

A STUDY ON EMPLOYEE INCLUSION WITH SPECIAL REFERENCE TO DELIVERY GIG WORKERS

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1. ABSTRACT

The gig economy has significantly expanded employment opportunities through digital platforms, especially in the food and grocery delivery sector. However, delivery gig workers often experience challenges related to communication, recognition, organizational support, and inclusion. This study examines employee inclusion among delivery gig workers in Ballari using a descriptive research design. Primary data were collected from 109 respondents through a structured questionnaire. The findings indicate that many workers perceive a moderate level of inclusion and express the need for greater organizational support. The study highlights the importance of inclusive HR practices in improving job satisfaction, engagement, and worker well-being.

2. INTRODUCTION

The growth of the gig economy has transformed employment by providing flexible work opportunities through digital platforms. Delivery gig workers have become an essential part of the food and grocery delivery sector, but they often face challenges such as limited organizational support, inadequate communication, and lack of recognition. Employee inclusion plays a vital role in creating a sense of belonging, fairness, and participation among workers, regardless of their employment status. This study focuses on employee inclusion among delivery gig workers in Ballari and emphasizes the need for organizations to adopt inclusive human resource practices that enhance worker satisfaction and organizational commitment.

3. NEEDS FOR THE STUDY

The rapid growth of the gig economy has increased the number of delivery gig workers, yet their level of employee inclusion remains a significant concern. Many gig workers experience limited organizational support, inadequate communication, and a lack of recognition, which may affect their job satisfaction and sense of belonging. This study is needed to understand the inclusion experiences of delivery gig workers in Ballari and to provide insights that can help organizations develop more inclusive human resource practices and improve worker well-being.

4. SCOPE OF THE STUDY

This study focuses on employee inclusion among food and grocery delivery gig workers in Ballari. It examines

various aspects of inclusion, such as organizational support, communication, recognition, fairness, and workplace experiences. The study seeks to understand how these factors influence workers' sense of belonging and participation within platform-based organizations. It also highlights the challenges faced by gig workers in their work environment. The findings of the study may help organizations improve inclusive HR practices and enhance the overall well-being of gig workers.

5. OBJECTIVES OF THE STUDY

The study has been undertaken with the following objectives.

- To examine the level of employee inclusion among delivery gig workers in Ballari.
- To assess the impact of organizational support, communication, recognition, and fairness on the inclusion of delivery gig workers.
- To suggest measures for improving employee inclusion and strengthening inclusive human resource practices for delivery gig workers.

6. RESEARCH HYPOTHESIS

The study is based on following hypothesis

H₀₁: There is no significant relationship between organizational support and employee inclusion among delivery gig workers.

H₁₁: There is a significant relationship between organizational support and employee inclusion among delivery gig workers.

H₀₂: There is no significant relationship between organizational communication and employee inclusion among delivery gig workers.

H₁₂: There is a significant relationship between organizational communication and employee inclusion among delivery gig workers.

7. LITERATURE REVIEW

1. Yue Wen, Benfu Lv and Jie Liu (2026): The study examined factors that influence work engagement among gig workers in the platform economy. The researchers found that perceived organizational support, organizational justice, self-management, and transparent algorithmic management positively affect employee engagement. The study suggested that supportive management and fair treatment help improve workers' motivation and commitment.

2. Sameera Hussain-Khan, Shanya Reuben and Anna Meyer-Weitz (2026): This study reviewed global research on gig workers' experiences using the PRISMA-ScR approach. It found that gig work provides flexibility, freedom, and additional income

opportunities, but workers also face job insecurity, unpredictable earnings, and lack of social benefits. The authors recommended stronger labour policies to balance flexibility and worker protection.

3. Srihari K.S. (2026): The study focused on HR-related challenges faced by gig workers in the IT industry. It identified that employee involvement, organizational support, timely payments, and effective communication influence worker satisfaction. The study highlighted the need for better HR practices to improve engagement and professional growth opportunities for gig workers.

4. George, Baskar and Siranchuk (2026): The researchers analyzed career development opportunities and challenges in the gig economy through a literature-based approach. The study found that digital platforms increase employment opportunities but also create uncertainty regarding income, career growth, and employee benefits. The authors suggested proper regulations to ensure both innovation and job security.

5. Sindhu, S.D., Nambiar, T., Sana, V. & Karunakaran, N. (2026): The study examined socio-economic and working conditions of 100 delivery gig workers in Kerala. The findings showed that workers appreciate flexible working hours but experience low wages, high workload, and limited social security benefits. The authors recommended better compensation, insurance facilities, and welfare measures.

6. Weerasinghe (2026): The study explored the role of artificial intelligence in improving gig work efficiency and productivity. However, it also highlighted concerns related to algorithmic monitoring, worker control, and inequality among employees. The research suggested maintaining a balance between technological development and employee welfare.

7. Purba, Sari and Purba (2026): The study analyzed the impact of algorithms on gig workers' experiences and working conditions. It explained that algorithm-based job allocation improves productivity but may reduce worker independence and increase job insecurity. The authors emphasized the importance of ethical algorithm management and equal treatment of workers.

8. López-Pelaez, Furlani, Kovacz and Chahaputra (2026): The research studied employee voice and decent work among 856 platform workers. The findings showed that allowing workers to express opinions and provide feedback improves satisfaction and loyalty toward the platform. The study recommended increasing worker participation to promote inclusion and better workplace relationships.

9. Mufumbiro (2026): The study examined the legal protection available for gig workers in Uganda. It found

that existing labour laws often fail to cover independent contractors, resulting in limited access to wages, insurance, pensions, and other benefits. The author suggested developing specific regulations to protect gig workers' rights.

10. Romero, Villamera and Mamac (2026): The study investigated financial insecurity among workers in ride-sharing platforms. The researchers found that irregular income, poor financial planning, and limited access to financial services negatively affect workers' economic stability. They recommended financial education and better access to banking services for gig workers.

11. Jeroen Meijerink, Jos Akkermans, Giorgio Rettagliata and Anne Keegan (2026): The study explored how gig workers respond to job loss and uncertainty in online platforms. It found that financial security, career flexibility, and confidence influence workers' ability to recover from employment changes. The authors suggested career development programs and skill improvement opportunities for gig workers.

12. Harvey T. Ong, Lorenzo Miguel D.C. Busto, Lorenzo B. Mandigma, Rachele Ann Q. Raquel and Caryl Mariae Ysabel S. Soriano (2026): The study examined factors influencing happiness and loyalty among gig workers. It highlighted that fair compensation, recognition, constructive feedback, and career growth opportunities improve work experience. The authors suggested HR policies should consider both financial and psychological needs of gig workers.

13. Bingnan Liu, Vincenzo Liu, Kai He and Jiayu Ou (2025): The researchers studied the impact of digital labour platforms on gig workers' mental health. The findings revealed that excessive workload, work pressure, and job-related stress can lead to anxiety and exhaustion. The study emphasized the importance of creating a supportive work environment and protecting workers' psychological well-being.

14. Roodsaz (2025): The study developed a framework to measure gig workers' loyalty toward organizations. It identified trust, involvement, professional attitude, performance, and accountability as important factors influencing loyalty. The research concluded that supportive HR practices can increase commitment, productivity, and retention among gig workers.

15. Heshan Sameera Kankanam Pathiranage (2024): The study reviewed issues related to precarious employment in gig economy platforms. It found that gig workers often experience low wages, lack of employment rights, limited social protection, and poor career opportunities. The author recommended stronger labour laws and improved benefits for gig workers.

16. Blanhard (2024): The study examined strategies used by organizations to manage labour shortages through gig work models. It found that reputation management, technology adoption, and skill development are important for attracting and retaining gig workers. The research highlighted the importance of effective HR strategies in managing freelance employees.

17. Immaculata O. Evans-Uzosike and Chinenye G. Okatta (2023): The study examined the influence of AI on flexible work arrangements such as freelancing and remote work. It found that digital technologies support e-recruitment, e-learning, and virtual workforce management. The authors suggested redesigning HR practices to promote flexibility, inclusion, and employee development.

18. Shruti Sannon and Dan Cosley (2022): The study explored the experiences of workers with disabilities in online gig platforms. The findings showed that although gig work provides flexibility, workers face accessibility issues, discrimination, and limited platform support. The researchers recommended inclusive technology and better HR practices to improve participation.

19. Bridget Nicole Gonzalez (2021): The study focused on the legal status and employment rights of gig workers. It highlighted that many gig workers lack traditional employment protections such as healthcare, insurance, and proper working conditions. The research emphasized the need for legal recognition and **protection of gig workers**.

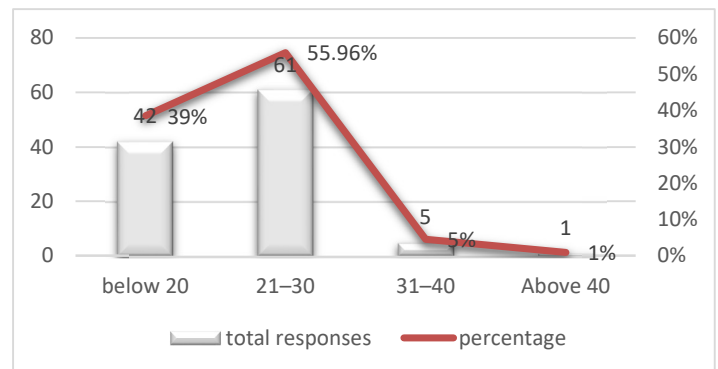
20. Mohamed Mousa, Walid Chaouali and Monowar Mahmood (2021): The study investigated the relationship between organizational inclusion and career satisfaction among digital gig workers. The findings showed that flexibility, employee participation, and supportive management improve satisfaction and loyalty. The authors recommended inclusive HR practices to create better work experiences for gig workers.

8. RESEARCH GAP

- Limited focus on employee inclusion: Most studies focus on gig workers' job insecurity, wages, and social protection, but limited research has examined inclusion factors like organizational support, recognition, communication, and belongingness.
- Lack of HR perspective: Previous studies give less attention to how HR practices such as fair treatment, feedback, employee participation, and organizational support influence gig workers' satisfaction and engagement.
- Need for Indian delivery gig worker studies: Existing research is mainly based on global contexts, with limited studies focusing on delivery gig workers in India and their experiences with platform organizations.

9. SAMPLING DESIGN

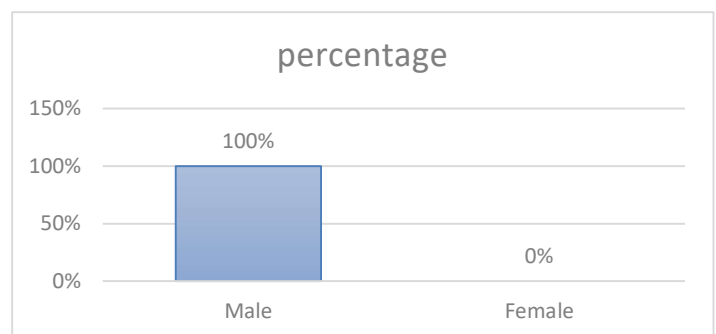
- Population: The population of the study consists of delivery gig workers working with different online delivery platforms such as food and grocery delivery services.
- Sampling Method: The study uses a convenience sampling method, where respondents are selected based on their availability and willingness to participate in the survey.
- Sample Size: The study collected responses from 109 delivery gig workers to understand their level of employee inclusion, organizational support, and work experiences.



10. DATA ANALYSIS AND INTERPRETATION

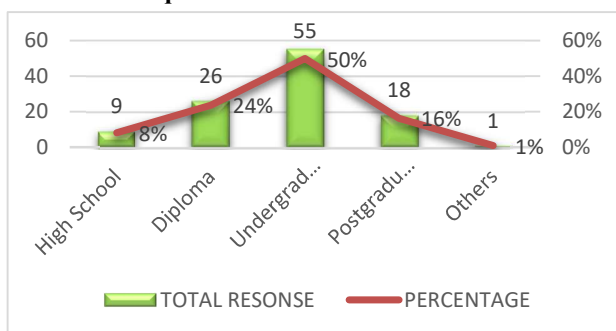
Age From the above chart, it is observed that the majority of the respondents (55.96%) belong to the 21-30 years age group, followed by respondents below 20 years (39%). A very small proportion of respondents belong to the 31-40 years (5%) and above 40 years (1%) age groups. In other terms most courier jobs are for youths who need a bit more freedom as opposed to stability.

Gender



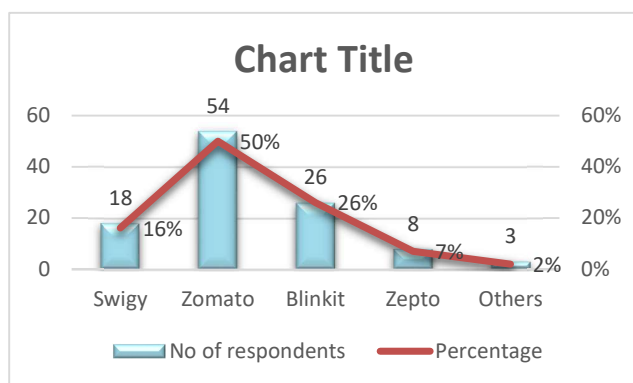
From the above chart, it is observed that all the respondents (100 %) are male, while no female respondents participated in the survey. That is, majority of those positions will be performed by men at your place. There should be little female workers at an employment agency for deliveries, i would say.

Educational qualification



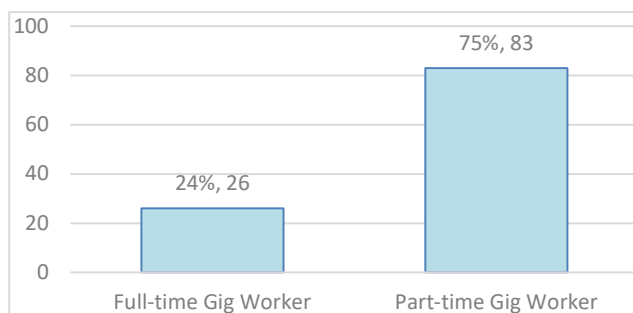
From the above chart, it is observed that the majority of respondents (50%) are undergraduates, followed by diploma holders (24%), postgraduates (16%), and high school respondents (8%). Only 1 percent are from another group. It means people of various educational levels are attracted by this job type.

Type of delivery platform



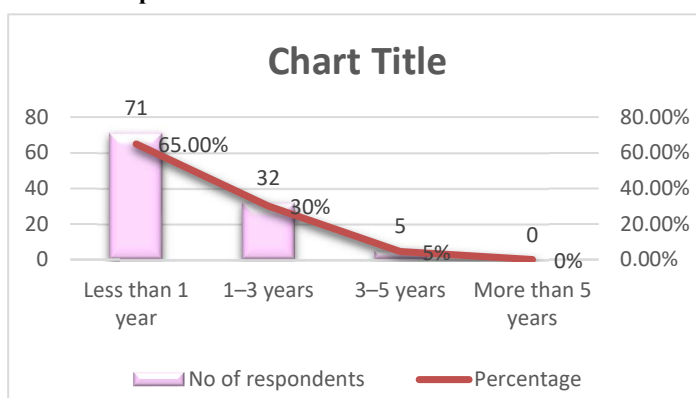
From the above chart, it is observed that the highest percentage of respondents (50%) work with Blinkit, followed by Zomato (29%), Swiggy (17%), Zepto (7%), and other platforms (4%). It is a response which comes out of our chosen sample today, really.

Employment Status of the Respondents



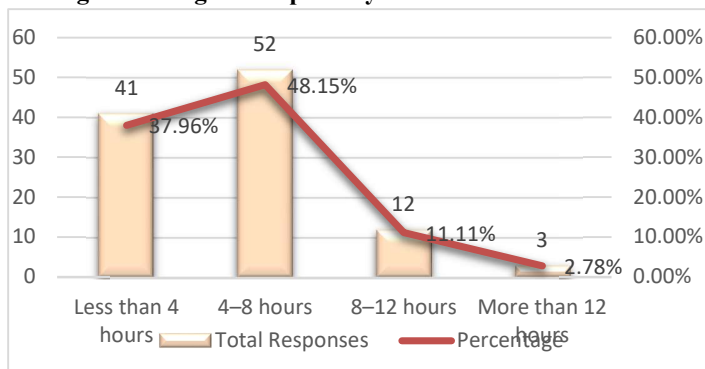
From this chart we can see that most of the respondents (75%) are part-time gig workers and only 24% are full-time gig workers. That is, most people would likely like to do jobs because they are flexible (for funding needs etc.). That is, most folks want to work gigs because they are convenient as well financially beneficial.

Years of Experience



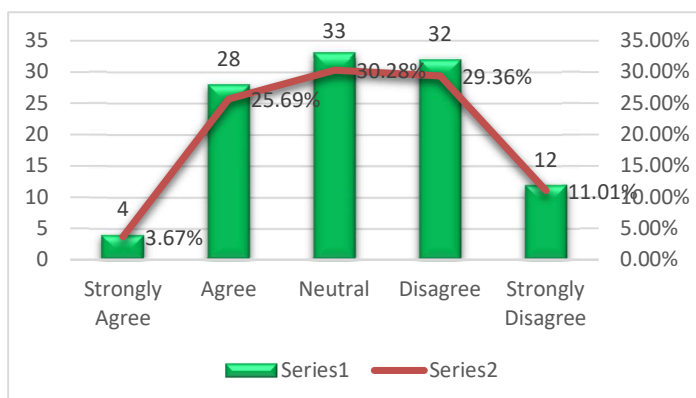
From the above chart, it is observed that the majority of respondents (65%) have less than one year of experience, followed by 30% with 1-3 years of experience and 5% with 3-5 years of experience. None of our sample has more than 5 years of work experience. It means most of those who work on a casual basis are done with youth people.

Average Working Hours per Day



From the above chart, it is observed that the highest percentage of respondents (48.15%) work between 4-8 hours per day, followed by less than 4 hours (37.96%). Less than 10 percent work more than 8 hours per day. It means a majority of ride-hailing drivers would rather work less, have some freedom over their time.

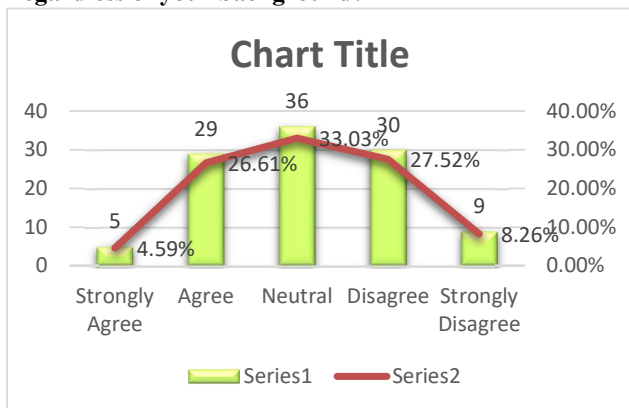
Do you feel respected by the company?



These results show a high degree of un-respected status among most people surveyed at this firm. The largest group of

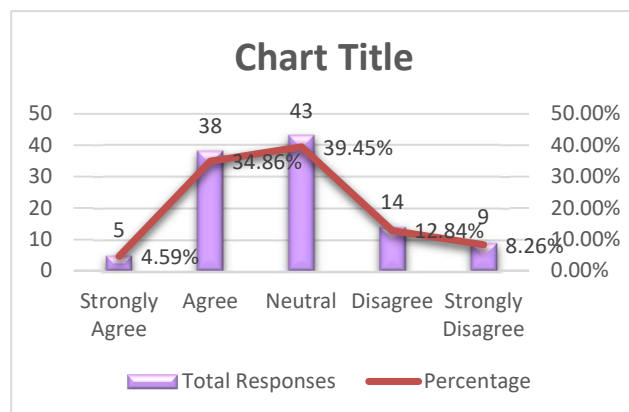
respondents (30.28%) remained neutral, while (29.36%) disagreed that they feel respected. Only 25.69 % agreed, and a very small percentage (3.67 %) strongly agreed with the statement. Additionally, (11.01 %) strongly disagreed. In general there are too many workers who have no confidence as well being undervalued from their employers which needs improvement.

Do you feel that the company treats you fairly regardless of your background?



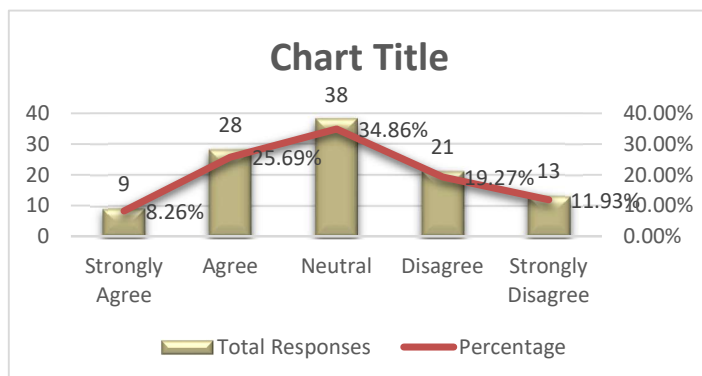
From the above chart it is observed that, most of the employees i.e , 33% of workers feel neutral of the company treating them fairly and 26% agree and 27% disagree about treating them fairly, 4% strongly agree that they are being treated very fairly and 8% oppose it they strongly disagree of being treated fairly by the company

Do you feel that the platform values your opinions and feedback?



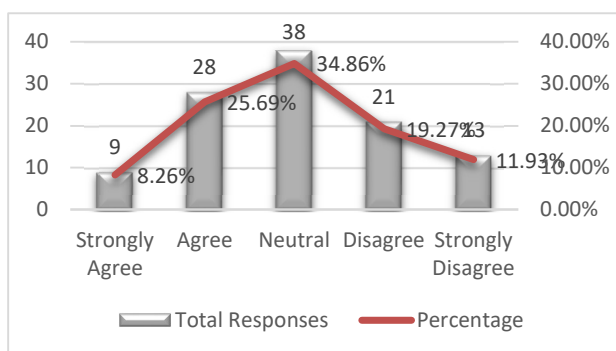
The results indicate that most respondents (39.45%) were neutral about whether the platform values their opinions and feedback. However, 34.86 % of respondents agreed with the statement, indicating that a good number of workers feel their views are considered. At the same time, 12.84 % disagreed and 8.26 % strongly disagreed, while only 4.59 % strongly agreed. In general then there is an impression from employees about how valued they will be by this company but most do not know what to expect as far as their input counts.

Do you receive timely communication from the company?



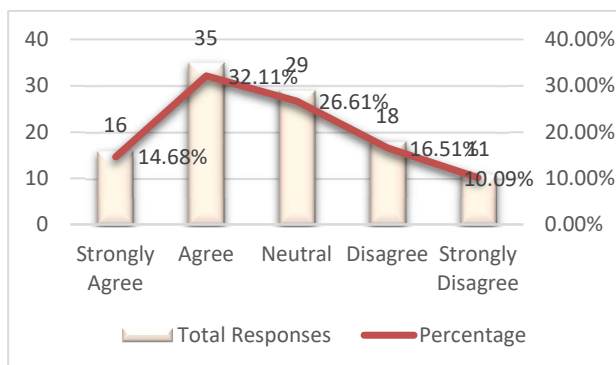
From the above chart it is observed that , majority of people are satisfied with their communications to us at some point it is observed that 32.11 % agreed and 7.34 % strongly agreed with the given statement. However, 28.44 % were neutral, 20.18 % disagreed and 11.93 % strongly disagreed.

Do you feel like an important part of the organization?



From the above chart, the results show that most respondents (34.86%) were neutral about feeling like an important part of the organization. While 33.95 % of the respondents agreed or strongly agreed, 31.20 % disagreed or strongly disagreed. Generally speaking, many workers are unaware about their contribution to company therefore companies should have effective methods by which people can appreciate themselves greatly enough.

Do you have equal access to work opportunities?

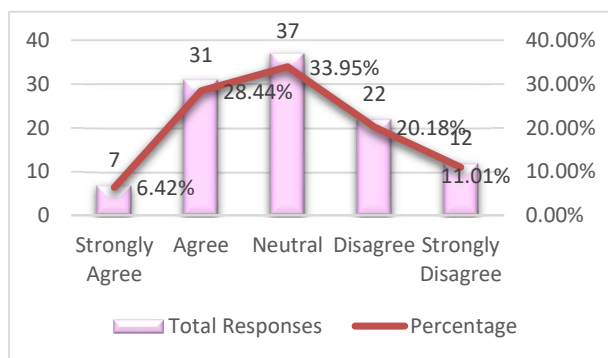


It was found out from these results, majority of people were satisfied with their job prospects availability. Around 32.11 %

agreed and 14.68 % strongly agreed with the statement. However, 26.61 % of the respondents were neutral, while 16.51 % disagreed and 10.09 % strongly disagreed. Generally speaking; while most employees think there is an opportunity of getting jobs available to them; some people have no idea about their rights as workers and others don't feel so either which can be seen from here.

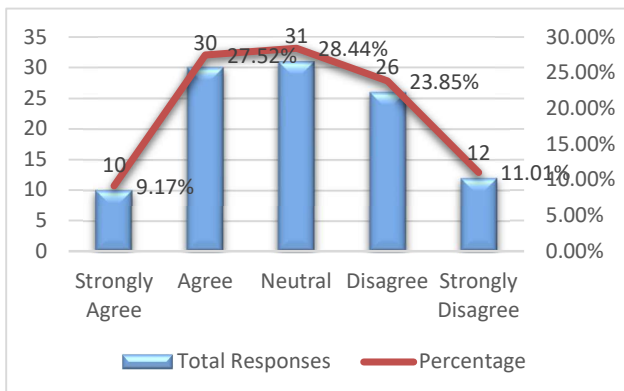
Do customers treat you with dignity and respect?

These findings show a split opinion on customer treatment



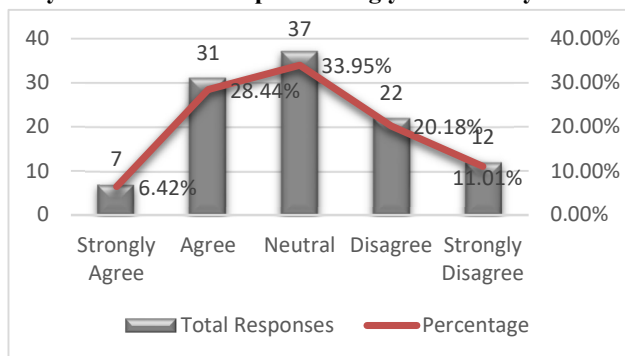
of people surveyed. The highest percentage (35.78%) chose the neutral option, while 36.69% (27.52% agree and 9.17% strongly agree) felt they were treated with dignity and respect. On the other hand, 27.52 % (20.18 % disagree and 7.34 % strongly disagree) reported negative experiences. In general then though there are a number of customers who respect their delivery ride drivers they do experience some level of disrespect amongst them as well.

Do you receive adequate support when you face work-related issues?



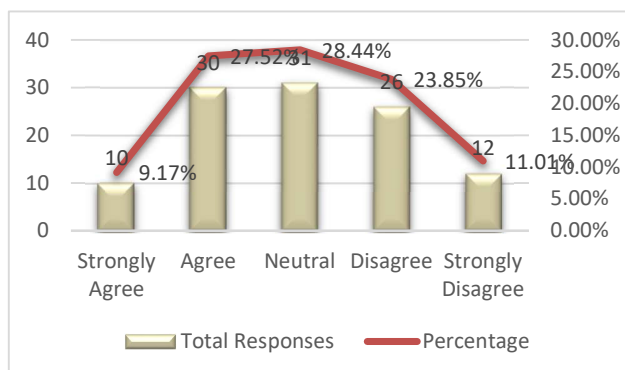
From the above chart, the results indicate an opposing view about how customers are treated with respondents studied here. The highest percentage (35.78%) chose the neutral option, while 36.69% (27.52% agree and 9.17% strongly agree) felt they were treated with dignity and respect. On the other hand, 27.52 % (20.18 % disagree and 7.34 % strongly disagree) reported negative experiences. Generally speaking, however many client's esteem for their rides' drivers but also suffer from some form of indignity among them.

Do you feel safe while performing your delivery duties?



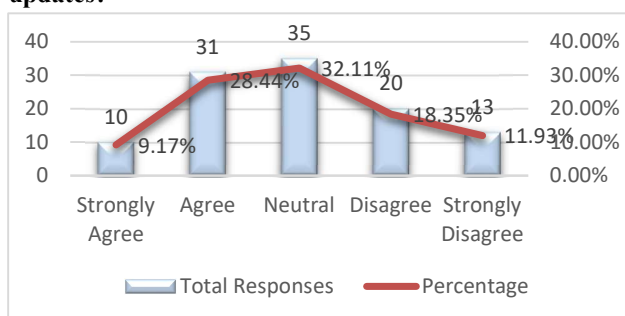
The results indicate that most respondents (33.95%) were neutral about being safe while performing their delivery duties. Around 28.44 % agreed and 6.42 % strongly agreed that they are safe, while 20.18 % disagreed and 11.01 % strongly disagreed. In general then there is a consensus amongst these workers who work as deliveries drivers; they do not want to be exposed but have fears about being attacked by customers at any time of day/night.

Do you believe that the company promotes an inclusive work environment?



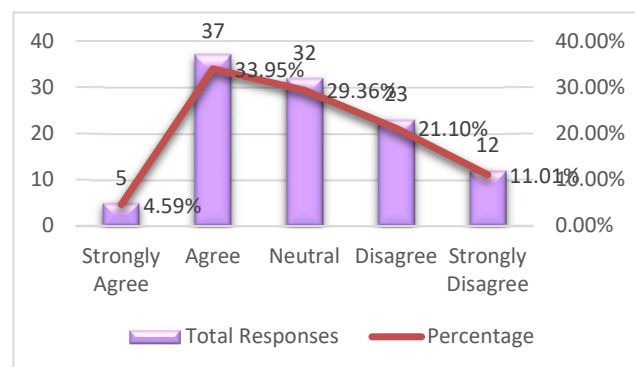
These results indicate a division among participants as far as their perception of promoting diversity at this firm is concerned. The highest percentage (28.44%) remained neutral, while 27.52% agreed and 9.17% strongly agreed with the statement. On the other hand, 23.85 % disagreed and 11.01 % strongly disagreed. In general then it can be said from these findings; while most employees think about their organization promoting diversity and equity at work they have some reservations as well so there is room for improvement on this front.

Do you have access to information about company policies and updates?



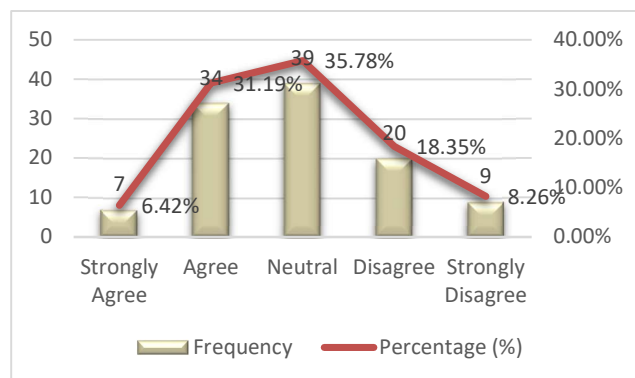
From the above chart employees differ as regards their knowledge of organizational rules, news. Most respondents (32.11%) chose the neutral option, suggesting that they were unsure or did not have a strong opinion. While 37.61 % of the respondents agreed or strongly agreed that they receive regular updates, 30.28 % felt they do not get enough information. In general speaking; there are good communications regarding organizational policy as well as news which can be understood by employees however they have a problem with their understanding of these things so it should have been better if companies were being transparent about what happens internally.

Are you satisfied with the recognition you receive for your work?



From the above chart, it is observed that 33.95% of respondents agreed that they receive recognition for their work, while 29.36% remained neutral and 21.10% disagreed. This indicates that recognition practices are satisfactory for some respondents but need improvement for others.

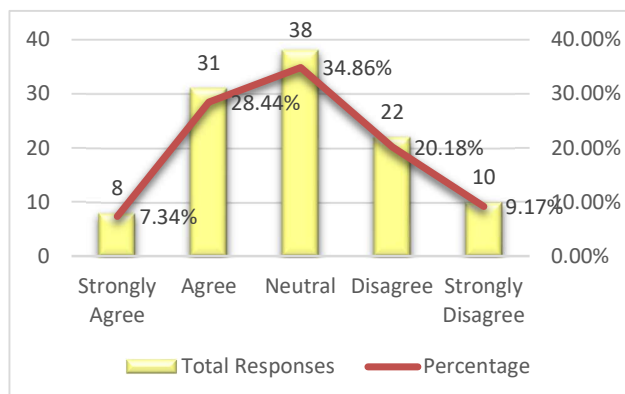
Do you believe that the company cares about your well-being?



The results indicate that 35.78 percent of the respondents were neutral about whether the company values their welfare. Around 31.19 % agreed and 6.42 % strongly agreed with the statement, while 18.35 % disagreed and 8.26 % strongly disagreed. In general then there is an indication of success as far as employees' satisfaction with our organization goes but they also have some degree of uncertainty which needs addressing through better health

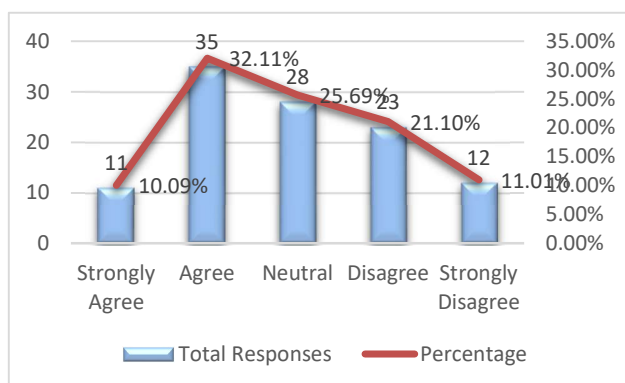
care services for workers.

Do you feel comfortable reporting workplace concerns?



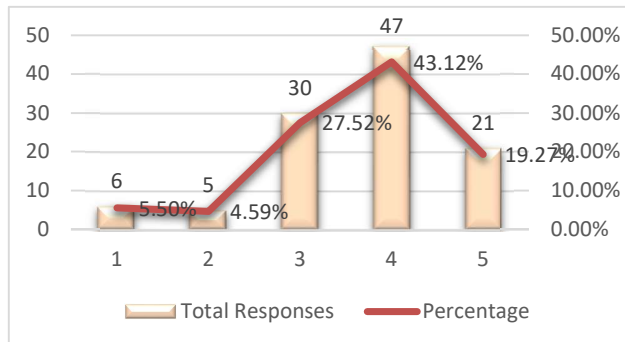
From the above chart it represents that 34.86% have neutral opinion, 28.44% agree and 20.18% disagree, here 7.34% strongly agree and 9.17% completely oppose i.e strongly disagree on they feeling comfortable reporting their respective grievance. This is when employees have a moderate level of confidence regarding how they can resolve complaints for their company.

Overall, do you feel included and valued as a delivery gig worker?



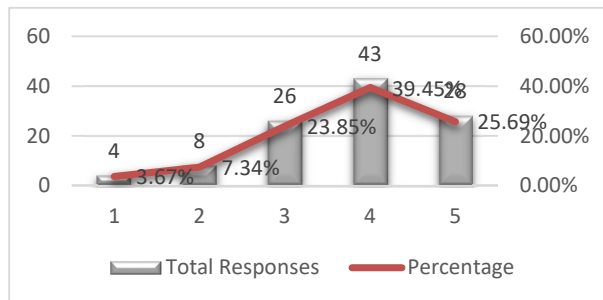
From the above chart, it is observed that 32.11 % of respondents agreed that they feel included and valued as delivery gig workers, while 25.69 % were neutral and 21.10 % disagreed. It means there is some participation of employees but it can be improved upon considerably.

Do you experience discrimination while working?



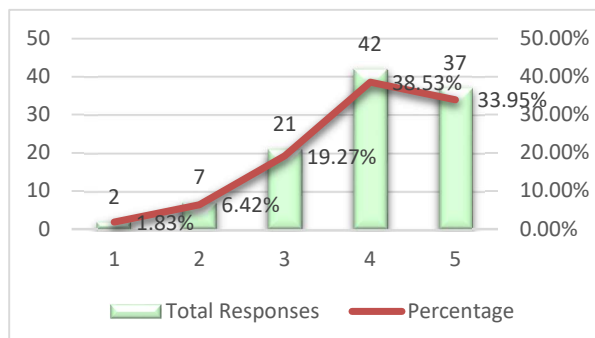
From the above chart, it is observed that the highest percentage of respondents selected Scale 4 (43.12%), followed by Scale 5 (19.27%). This indicates that almost a large number of workers re experiencing partially discrimination while working where this must be avoided with few measures.

Do you feel isolated from the company and other workers?



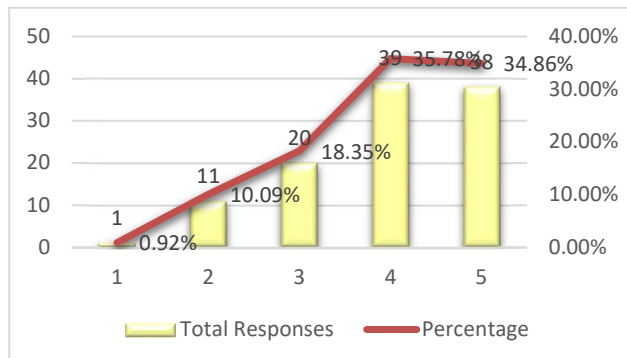
From the above chart, it is observed that 39.45% of respondents selected Scale 4, while 25.69% selected Scale 5. This indicates that quality percent of workers experience isolation from the company and other workers.

Do you believe that your employment status limits your access to benefits?



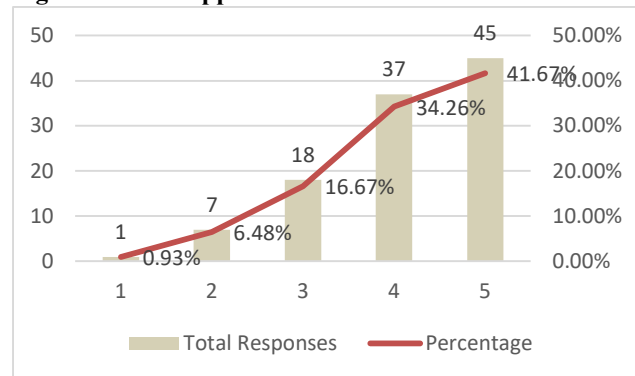
From the above chart, it is observed that 38.53 % of respondents selected Scale 4 and 33.95 % of respondents selected Scale 5. That is when most folks feel that their employment status limits them to receive perks like allowance at a firm.

Do you feel that a lack of communication affects your sense of belonging?



From the above chart, it is observed that 35.78 % of respondents selected Scale 4, while 34.86 % of respondents selected Scale 5. This can be due to bad communication having much influence over people's perception as members within any organization.

Do you believe that delivery gig workers should receive greater organizational support?



Clearly, majority of people agree on need for better company backing from deliveries drivers. The highest percentage (41.67%) gave the highest rating (5), followed by 34.26% who selected 4. Only a small number of respondents chose the lower ratings of 1 (0.93%) and 2 (6.48%). In general there is an urgent need to improve company backing as evidenced by how much we require more consideration from our workers who are freelancers on contracts.

11. FINDINGS

- Most respondents were 21–30 years old, indicating that gig work is more popular among young people seeking flexible employment.
- Workers showed moderate levels of employee inclusion, with many feeling neutral about respect, fairness, organizational support, and communication.
- Recognition, organizational support, and employee well-being were identified as the major areas requiring improvement.
- Most respondents believed that delivery gig workers should receive greater organizational support, highlighting the need for stronger HR practices and welfare measures.

12. SUGGESTIONS

- Improve organizational communication by providing timely updates, policies, and feedback to delivery partners.
- Introduce recognition and reward programs to appreciate workers' contributions and improve motivation.
- Strengthen employee support systems by providing grievance redressal, health insurance, safety measures, and emergency assistance.
- Encourage employee participation through regular feedback, surveys, and inclusion in organizational decisions.

13. CONCLUSION

The study concludes that delivery gig workers experience a moderate level of employee inclusion. While they value the flexibility of gig work, they expect better organizational support, recognition, communication, and welfare benefits. By adopting inclusive HR practices and improving employee engagement, platform companies can enhance worker satisfaction, commitment, and overall organizational performance.

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