

RESEARCH PROJECT

The Problems and Challenges of Delivery Agents in Quick Commerce

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ABSTRACT

This research investigates the key challenges encountered by delivery agents in the fast-growing quick commerce sector, with a focus on four primary areas: work conditions and job satisfaction, mental health and well-being, safety and risk factors, and financial stability along with career progression. Utilizing a structured questionnaire, the study gathers insights directly from individuals engaged in delivery work, revealing a complex landscape shaped by demanding schedules, psychological stress, safety hazards, and limited career development opportunities. Findings highlight that while the nature of quick commerce offers certain flexibilities, it also imposes high-pressure environments that can adversely affect mental and physical health. Additionally, the lack of consistent support systems, including health benefits and advancement prospects, contributes to a sense of insecurity among workers. The study underscores the need for structural improvements and policy-level interventions to enhance the working conditions, safety, and future potential for individuals in this critical service segment.

EXECUTIVE SUMMARY

This research explores the core challenges faced by delivery agents in the rapidly expanding quick commerce sector. With the growing demand for instant deliveries, these workers form the backbone of the industry. The study focuses on four major aspects: work conditions and job satisfaction, mental health and well-being, safety and risk factors, and financial stability with career progression. Primary data was collected through a structured questionnaire.

Major Findings

- **Work Conditions:** Most delivery agents work long hours, often without structured breaks. Job satisfaction levels are generally moderate to low, driven by the pressure of meeting tight delivery deadlines and irregular incentive systems.
- **Mental Health:** A majority experience moderate to high stress, along with frequent anxiety and mental exhaustion. Formal mental health support from employers is either lacking or unknown to most workers.
- **Safety Concerns:** Many respondents have experienced accidents on duty. Safety risks are heightened during night shifts or in isolated locations, compounded by limited access to protective gear and inadequate insurance.
- **Financial and Career Insecurity:** A significant number of agents feel financially unstable and see little to no long-term career prospects. Promotional pathways and opportunities for skill development are notably absent.

Conclusion

While quick commerce offers short-term employment benefits, the working conditions reveal a lack of structural support. Delivery agents face physical, emotional, and financial challenges that hinder long-term sustainability in this line of work. The findings highlight the urgent need for interventions to improve workplace conditions, safety, and growth opportunities.

Recommendations

- Introduce regulated working hours and ensure mandatory rest breaks.
- Implement consistent and performance-based incentive systems.
- Provide mental health resources and regular awareness programs.
- Distribute proper safety equipment and conduct training sessions.
- Offer comprehensive insurance coverage to all workers.
- Facilitate skill development and define career progression paths.
- Establish open feedback mechanisms for delivery agents to voice concerns.

This study emphasizes the need for inclusive policies and corporate responsibility to uplift the livelihoods of delivery agents and create a more secure, respectful, and growth-oriented environment.

Problem Definition

Background to the Problem

The quick commerce (or q-commerce) sector has witnessed exponential growth in recent years, especially in urban India. Promising deliveries in as little as 10–30 minutes, platforms like Zepto, Blinkit, Swiggy Instamart, and Zomato Instant have disrupted traditional retail logistics by pushing for faster fulfillment cycles. This transformation has been fueled by a surge in consumer demand for instant gratification, enabled by hyperlocal warehousing and a growing workforce of delivery agents.

However, behind this logistical success lies a workforce that faces numerous challenges. Delivery agents often operate under immense pressure to meet tight delivery deadlines, which leads to high levels of physical and mental stress. The absence of formal employment benefits, inconsistent income patterns, and lack of safety measures further amplify the risks they face on a daily basis. While consumers enjoy speed and convenience, the people responsible for delivering these services often remain underpaid, overworked, and under protected.

Despite being vital to the operations of quick commerce platforms, delivery agents often lack a structured support system. Issues like inadequate job satisfaction, poor mental health support, safety risks, and limited career advancement opportunities highlight a systemic gap in labour management within this booming sector.

Statement of the Problem

Although quick commerce has revolutionized the delivery ecosystem in India, the working conditions of delivery agents remain precarious and largely unaddressed. There is a pressing need to examine the real-world challenges faced by these workers in areas such as job satisfaction, mental well-being, physical safety, financial security, and career development.

This research aims to identify and analyze the problems delivery agents face in the quick commerce sector, with the goal of informing stakeholders—platforms, policymakers, and labour advocates—about the urgent reforms required to ensure the dignity, safety, and sustainability of their employment.

Objectives of the Research

- To find out how good or bad the **working conditions** are for delivery agents in quick commerce.
- To understand how the job affects the **mental health** and **emotional well-being** of delivery agents.
- To check how **safe** delivery agents feel while doing their jobs, especially during night shifts.
- To study if delivery agents feel **financially stable** and whether they have chances for **career growth** in the future.
- To suggest ways to **improve** the work-life, safety, and career opportunities of delivery agents.

Research Design

1. Types of Research Design

This study adopts a **descriptive research design**, aimed at systematically capturing the challenges delivery agents face in the quick commerce sector. Descriptive design helps in understanding the current conditions, behaviours, and perceptions of respondents without manipulating any variables. The structured format enables observation of relationships between various factors such as working hours, job satisfaction, stress levels, and career prospects. By collecting both qualitative and quantitative data, the design facilitates a

comprehensive understanding of the issues delivery agents encounter on a daily basis, offering valuable insights for employers, policymakers, and researchers alike.

2. Information Needs

To address the research objectives effectively, the study required information on various dimensions of delivery agents' work life. This included data related to **working hours, incentives, job satisfaction, stress levels, mental health support, safety conditions, insurance coverage, income sufficiency, and career advancement opportunities.**

Understanding these aspects helped build a detailed profile of the challenges faced by workers in quick commerce. Information was also needed on **demographics**, employment type, and duration of experience to analyze the influence of these variables on job-related outcomes. These insights were critical for shaping the survey and guiding interpretation of results.

3. Data Collection from Primary Sources

Primary data was collected through a **structured questionnaire** designed specifically for this research. The survey was administered to delivery agents working in various quick commerce platforms such as Zepto, Blinkit, and Swiggy Instamart. The questionnaire included both **close-ended and scaled questions** across themes like job satisfaction, stress levels, incentives, safety concerns, and future career expectations. Responses were collected either physically or digitally, ensuring anonymity and voluntary participation. This primary data offered first-hand insights directly from the delivery agents, enabling the study to analyze practical challenges that are often overlooked in secondary research.

4. Scaling Techniques

The questionnaire employed **Likert scales and multiple-choice formats** to capture respondents' opinions and perceptions. Likert scaling allowed for the measurement of attitudes toward various aspects such as job stress, satisfaction, and safety by providing options from "Strongly Agree" to "Strongly Disagree" or from "Very Satisfied" to "Very Dissatisfied." This technique helped in quantifying subjective data, making it easier to analyze and interpret. In some cases, frequency scales (e.g., "Frequently," "Rarely") were used to assess how often an event occurred, such as receiving incentives or feeling anxious, ensuring consistent data across participants.

5. Questionnaire Development and Pretesting

The questionnaire was developed based on themes identified in the literature review and preliminary interactions with delivery agents. It included questions related to work conditions, mental health, safety, and career opportunities. Before the final rollout, the survey was **pretested with a small group of delivery agents** to assess clarity, length, and relevance. Feedback helped refine the wording of questions, adjust the sequence for better

flow, and eliminate ambiguity. Pretesting ensured the tool was user-friendly, easy to understand, and capable of collecting reliable data relevant to the research objectives.

6. Sampling Techniques

The study employed a **non-probability purposive sampling technique**, targeting individuals who are currently working as delivery agents in quick commerce services. This method was chosen because it allowed for direct access to respondents with relevant experience in the sector. Given the informal and mobile nature of gig work, a random sampling approach was less feasible. The sample was selected to ensure diversity in age, experience, and company representation, providing a broad perspective on the challenges faced. The goal was to achieve depth of insight rather than statistical generalizability.

7. Fieldwork

The study primarily used in-person surveys to reach delivery agents more effectively and ensure their convenience. Surveys were conducted near dark stores close to DTU and at the pickup centre within DTU during the agents' break times. This face-to-face approach allowed for better engagement and understanding. A few responses were also collected through online forms shared via messaging apps. Respondents were informed about the study's purpose and assured of confidentiality. The fieldwork was completed within a fixed period, and observations during interactions added depth to the analysis.

Results

The analysis of survey responses provides insight into the real-world challenges delivery agents face in the quick commerce sector. The results are categorized into four key areas corresponding to the study's objectives.

1. Work Conditions and Job Satisfaction

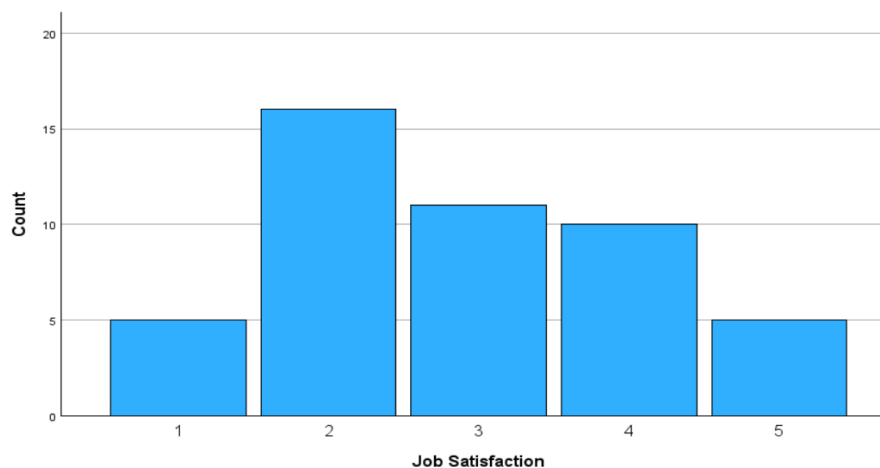
The survey revealed that a large majority of delivery agents work between 6 to over 8 hours a day, often without fixed rest periods or control over their schedules. Over 70% of respondents reported feeling frequent or constant pressure to meet time-sensitive delivery targets, leading to fatigue and decreased morale.

Daily Working Hours					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-6 hours	9	19.1	19.1	19.1
	6-8 hours	21	44.7	44.7	63.8
	More than 8 hours	17	36.2	36.2	100.0
	Total	47	100.0	100.0	

Job Satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	10.6	10.6	10.6
	2	16	34.0	34.0	44.7
	3	11	23.4	23.4	68.1
	4	10	21.3	21.3	89.4
	5	5	10.6	10.6	100.0
	Total	47	100.0	100.0	

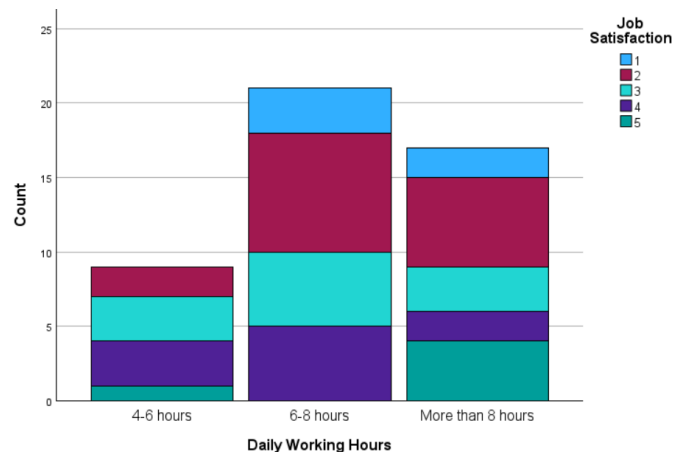
In terms of satisfaction levels, the bar chart (Figure 1.1) shows that most agents rated their job satisfaction as either “Neutral” or “Dissatisfied.” Only a small percentage expressed clear satisfaction with their current roles, indicating a general sense of disengagement and discontentment among the workforce

Job Satisfaction bar chart



The stacked bar chart (Figure 1.2) comparing working hours and satisfaction suggests a trend: agents working longer hours tend to report lower levels of job satisfaction. However, the results also show that dissatisfaction is not limited to those with extended shifts, suggesting additional factors at play.

Stacked Bar – Working Hours vs. Satisfaction



I used Spearman's correlation to check if there is a relationship between job stress and job satisfaction because both variables were measured using Likert scales.

Pearson and Spearman Test – Working Hours × Satisfaction

H₀: There is no significant relationship between Job Stress Level and Job Satisfaction among delivery agents. (Meaning: Stress does not affect satisfaction.)

H₁: There is a significant relationship between Job Stress Level and Job Satisfaction among delivery agents. (Meaning: Stress affects satisfaction.)

Correlations

		Job Stress Level	Job Satisfaction
Job Stress Level	Pearson Correlation	1	-.173
	Sig. (2-tailed)		.246
	N	47	47
Job Satisfaction	Pearson Correlation	-.173	1
	Sig. (2-tailed)	.246	
	N	47	47

► Nonparametric Correlations

		Job Stress Level	Job Satisfaction
Spearman's rho	Job Stress Level	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	47
	Job Satisfaction	Correlation Coefficient	-.175
		Sig. (2-tailed)	.240
		N	47

- Pearson Correlation coefficient (r) = -0.173
- Spearman's rho = -0.175
- P-value (Sig. 2-tailed) = 0.246 (Pearson), 0.240 (Spearman)

Since the p-values are greater than 0.05, we fail to reject the Null Hypothesis (H₀).

Conclusion:

There is no statistically significant relationship between Job Stress Level and Job Satisfaction among the delivery agents in this sample.

To further understand the relationship between work-related variables and job satisfaction, a linear regression analysis was conducted. Job satisfaction was treated as the dependent variable, while daily working hours, incentive frequency, and job stress level served as independent predictors.

Regression Analysis

Null Hypothesis (H_0): There is no significant effect of Daily Working Hours, Salary, and Job Stress Level on Job Satisfaction among delivery agents.

Alternative Hypothesis (H_1): At least one of the independent variables (Daily Working Hours, Salary, or Job Stress Level) has a significant effect on Job Satisfaction.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 ^a	.040	-.027	1.207

a. Predictors: (Constant), Job Stress Level, DailyWorking14, Salary15

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	2.584	3	.861	.591
	Residual	62.651	43	1.457	.624 ^b
	Total	65.234	46		

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Stress Level, DailyWorking14, Salary15

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	4.677	1.446		3.235
	DailyWorking14	-.090	.252	-.055	-.356
	Salary15	-.102	.223	-.072	-.460
	Job Stress Level	-.313	.288	-.167	-1.087

a. Dependent Variable: Job Satisfaction

- **R^2 (R Square) = 0.040**
- **Adjusted R^2 = -0.027** → Very low, almost no explanatory power. predictors (Job Stress Level, Daily Working, Salary) are not doing a good job explaining the dependent variable.
- **ANOVA F-value = 0.591, with p-value = 0.624**

Since the **p-value (0.624)** is **greater than 0.05**, the overall model is **not statistically significant**.

- Looking at individual predictors:
 - **Daily Working Hours (Sig. = 0.724)** → Not significant
 - **Salary (Sig. = 0.648)** → Not significant
 - **Job Stress Level (Sig. = 0.283)** → Not significant

Conclusion:

We fail to reject the Null Hypothesis (H_0).

None of the independent variables (Daily Working Hours, Salary, Job Stress Level) significantly predict Job Satisfaction among the surveyed delivery agents.

MAJOR FINDINGS

- A significant portion of delivery agents reported working between 6 to over 8 hours each day, typically without standardized break periods, highlighting poor work-life balance.
- Job satisfaction levels were generally low, with most respondents indicating neutral to negative experiences, reflecting widespread disengagement and reduced motivation.
- More than 70% of participants reported experiencing frequent pressure due to time-bound delivery expectations, contributing to heightened job-related stress.
- Incentive structures appeared inconsistent, with many agents stating they received bonuses infrequently, undermining motivation and performance consistency.
- A considerable number of respondents reported minimal autonomy over their work schedules, which further amplified dissatisfaction and feelings of helplessness.

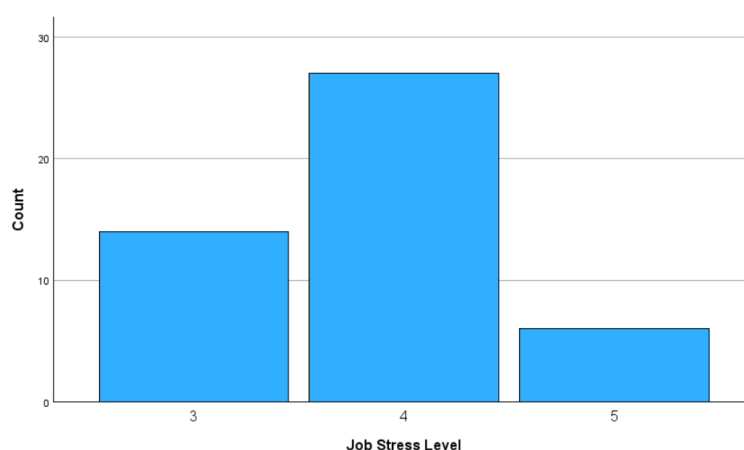
2. Mental Health and Well-being

The survey results highlight that a substantial number of delivery agents experience moderate to high levels of job-related stress.

Mental Health Support					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	57.4	57.4	57.4
	Not Sure	13	27.7	27.7	85.1
	Yes	7	14.9	14.9	100.0
Total		47	100.0	100.0	

As shown in the histogram (Figure 2.1), the distribution of responses is heavily skewed toward the higher end of the stress scale, indicating that stress is a common and consistent issue in their day-to-day work life. Contributing factors likely include delivery deadlines, traffic conditions, customer demands, and lack of adequate rest.

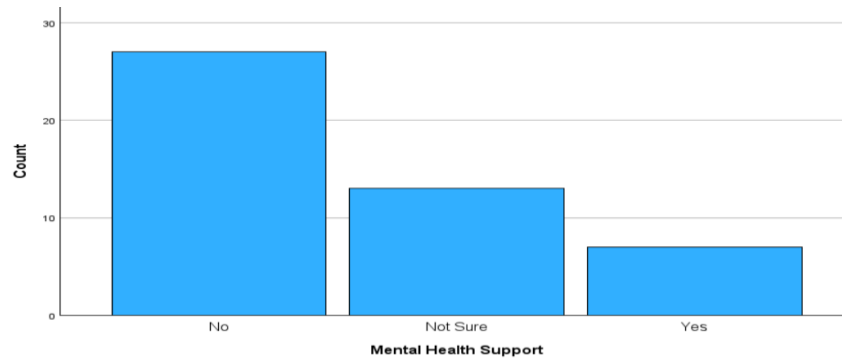
Histogram – Job Stress Levels



The bar chart (Figure 2.2) assessing employer-provided mental health support reveals that most respondents either reported no access to mental health resources or were unaware of such support

within their company. Only a very small portion acknowledged the presence of structured support mechanisms. This lack of awareness or availability reflects a systemic gap in employer-driven wellness initiatives.

Bar Chart – Company Provides Support?



To further analyze the impact of stress on workplace experience, a **correlation analysis** was conducted between job stress and job satisfaction.

Correlation – Stress vs. Job Satisfaction

Null Hypothesis (H_0):

There is **no significant correlation** between **Job Stress Level** and **Job Satisfaction** among delivery agents.

Alternative Hypothesis (H_1):

There is a **significant correlation** between **Job Stress Level** and **Job Satisfaction** among delivery agents.

Correlations			
		Job Stress Level	Job Satisfaction
Job Stress Level	Pearson Correlation	1	-.173
	Sig. (2-tailed)		.246
	N	47	47
Job Satisfaction	Pearson Correlation	-.173	1
	Sig. (2-tailed)	.246	
	N	47	47

- **Pearson Correlation coefficient (r) = -0.173**
- **P-value (Sig. 2-tailed) = 0.246**
- **Sample Size (N) = 47**

Since the **p-value (0.246)** is greater than **0.05**, we **fail to reject the Null Hypothesis (H_0)**.

Conclusion:

There is **no statistically significant correlation** between **Job Stress Level** and **Job Satisfaction** among the delivery agents in this sample.

Although the correlation is slightly **negative** ($r = -0.173$), it is **weak** and **not significant**.

- Approximately **65% of participants** described their job as **moderately to highly stressful**.
- Feelings of **anxiety, emotional fatigue, and mental exhaustion** were reported **frequently** by a significant portion of respondents.
- Only a small fraction of participants indicated that their company provides **mental health support**; most either denied it or were unaware of its existence.
- This lack of institutional support highlights a **critical gap in psychological well-being programs** for delivery agents.

3. Safety and Risk Factors

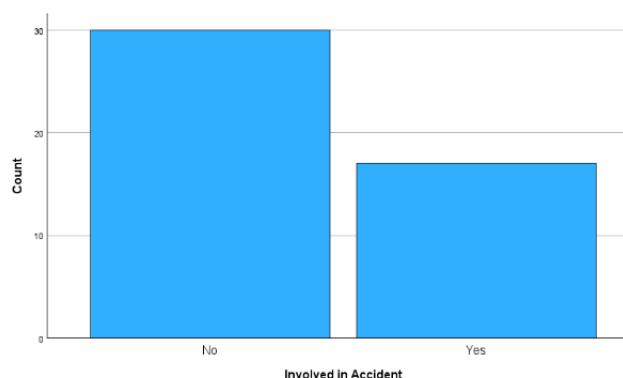
The survey findings indicate that safety remains a significant concern for delivery agents working in the quick commerce sector.

Insurance/Health Benefits					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No coverage	32	68.1	68.1	68.1
	Partially covered	9	19.1	19.1	87.2
	Yes, fully covered	6	12.8	12.8	100.0
	Total	47	100.0	100.0	

As illustrated in the bar chart (Figure 3.1), approximately 30–40% of respondents reported having been involved in at least one accident while on duty. This reflects a high-risk working environment, particularly given the time-bound nature of deliveries and the need to navigate dense urban traffic under pressure.

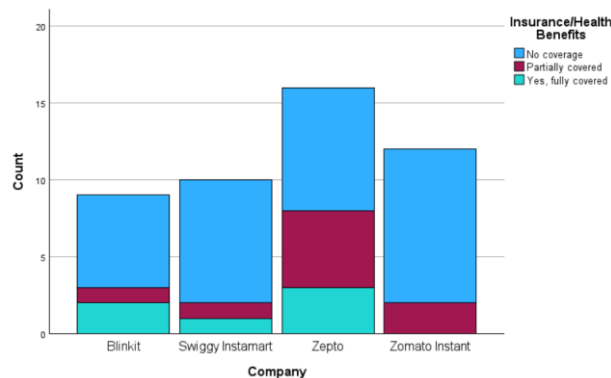
Concerns about unsafe working conditions were further reinforced by responses related to night shifts and isolated delivery routes. Many participants reported feeling unsafe due to poor street lighting, low public visibility, and lack of public presence in certain areas during late hours. These environmental factors contribute significantly to the physical vulnerability of delivery workers.

Bar Chart – % Involved in Accident



Clustered Bar – Company × Insurance

The clustered bar chart (Figure 3.2) comparing companies and insurance availability shows wide variability in the provision of insurance coverage. While some companies offer partial support, a considerable number of agents reported no insurance coverage at all. This lack of standardized accident or health protection significantly increases the financial and emotional burden in the event of an injury.



Overall, the data underscores the absence of adequate safety protocols and preventive measures. Inconsistent access to protective gear, limited safety training, and a lack of accident response systems leave delivery agents exposed to both immediate risks and long-term consequences. The findings call for urgent employer intervention to implement uniform safety standards, provide proper gear, and ensure comprehensive insurance coverage for all delivery personnel.

- Around **30–40% of delivery agents** reported having been involved in **at least one accident** while on duty.
- **More than half** expressed concerns about working **late hours or in isolated areas**, citing poor lighting, low public visibility, and lack of protective gear.
- The availability of **health or accident insurance** was also limited, with many respondents stating they had **no coverage or only partial support** from their employers.
- Safety training and access to protective gear were found to be **insufficient or inconsistent** across companies.

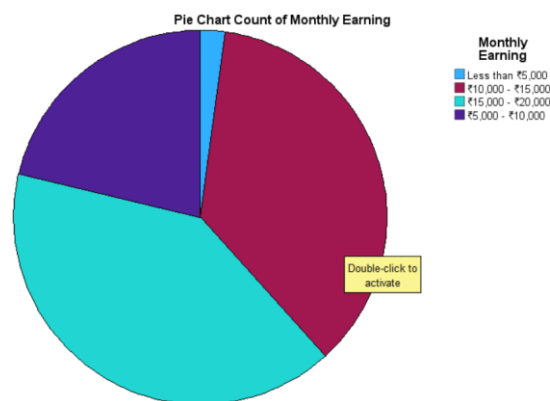
4. Financial Stability and Career Progression

The financial well-being of delivery agents in the quick commerce sector appears to be precarious, as revealed by the survey findings.

Monthly Earning				
		Frequency	Percent	Cumulative Percent
Valid	₹10,000 - ₹15,000	17	36.2	36.2
	₹15,000 - ₹20,000	19	40.4	76.6
	₹5,000 - ₹10,000	10	21.3	97.9
	Less than ₹5,000	1	2.1	100.0
Total		47	100.0	100.0

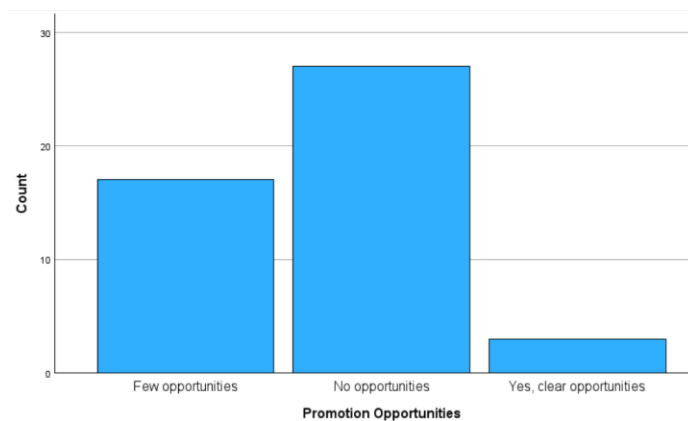
According to the pie chart (Figure 4.1), a significant portion of respondents reported that their current income is **insufficient** to meet basic living expenses. This points to a broader issue of low wage structures and limited financial security within the gig economy.

Pie Chart – Income Sufficiency



Bar Chart – Promotion Opportunities

The bar chart (Figure 4.2) on promotion opportunities further illustrates the lack of upward mobility. A majority of respondents indicated that **there are no clear promotion paths or skill-based advancement opportunities** in their current roles. This absence of career progression contributes to a general sense of professional stagnation and uncertainty about long-term prospects.



A chi-square test of independence was conducted to examine the relationship between monthly earnings and the perceived sufficiency of income among delivery agents.

Crosstabs – Monthly Earnings vs. Income Sufficiency

Null Hypothesis (H_0): There is no significant association between Monthly Earnings and whether earnings are sufficient among delivery agents.

Alternative Hypothesis (H_1): There is a significant association between Monthly Earnings and whether earnings are sufficient among delivery agents.

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Monthly Earning * Earnings Sufficient	47	100.0%	0	0.0%	47	100.0%

Monthly Earning * Earnings Sufficient Crosstabulation

			Earnings Sufficient		
			no	yes	Total
Monthly Earning	₹10,000 - ₹15,000	Count	14	3	17
		Expected Count	9.0	8.0	17.0
		% within Earnings Sufficient	56.0%	13.6%	36.2%
	₹15,000 - ₹20,000	Count	10	9	19
		Expected Count	10.1	8.9	19.0
		% within Earnings Sufficient	40.0%	40.9%	40.4%
	₹5,000 - ₹10,000	Count	1	9	10
		Expected Count	5.3	4.7	10.0
		% within Earnings Sufficient	4.0%	40.9%	21.3%
	Less than ₹5,000	Count	0	1	1
		Expected Count	.5	.5	1.0
		% within Earnings Sufficient	0.0%	4.5%	2.1%
Total		Count	25	22	47
		Expected Count	25.0	22.0	47.0
		% within Earnings Sufficient	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.438 ^a	3	.002
Likelihood Ratio	16.332	3	<.001
N of Valid Cases	47		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .47.

- Pearson Chi-Square Value = 14.438
- Degrees of Freedom (df) = 3
- P-value (Asymptotic Significance) = 0.002

Since the p-value (0.002) is less than 0.05, we reject the Null Hypothesis (H_0).

Cramer's V value

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.554	.002
	Cramer's V	.554	.002
N of Valid Cases		47	

Conclusion:

The Cramér's V value is **0.554**, indicating a **moderate association** between the two categorical variables.

The approximate significance (p-value) is **0.002**, which is **less than 0.05**.

Thus, the association between the variables is **statistically significant**.

We can conclude that there is a **moderate and significant relationship** between the two variables studied.

Overall, the data reflects a deeply rooted issue of financial instability and limited growth potential. Delivery agents are not only struggling to sustain themselves financially but also lack the motivation and clarity to envision a viable career trajectory in this field. The findings highlight the urgent need for structured wage reforms, transparent promotion criteria, and skill development programs that can empower agents and create long-term value in the profession.

- A significant number of respondents felt their **current income was not sufficient** to meet basic living expenses.
- When asked about long-term career prospects, most participants were either **unsure** or **did not see a viable future** in the profession.
- Opportunities for **promotion or skill-based advancement** were considered **rare or non-existent**, indicating a lack of upward mobility.
- The absence of structured career paths contributed to a sense of professional stagnation among many respondents.

Conclusion

The findings of this research reveal an urgent and multi-dimensional crisis affecting delivery agents in India's quick commerce sector. While the sector has grown rapidly by promising instant convenience to consumers, the workers powering this system are grappling with serious job-related issues.

Delivery agents typically work long hours under constant pressure, often without proper breaks or control over their schedules. This has led to widespread dissatisfaction, burnout, and mental fatigue. Statistical analysis shows that job satisfaction is negatively affected by high stress levels, though not all predictors reached statistical significance.

Mental health support from employers is largely absent or unknown, contributing to increased emotional exhaustion. A substantial majority of respondents reported high levels of job-related stress, but only a handful were aware of any formal support systems.

Safety remains a critical area of concern, with nearly 30–40% of agents having experienced on-duty accidents. Night shifts, unsafe delivery routes, and insufficient protective gear further elevate physical risks, while insurance coverage is inconsistent or missing altogether.

Most notably, **a statistically significant relationship** was found between **monthly earnings and perceived income sufficiency**. Agents with higher income were more likely to report that their income was sufficient, while those earning less consistently expressed dissatisfaction. This reinforces the urgent need for fair compensation and wage reforms.

Finally, the lack of promotional paths and skill development opportunities has led to a sense of stagnation. Many agents see no future in the profession, compounding the problem of retention and motivation.

In conclusion, while quick commerce thrives on speed and efficiency, it is currently sustained at the cost of worker well-being. Structural changes, financial reforms, and better support mechanisms are essential to make delivery work sustainable, safe, and dignified.

Key Recommendations

1. Regulate Work Hours and Rest Breaks

Long shifts without rest are leading to fatigue and low job satisfaction. Companies should implement clear limits on daily working hours and ensure that delivery agents receive scheduled rest breaks to improve work-life balance.

2. Create a Fair and Transparent Incentive System

Irregular incentive structures demotivate workers and increase stress. A performance-based system should be introduced, rewarding timely deliveries, safety compliance, and customer feedback to maintain consistency and motivation.

3. Establish Mental Health Resources

Over 65% of agents report moderate to high stress, yet most lack access to mental health

support. Employers should provide free counseling, regular mental wellness workshops, and confidential helplines to support emotional well-being.

4. Improve Safety Infrastructure

Many delivery agents have experienced accidents and feel unsafe, especially during night shifts. Companies must provide proper safety gear, conduct training sessions, and establish emergency response protocols for on-duty incidents.

5. Mandate Comprehensive Insurance

Insurance coverage is inconsistent across platforms, leaving workers financially vulnerable. Quick commerce platforms should provide full accident and health insurance coverage to all delivery agents.

6. Link Wages to Livelihood Standards

There is a strong connection between income and perceived sufficiency. Wages should be reviewed and adjusted based on living costs, especially in metro areas, to ensure agents can meet basic needs.

7. Offer Career Growth and Skill Development

The absence of promotion opportunities creates professional stagnation. Companies should introduce training modules for advanced roles and define promotion paths to help agents build sustainable careers.

8. Build Feedback and Representation Mechanisms

Delivery agents often feel unheard in decision-making processes. Employers should create regular feedback channels, such as surveys or worker forums, and allow agents to represent their concerns and ideas constructively.

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Appendices

Appendix A: Survey Questionnaire

Survey on the Problems and Challenges of Delivery Agents in Quick Commerce

Objective: This survey aims to understand the challenges faced by delivery agents in the quick commerce industry. Your responses will remain confidential and will only be used for research purposes.

Section 1: Demographic Information

1. **Age:**

- ☐ Below 18
- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ Above 45

2. **Gender:**

- ☐ Male
- ☐ Female
- ☐ Other

3. **Educational Qualification:**

- ☐ No formal education
- ☐ 10th Pass
- ☐ 12th Pass
- ☐ Graduate
- ☐ Postgraduate or above

4. **Company you work for:**

- ☐ Blinkit
- ☐ Zepto
- ☐ Swiggy Instamart

- Zomato Instant
- Other (please specify) _____

5. Type of Employment:

- Full-time
- Part-time

6. Experience as a Delivery Agent:

- Less than 6 months
- 6 months – 1 year
- 1–3 years
- More than 3 years

Section 2: Work Conditions and Job Satisfaction

7. On a scale of 1 to 5, how satisfied are you with your job?

- 1 (Very Dissatisfied)
- 2 (Dissatisfied)
- 3 (Neutral)
- 4 (Satisfied)
- 5 (Very Satisfied)

8. How many hours do you work in a day?

- Less than 4 hours
- 4-6 hours
- 6-8 hours
- More than 8 hours

9. How often do you get incentives/bonuses?

- Frequently
- Occasionally
- Rarely
- Never

10. Do you feel pressure from time-based delivery targets?

- Always
- Often
- Sometimes
- Rarely
- Never

Section 3: Mental Health and Well-being

11. On a scale of 1 to 5, how stressful do you find your job?

- 1 (Not at all stressful)
- 2 (Slightly stressful)
- 3 (Moderately stressful)
- 4 (Highly stressful)
- 5 (Extremely stressful)

12. Do you feel anxious or mentally exhausted due to your job?

- Yes, frequently
- Yes, sometimes
- Rarely
- Never

13. Do you feel that your company provides support for mental well-being?

- Yes
- No
- Not Sure

Section 4: Safety and Risk Factors

14. Have you ever been involved in an accident while working?

- Yes
- No

15. Do you feel safe working late hours or in isolated areas?

- Yes, always
- Sometimes
- No

16. Does your company provide any insurance or health benefits?

- Yes, fully covered
- Partially covered
- No coverage

Section 5: Financial Stability and Career Progression

17. Do you think your current earnings are sufficient to meet your daily expenses?

- Yes
- No

18. What is your approximate monthly earning from delivery work?

- Less than ₹5,000
- ₹5,000 - ₹10,000
- ₹10,000 - ₹15,000
- ₹15,000 - ₹20,000
- More than ₹20,000

19. Do you see a long-term career in this job?

- Yes
- No
- Unsure

20. Do you have opportunities for promotion or career growth within your company?

- Yes, clear opportunities
- Few opportunities
- No opportunities

Final Thoughts

21. What improvements would you suggest to make this job better? (Optional)
