete as a team so the new joiners feel the sense of team and family, not just a sole

rider working by themselves. Moreover, the riders' benefits team should spend the majority of their resources on activities and events that would be able to fulfil the first three levels of Maslow's Theory of Needs to decrease the churn rates in the long run.

I will recommend three ways in which platforms can practically improve their riders' experience and potentially improve the churn rates. First, it is important to have a networking and gathering events for every quarter/holiday period i.e. Songkran and New Year etc. to increase the sense of belongingness to the platform in the long run. Second is to introduce a healthy flow of incentives campaigns to keep the motivation drive going as well as allow the riders to participate in events to have a chance to earn more prizes in the form of money incentives for special holiday seasons where the riders would need to spend alot on their friends, relatives and families. Lastly, to initiate campaigns to encourage participation as well as increasing stickiness to the platform for example platform's best riders awards of the month/year as well as star collection for good deeds and use those stars to redeem for prizes

5.3 Limitation and further research

The limitation of this study is the number of riders that were able to participate in the interview and the ones that manage to join the interview are all full-time riders that also have been with the company for a long time, hence this could affect the diversity of the result. Another downside is the interview questions which might be too complicated to understand for these riders and the difference in understanding and interpretation could tamper the results collected. Lastly, the length of the interview only lasted about 5-7 minutes since most of them always have to jump from one job to another so they don't have to do a proper sit down face-to-face interview, only an online one through mobile phone.

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