



# Exploring the Training and Development Practices of Local Logistic Companies for Delivery Riders

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## Abstract

The logistics sector in Zamboanga Del SUR is vital for the growth of local businesses by facilitating timely goods delivery. Local logistics companies provide essential transportation and supply chain services, ensuring that products move more efficiently from suppliers to consumers. However, these companies encounter significant challenges, primarily due to the lack of adequate training and development programs for their workforce. Many rely on experienced personnel who learn through hands-on experience, resulting in a limited formal training framework. This deficiency adversely impacts service quality in critical areas such as safe driving, customer service, and warehouse management. Consequently, employees may struggle with modern logistics technology and best practices, leading to delivery delays, product damage, and heightened safety risks. To enhance the logistics services in Zamboanga Del Sur, it is crucial for companies to invest in comprehensive training programs. Such initiatives should emphasize essential skills including proper goods handling, digital tracking utilization, safe driving techniques, and customer service practices. Implementing workshops, certification programs, and on-the-job training can empower employees with the necessary competencies to perform their roles effectively, thus optimizing the logistics operations and contributing to the overall efficiency of the local economy.

**Keywords:** *local business, training and development, service quality, delivery rider.*

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## 1. Introduction

In developing nations, employee performance is largely determined by the commitment of upper management, employee involvement, and training and development. Training and development can act as a mediator in the relationship between employee involvement and top management commitment to training programs (Bashar et al., 2023).

The training and feedback procedures for human resource management (HRM) in the mobile application work business, particularly in online delivery services, and the assessment of gig workers' emotional and behavioral reactions. Application workers have limited access to training and feedback opportunities, while the intricacy of training and delivery varies throughout platforms. The current design of training sessions may not add much value to the economy and may cause gig workers to experience unpleasant emotional responses. Platform providers should thus leverage these findings by implementing chances for social learning and more transparent feedback. It provides important insights into training and feedback, indicating that features of the app economy have a major impact on how app workers receive training and feedback (Cortellazo & Vaska, 2024).

Training involves the knowledge, skills, and attitudes required by an individual to perform effectively in assigned tasks. Any organization can improve employee and organizational performance by implementing training and development programs properly (Zondi, S 2021). Delivery of public service and improved staff efficiency have been associated with training and development initiatives; the relationship between training and service delivery is mediated by employee performance (Nor, 2023).

Training and development programs equip employees with the necessary skills, knowledge, and abilities to perform their job roles effectively. These programs can take various forms, including on-the-job training, classroom training, e-learning, coaching and mentoring, and leadership development. Organizations use these programs to improve their employees' performance and ultimately achieve their business objectives (Ankita, 2023).

Training and development efforts are instructional activities within an organization that aim to improve performance. These programs often involve increasing knowledge and skills, abilities that could be reasons for increasing job satisfaction and job performance (Aktar, 2023).

Employee training aids in managing stress and conflict as well as reducing the desire for retaliation. 66% of workers demonstrated a significant amount of involvement. For any business organization to thrive and develop, employee training and development are essential. When different businesses use new strategies to improve performance, there is an increase in production and profitability. It contributes to improving the organization's standing and visibility. The company faces difficulties in satisfying the needs and demands of its workers concerning employment security and safety as well as job satisfaction. Increased engagement is a result of staff development and training initiatives (Bhakuni & Saxena, 2023). Workers think that correct and

appropriate procedures should be used to deliver training, that needs assessments should be carried out before choosing training topics, and that further career development should be established to increase employee performance (Mohd et al., 2020).

The logistics industry has grown more competitive as an outcome of the increasing demand for courier services. Businesses are creating new, specialized services with cutting-edge technology to satisfy client demands (Kidwai & Maqbool, 2023). The logistics industry is undergoing significant transformation due to technological advancements and global economic shifts. Industry 4.0 technologies, such as IoT, big data, and artificial intelligence, are revolutionizing supply chain processes, including transportation and warehousing (V. Ilin et al., 2019).

Logistics companies recognize the importance of training and development (T&D) practices in improving organizational performance and employee competencies. Effective logistics training can enhance efficiency, reduce costs, and improve customer service (Kusrini et al., 2024). Employee development investments, assessed in training days and prices, have a considerable impact on organizational efficiency and service quality (Katic et al., 2020). Training and development are crucial for retaining knowledge, adjusting to technological changes, and increasing employee confidence and effectiveness (Ganesh & Indradevi, 2015). Employees generally express satisfaction with T&D methods in logistics companies, regardless of age or educational background (Deekonda & Sreedevi, 2024).

However, the logistics sector faces challenges in recruitment and retention due to its poor image and inadequate career planning (McKinnon et al., 2017). Training has a major role in employee development. Individuals respond favorably to the use of technology and training in businesses. Many workers believe that internal training would be advantageous to the business and its employees (Batoool et al., 2021).

In South Africa, logistics companies are focusing on career development aspects, particularly in career planning, succession planning, and training. However, there is a need for strategic interventions to address employee growth and development. The suboptimal levels of cognitive, behavioral, and emotional engagement among employees highlight the need for comprehensive enhancement. Implementing comprehensive career development programs, prioritizing engagement initiatives, and integrating technological solutions for career training can contribute to the success and sustainability of these companies (Mdletshe, 2023). In the delivery industry, there are several aspects of employee growth, such as training strategies, promotional efforts, and route optimization techniques. Social projects can provide front-line personnel with contexts to develop knowledge, which can improve communication and empathy abilities (Krubally, 2023).

Training and development can promote organizational growth and success and have been proven to have a positive relationship and statistically significant link with employee performance and effectiveness. Management should increase the number of employees participating in training and development to improve employee training and development as well as improve performance and service delivery (Oyewole 2018). Programs for training and development can assist logistics riders in enhancing their driving techniques. A mobile application tracks the significance of at-risk actions, such as speeding, using a phone, abrupt acceleration, and braking. Time restraints, exhaustion, lack of sleep, and distractions are some of the factors that affect driving behavior. Additional safety habit improvement may be achieved with the use of incentive strategies like prizes. Overall, the results show how important it is to provide delivery drivers with specialized training and incentives to increase their level of road safety (Dewan et al., 2022).

The COVID-19 outbreak, and the resulting rapid rise of food delivery services have brought to light several issues that delivery riders must deal with. Studies from several nations raise questions about worker conditions, safety, and overall wellness of riders. In the Philippines, riders frequently put in lengthy shifts without receiving enough support from their employers for health and safety precautions (Binghay et al., 2022). Elevated rates of employee turnover may lead to detrimental effects on the organization, including reduced service quality, lower productivity, and higher human resource expenses related to training, recruitment, and retraining. During the COVID-19 pandemic, trainers are required to enhance their technological skills and promote the proper utilization of technology in employee training. Research highlights the significance of quality technology education for drivers delivering goods and the possible advantages of teamwork between humans and technology in enhancing productivity and results (Hughes 2020). Delivery riders in logistics companies face numerous kinds of health and safety issues. During the COVID-19 pandemic, riders faced greater workloads and financial demands, which led to riskier behaviors and new health problems (Tran et al., 2022).

Employee performance and organizational success are positively impacted by training and development programs in a variety of industries. Research shows that these kinds of initiatives greatly improve employee involvement generally, organizational commitment, and work happiness (Shukla & Prakash, 2024). For an organization to achieve remarkable success, efficiency, and sustainable development, having a professional team is just as crucial as having sufficient funds or infrastructure. Large-scale success is not guaranteed at this point, and as businesses grow, they will unavoidably need to develop a performance evaluation system (Nguyen 2024). Enhancing employee performance and satisfaction in courier services requires a strong focus on training and development. The psychological safety and perceived fairness of social sustainability policies, such as those concerning training and education, contribute to the job satisfaction of couriers (Pang et al., 2023).

Effective training can lead to increased job satisfaction, motivation, efficiencies, innovation, reduced turnover, enhanced company image, and risk management. However, companies must commit resources and allocate time for training and development to be an effective management strategy. This includes integrating learning with other HR functions and designing leadership development courses (Gutterman, A. S. 2023). Employment security and training and development were significantly related to job performance. Employment security is the most crucial factor that positively influences job performance, followed by training and development. Compensation and benefits and performance management were found to be not significant in predicting job performance (Hee et al., 2019).

Optimization considers customer demand, routing networks, vehicle capacity, as well as delivery times. Shorter time frames and distances are just some of the major operational efficiency benefits of implementing these new strategies. To enhance delivery route optimization, future research topics should

include swarm intelligence, hybrid algorithms, and multi-agent systems (Verbytskyi, 2023). As vehicle technology progresses, driver training programs need to adapt to new safety features and automation to ensure drivers have the skills and knowledge to safely operate modern vehicles (Rodak & Pelka, 2023). Programs for employee development are essential for businesses aiming to gain a competitive edge because their most precious asset is their workforce. Businesses make significant investments in training and development programs to highlight the skills, knowledge, and talents of their workforce. The effect of development programs on workers and organizations has been widely examined by experts and researchers (Jehanzeb & Khan, 2020).

While existing studies acknowledge the benefits of Training and Development (T&D) in boosting performance and job satisfaction, they frequently overlook the specific challenges encountered by delivery riders in local logistics contexts, particularly in Zamboanga Del sur. These challenges include the lack of exploration into rider-perceived training needs, which may differ from those identified by companies, and a limited understanding of how T&D impacts crucial rider outcomes like retention, accident rates, and customer satisfaction attributed to individual riders. Furthermore, current research inadequately addresses the unique obstacles riders face in accessing and applying training, such as time constraints, diverse learning styles, access to technology, and language barriers. There is also a dearth of research examining the long-term impact and sustainability of T&D programs for these workers.

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## **2. Methods**

### ***2.1 Research Design***

This research, the researchers used a qualitative research method. An emergent, inductive, interpretive, and naturalistic method of studying individuals, cases, phenomena, social situations, and processes in their natural context is known as qualitative research (Ylmaz, 2013).

### ***2.2 Research Environment and Participants***

The target participants in this study are those HR managers who manage the training and development practices of local logistics companies for delivery riders in Zamboanga del sur. This study does not require gender, age, or tribe if he or she knows what work and has a minimum of 10 employees.

### ***2.3 Research Instrument***

The researchers considered themselves the primary research instrument, aided by an interview guide, field notes, and data mining to gather data for the study. The participants' interview responses served as preliminary data subject to analysis and interpretation. The interview guide was used to help the researchers gather detailed information about the respondents. It included an introduction outlining the objective of the research and the purpose of the interview, as well as sub-questions, descriptive questions, probing questions, and exit questions that allowed the respondents to express any concerns or provide clarification regarding their experiences with the training and development programs utilized by the logistic companies for delivery riders. The tools or equipment that the respondents used in their jobs as delivery riders were disclosed in the surveys. The researchers used the field notes as observation statements after they finished the interview. The training needs and employee development of delivery riders, as well as the techniques and strategies for implementing these practices in local courier services, were identified and analyzed by the researchers using data mining.

### ***2.4 Data Gathering Procedure***

The researchers began by creating a questionnaire to be validated by the adviser. After the questionnaire was validated, the researchers drafted a letter to obtain approval from the School President, Dean of the College of Business Education, and adviser to conduct an interview. Once approval was granted and the letter was signed, all researchers gathered at the designated location for data collection and started by requesting participants' consent to perform the study. Before collecting data, the researchers introduced themselves to the participants, explaining that they were Third-year BSBA students in Zamboanga del sur would be interviewed as part of their research course. The researchers asked qualified participants if they were willing and able to be interviewed for their research. The researchers explained their research topic, elaborated on the interview procedure, and reassured respondents that their answers and responses would be kept strictly confidential. Once everything was in order, the researchers asked the appropriate questions about their topic or research while observing the employees' activities and phenomena in their natural setting. After asking the questions, the researchers collected and defined the data they needed for their research. When the researchers were able to gather all the necessary data, they performed data cleaning.

The researchers edited or removed inaccurate or redundant data. They began slicing and dicing the data to extract useful information. The researchers looked for hidden patterns, relationships, insights, and forecasts using data analysis tools and methodologies. The last step was interpreting the results. The researchers examined whether the information obtained in the literature review supported or contradicted the findings of previous investigations.

### ***2.5 Data Analysis***

The study employed data analysis anchored on Merriam's qualitative data process. The researchers began the data analysis after the participants' interviews. The information was gathered, transcribed, coded, and analyzed to describe delivery riders' training and development practices of local logistics companies. Since this study utilized Merriam's case study approach, the researcher analyzed the data by integrating, reducing, and interpreting

what people said as well as what they saw and read. A theme analysis was used to evaluate the data to identify patterns and relationships. The research team started identifying themes, looked for the most frequent answers to questions, and learned facts and trends after the data had been gathered to help address the study questions. The researchers used categorical aggregation to analyze and gather data from ten participants. This process categorized data into key categories, such as training procedures, development practices, challenges, and feedback mechanisms. Member checking ensured that participants' experiences were accurately represented in the study. The researchers employed category aggregation to examine and collect data from ten participants. This technique divided data into essential categories, including training procedures, development practices, challenges, and feedback mechanisms. Member checking ensured that the research authentically represented the experiences of its participants. Finally, the disclosure of researcher bias was addressed by keeping a reflective journal throughout the study process, which documented personal comments and assumptions that may have influenced data interpretation. This organized approach ensured the rigor and integrity of the research, resulting in a complete examination of delivery riders' training and staff development procedures in the local courier services business.

## 2.6 Ethical Consideration

The researcher is responsible for protecting research participants from the risks of harm connected with their involvement in the study while adhering to the ethical management guidelines outlined below. Research is a foundation of knowledge and wisdom, and it is an essential component of progress. As a result, the study aims to ensure that all research participants adhere to widely accepted ethical, professional, and scientific conduct throughout the design, implementation, dissemination, and reporting phases.

*Confidentiality.* Confidentiality refers to the protection of sensitive information shared by the participants. It must be maintained, ensuring that all data to be collected from the participants will remain confidential. Only authorized individuals will have access to such data. Under no circumstances, except in a matter of life and death, will the researchers reveal the identity of the participants. By integrating these measures into the training and development practices of logistics companies, organizations can safeguard sensitive information while enhancing the professionalism and trustworthiness of their delivery riders.

*Informed Consent.* It is an important component of moral business study. Researchers can follow the ideals of beneficence, fairness, and respect for humans by ensuring that participants are willing to participate, giving them enough information, and honoring their autonomy.

*Integrity.* It is defined as honesty, fairness, and devotion to moral and ethical ideals. It entails telling the truth, honoring commitments, and acting consistently in one's actions and decisions. This refers to the quality of being honest and moral uprightness. All data collected from the participants are accurate and entirely done by the researcher.

*Respect for Research Participants.* The researchers will mention before the interview that they are not forced to respond if they refuse to do so and will remind the participants to say off the record if there are some statements they want to make but do not want to be officially transparent.

*Voluntary Participation.* Individuals must participate in ethical studies and activities of their own free will. Participants must be autonomous to make informed decisions regarding their involvement; therefore, coercion or undue influence will not be allowed.

*Data Privacy Act of (2012).* This refers to the practices that will be implemented to safeguard the privacy, confidentiality, and security of data collected from research participants. It involves ensuring that information will be handled responsibly, ethically, and in compliance with legal requirements. Researchers will be responsible for securing data storage and transmission to prevent unauthorized access, including protecting electronic data and maintaining the confidentiality of hard-copy records. These measures will be essential for maintaining participants' trust and upholding ethical standards in research.

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## 3. Results and Discussions

This chapter investigated delivery riders' training and development practices in the local logistic companies in Zamboanga del sur. The researchers interviewed ten (10) participants using the validated interview guide. The interviews were in-person, and the proponents were asked to answer the questions based on their experience with the subject.

The qualitative study uses the single case study approach adopted by Sharan B. Merriam. The case study focuses on the Training and Development practices of local logistic companies for delivery riders in Zamboanga del sur. A single case study was utilized because the researchers believed it was the appropriate method to achieve the study's goals. The participants were coded as P1, P2, P3, P4, P5, and P6, according to the data gathering procedure and the confidentiality principle, which aims to adhere to the Republic Act 10173 or Data Privacy Act of 2012 for the safety and welfare of the respondents involved.

The major categories that emerged from this study pertain to *training needs of delivery riders, training and development practices of logistic companies for the delivery riders, the challenges encountered by the local logistic companies in the training and development of delivery riders; and manage the challenges faced in the training and development of their delivery riders.*

Training Needs of Delivery Riders

This category highlights the training needs of delivery riders. The researchers collected deeper insights into the specific training needs of delivery riders. After collecting and analyzing data about the training needs of the delivery riders, the researchers arrived at the following sub-categories: *Skills Reinforcement, Technology usage, and Customer Service*

*Skills Reinforcement.* It is a short-term training program designed to revisit, or update existing knowledge and skills that individuals already possess. For delivery riders, refresher courses ensure they remain proficient in their roles, adapt to new procedures or technologies, and maintain high performance and safety standards. These courses help to address gaps, improve efficiency, and align with updated company policies or industry regulations.

[By simply monitoring their performance, the company man can deliver better or more, as opposed to going back.]—P1

[Based on their performance, you will know if they really need to be refreshed with your training. During training, they are asked how deep their understanding is based on their training.]—P2

[Here with us, it is just a refreshment, but one of the things we follow is valid proofing. That is why it is always like that.]—P4

[Ma'am, they should really be enhanced, like you being the one to lead their training, so you'll know what needs to be done.]—P6

[Refresher means we return to the basic training until we reach the updated training. That is why we have a refresher once a week.]—P7

The researchers employed the triangulation method to validate the responses after the interview. By cross-referencing the participants' feedback with company records and other data sources, the researchers ensured the accuracy of the transcription. The participants emphasized the importance of refresher courses, noting that such training is crucial in maintaining the delivery riders' skills and knowledge, ensuring consistent performance.

The researcher interviewed the supervisor at the different logistics companies and emphasized the importance of refreshment to the delivery riders. In this approach, delivery riders' experiences should be enhanced. This implies that having refresher courses should be mandatory as the riders tend to forget the basics of their previous training, and refresher courses will enforce their experiences to perform better than their previous engagement during their deployment.

The evidence from the participants' responses, especially by P7, emphasized that the need for updated training of the delivery riders through refresher training and courses once a week must be a top priority.

Based on the researcher's observation, the participants are eager to implement refreshment for the delivery riders, especially those outdated riders with long years of experience and residency at their company. The need for refreshment must be addressed by the logistics companies to avoid problems and to equip the delivery riders better.

A study noted participant diversity in characteristics, needs, and motivations for undertaking rider training, reflecting a need for a diverse range of course offerings, including individualized training. (Blackman et al. 2020)

While "motorcycle rider training" is not yet determined to be effective for motorcycle safety, the analysis of Motorcycle Crash Causation Study (MCCS) data has recently revealed that experience in rider courses is associated with a lower injury severity score (ISS) given a crash. Hence, the effectiveness of such countermeasures can be explored further, and if appropriate, such training can be considered for improving motorcycle safety (Khattak et al.,2023).

*Technology Usage.* It focuses on applying modern tools, software, and devices drivers use to perform their delivery tasks more effectively and efficiently. This includes using mobile apps for order management, GPS systems for navigation, electronic systems for confirming deliveries, and other digital tools that improve the overall delivery process, streamline communication, and ensure timely and accurate service. Such Technology helps riders optimize their work, enhances customer satisfaction, and increases operational efficiency for delivery companies.

[About Technology, maybe we need free Wi-Fi because all riders, even those from Foodpanda, need internet access everywhere.]—P3

[ Ma'am, our app really needs to be updated. GPS is important, especially if the rider is unable to locate the receiver. But it's really challenging and tricky if it's like that, and that's what we call.]—P6

The researchers used a triangulation method to validate the participants' interview responses. The participants confirmed the accuracy of the transcriptions by reviewing and approving them. They also highlighted challenges faced by delivery riders, particularly related to technological issues, which impacted their efficiency and performance on the job.

The researcher interviewed personnels and supervisors from various logistics companies, highlighting the technological challenges faced by the companies and the delivery riders. This indicates that addressing the role of Technology is crucial, as some riders are not proficient with digital tools or internet usage, often relying on Wi-Fi connectivity. These gaps in technological familiarity must be resolved to enhance operational efficiency.

Participants 3 and 6 confirmed these statements mentioned above as the need for WIFI connectivity and the company's application to use GPS for each delivery rider have made their operations difficult.

The researcher observed that logistic companies face significant challenges in locating the current positions of their delivery riders, largely due to riders' lack of consistent internet access. This lack of connectivity renders both the company and the riders less efficient. Riders struggle to use navigation tools or update their delivery status in real time without reliable internet access, leading to delays and miscommunication. Addressing these technological barriers is essential to improving the overall efficiency of logistics operations.

This digital mediation leads to the characteristic image of delivery riders constantly checking their mobile devices while waiting outside restaurants to receive the next order and during delivery as they check for recommended routes (Allen-Perkins et al., 2023). In addition, highlighted the advancement of AI technology and collaboration strategies used by platform operators to generate trust in algorithmic decisions among food-delivery-platform workers. (Won et al. 2023)

*Customer Service.* Is the support and assistance a company provides to its customers before, during, and after they purchase a product or service. It involves helping customers with their questions, resolving issues, and ensuring they have a positive experience with the company. Good customer aims to meet customer needs and build strong relationships.

[In our training, we first do the KYC (Know Your Customer) part. We start by sending a text message to inform the customer. Then, once we have the customer's details and are ready, we make a call before proceeding with the delivery. We call the customer beforehand and advise them to verify if the seller is legitimate and responsible]- P3

[We also orient them and teach them what they need to do. We explain to them what is expected of them. If you're meeting the customer face-to-face, you can also offer customer service. When you speak with the customer, of course, you greet them—'Good morning, ma'am/sir, this is (Name Of Company), and I have a parcel for you. We provide one-on-one training for this.]-P4

[We have pre-shift training regarding customer handling—how to handle customers. The strategy will eventually sink in; we cannot teach everything all at once, but it will naturally come out when there is an encounter or a problem.]-P5

[How to communicate with the receiver and explain the rules of the delivery. It is important, ma'am, to focus on customer communication.]-P6

Based on their responses during the interview, the researchers verified the accuracy of the data using the triangulation method. By cross-referencing the participants' reactions through multiple resources and observational data, they confirmed that delivery riders should undergo customer service.

The researchers gathered responses from the one of the Supervisor assigned to the logistics and staffs present during the interview period. Most of them are in unison that the delivery riders must undergo customer service training, including orientations and company policy guidelines. This suggests a perceived need for riders to improve their customer service skills before the proper training.

The participants can answer the questions made by the researchers due to their experience with delivery riders customer service. These supervisors and those assigned to logistics handled their training to ensure smooth flow during the deployment phase.

The results revealed that most participants are eager to provide delivery riders with customer service through Orientation one-on-one interventions. They ensure that the delivery riders understand their responsibilities. Customer service training is vital to the company's standard operating procedures, and they expect these delivery riders to follow the company's mandate.

Companies in the courier service industry should pay particular attention to the provision of top standards of customer service. In the contemporary economic reality, a satisfied customer is the main source of competitive advantage. (Marcysiak 2021)

Integrating McClelland's Need Theory into logistics operations helps companies better understand their delivery riders' training needs. Key elements include refreshment, technological proficiency, and customer service, all contributing to meeting riders' psychological needs and enhancing performance and job satisfaction. Customer service training fosters strong relationships between management and riders, promoting alignment with company expectations and enhancing customer satisfaction. Refresher courses cater to the need for Achievement by helping riders refine their skills and ensure competitiveness while fostering a sense of belonging through continuous learning. Regular training keeps riders updated on company policies and best practices, minimizing errors and boosting performance. Technology enhances efficiency, fulfilling the need for Achievement and Power by giving riders tools like GPS and mobile apps for better navigation and time management. Technology training improves communication between riders and the company, boosting rider confidence and productivity.

Logistic companies may improve their delivery workforce by implementing regular refresher courses, enhancing performance monitoring systems, incorporating customer service training, and adopting technology for efficiency. These practices can improve rider satisfaction, maintain a motivated workforce, and enhance customer service. Regular refresher courses can reinforce existing skills and knowledge, reduce errors, and improve performance. Technology can streamline communication and feedback processes, reducing dissatisfaction and enhancing operational efficiency. These practices foster continuous improvement and improve customer satisfaction.

#### Training and Development Practices of Logistic Companies for the Delivery Riders

This category highlights the delivery riders' training and development as practiced by the logistics company. The researchers collected deeper insights into logistics companies' training and development practices for the delivery riders. After collecting and analyzing data about logistics companies' training and development practices, the researchers arrived at the following sub-categories: *Initial Orientation, On-the-Job Training, and Technical Skills training.*

*Initial Orientation.* This is the introductory training and preparation provided to new delivery riders in logistics companies. This initial Orientation serves as part of the company's overall training and development practices to help riders understand their roles, responsibilities, and procedures. This process helps ensure delivery riders are adequately prepared to carry out their duties efficiently and safely. It is essential to their ongoing training and professional development within the company.

[The one training him is also from Pagadian, so it is easier to address the issues. As I mentioned earlier, it is really about customer service. We do not allow riders to deliver if they are not in proper decorum, like just wearing Crocs.]—P1

Aside from the training we give them on how to deliver properly, we also talk to them about it. It is based on our company policy, and that is what we emphasize to them: You are carrying the company's name.]—P2

[I train my riders to stay calm, even when dealing with angry customers, and to be patient.]—P3

[We follow the SOP (Standard Operating Procedures) from above, and there are procedures for it. Ma'am, it's about how they deliver and communicate with the customer.]—P4

[We have guidelines that the couriers and employees need to achieve. Proper decorum is required, as it is important to be presentable, wearing a uniform and ID]—P5

[Now, there are memos that they really need to follow because once they don't follow them, there will be a penalty. There is a strict implementation for leave penalties.]—P7

The researchers used a triangulation method to validate the participants' interview responses. By cross-referencing the data with company records and observational data, the researchers ensured the accuracy of the findings. The participants also identified that the initial Orientation is one of the key training and development practices for delivery riders at the logistics company.

The researcher interviewed personnel from various logistic companies, highlighting the importance of initial Orientation to the delivery riders because, in this phase, the delivery riders are introduced to the company's agenda and operations. It was also here that the riders would be informed about the basics of their line of work as delivery riders and couriers of the logistics company. This explains that the basic practice of most logistics companies is the implementation of initial Orientation.

The participants, particularly P2, emphasized the significance of initial Orientation by highlighting its role in familiarizing delivery riders with the company's policies and operational procedures. They discussed how these sessions provide essential insights into the delivery process, ensuring that new hires understand their responsibilities and the company's expectations, ultimately contributing to smoother operations and better overall performance.

The researcher noted that logistic companies implement initial orientation programs to equip delivery riders with the fundamental principles and knowledge required for their roles. These sessions serve as an introduction to the job's expectations, responsibilities, and standard procedures. By providing this foundational understanding, companies ensure riders are well-prepared to handle their tasks effectively, promoting professionalism, operational efficiency, and alignment with the organization's goals.

Stated that many workers who want to work in this industry do not understand what it means to be an independent contractor. (Pottenger 2023). Meanwhile, the study provides a nuanced understanding of the impact of working conditions on corporate sustainability in platform companies. (Longoni et al. 2024)

*On-the-Job Training.* Hands-on training that delivery riders receive while performing their actual job tasks. This type of training occurs in the workplace, where riders learn practical skills and knowledge through direct experience rather than in a classroom setting. The goal of OJT is to help delivery riders develop the necessary skills and gain real-world experience while performing their job duties, which helps improve their performance and contributes to the company's overall success.

[If I am the one teaching, it will be easier to address right away, especially for this Parcel, from the start during the scanning of the Parcel.]—P1

[Our training is done online.]—P2

[When locating the customer, they need to call because the receiver should be informed that they have a parcel. According to our manual, ma'am, the rider must call the customer thrice in a 5-minute interval. It is necessary to contact the receiver. We also call it a 'PP,' which is problematic Parcel.]—P6

[The company provides a refresher once we reach our DC (Distribution Center).]—P7

The researchers employed a triangulation method to validate the data collected during the interviews, ensuring its reliability and accuracy. By cross-referencing the participants' responses with company records and observational data, they confirmed the findings' consistency. Additionally, they identified that on-the-job training was vital in helping delivery drivers familiarize themselves with practical tasks, adhere to company protocols, and enhance their performance in real-world scenarios.

The response of P6 expounded the importance of on-the-job training with hands-on experiences like dealing with the delivery process with the guidance of a manual from the company down to the customers receiving the orders. Another response from P2 proved that most of their training was done online.

The researcher conducted interviews with personnel from various logistic companies, emphasizing that, beyond initial orientations, on-the-job training serves as a vital component of delivery riders' training and development. The researcher found that logistics companies emphasize on-the-job training as a critical step following initial orientations. This hands-on approach allows delivery riders to apply theoretical knowledge in real-world scenarios, such as navigating routes, handling customer interactions, and managing time-sensitive deliveries. For example, new riders may shadow experienced riders to learn best practices.

Employee training is a very important practice in human resource management. It enriches employee knowledge and skills and, therefore, enhances employee competencies to execute job tasks efficiently and adapt to changes in the nature and environment of work (Al-Hawary et al., 2021).

OJT positively affects employee performance. It improves employee skills, increases job performance, and develops teamwork and collaboration. OJT also affects employees' growth through adaptation to new Technology, behavioral changes, career progression, and improvement in employees' motivation and job satisfaction (Kaniapan et al., 2024).

*Technical skills Training.* Specialized training focused on developing the technical skills needed by delivery riders in logistic companies. This type of training helps riders learn the specific tools, systems, and technologies necessary for their job. Technical skills training improves the rider's efficiency, accuracy, and safety, contributing to better service and customer satisfaction.

[Our riders need proper proofing, so we have proofing in place, like when a customer wants to make a claim. It is about handling customers, especially in cases of scams, and that is what works best for us.]—P3

[Valid proofing and *how to communicate and handle customers.*]—P4

[We remind them about the attachments for the PP (Proof of Picture) to avoid false tagging or false RTS (Return to Seller).]—P6

The researchers utilized a triangulation method to ensure the reliability and accuracy of the data collected during the interviews. By cross-referencing participants' responses with company records and observational data, they verified the consistency of the findings. Moreover, participants acknowledged the company's active role in enhancing delivery drivers' capabilities through technical skills training.

During interviews with personnel from various logistic companies, the researcher highlighted the importance of technical skills training as an essential part of delivery riders' training and development. Logistics companies view technical skills training as a critical step that builds upon initial orientations and on-the-job training (OJT). This training ensures that riders are proficient in using tools like GPS, delivery apps, proofing, delivery status, and e-wallet systems, which are essential for efficient and accurate operations.

The response of P3 about proofing the delivery being received by the customer, the customer service appropriately applied by the delivery riders, and avoiding scams are some of the most common practices the logistics company upholds during the technical skill training.

Work conditions, work environment, training, and development also deeply impact couriers' faith in the company. Performance-based rewards, satisfying supervision, salary enhancement, etc., should be handled (QiweiPang et al., 2023).

Employee training is positively associated with good job performance, work motivation, and employee resilience, known as the employee's ability to cope with change (Janna et al., 2021).

McClelland's Need Theory emphasizes three key needs: Achievement, Affiliation, and Power. In the context of training delivery riders at a logistics company, this theory influences various training stages, including Initial Orientation, On-the-Job Training (OJT), and Technical Skills Training. During Initial Orientation, clear goals and expectations address the riders' need for Achievement, giving them purpose and motivating them to excel. This stage also introduces the company culture and team dynamics, fulfilling their need for Affiliation. Clarifying roles and rules empowers riders with a sense of control and confidence. OJT allows riders to apply their theoretical knowledge in practical situations, boosting their confidence and fulfilling their need for Achievement. Working alongside mentors fosters relationships and supports their need for Affiliation while providing the tools to navigate challenges and make decisions. Technical Skills Training focuses on using Technology like GPS and delivery apps, enhancing efficiency, and demonstrating competence. This training builds their confidence and independence, as mastering these skills empowers them in their roles.

Logistics companies can effectively motivate and develop their riders by aligning training with McClelland's theory. Each training stage addresses the riders' core needs, fostering a capable and motivated workforce.

The study highlights the importance of training and development practices, particularly in initial Orientation for delivery riders and logistic companies. Such programs can enhance employee performance, improve customer satisfaction, maintain consistency in service delivery, reduce employee turnover, and improve safety and compliance. The training also promotes adaptability in handling difficult customers and unexpected situations, which is crucial in the logistics industry. Overall, the study concludes that robust initial orientation programs are essential for the operational success of logistics companies, enhancing performance, customer satisfaction, employee retention, compliance, and overall efficiency.

#### The Challenges Encountered by the Local Logistic Companies in the Training and Development of Delivery Riders

This category highlights local logistic companies' challenges in training and developing delivery riders. The researchers collected deeper insights into the challenges and problems the local logistics companies faced for the delivery riders' training and development. After collecting and analyzing data about the challenges and problems the local logistics companies faced, the researchers arrived at the following sub-categories: *Inconsistent adherence, Riders Safety Risks, and Technological skills gap. Delivery error and dealing with scams.*

*Inconsistent adherence.* This refers to the difficulties that local logistic companies face when there is a lack of consistent dedication or commitment to the training and development of their delivery riders.

[After the training, it is about whether they apply what they were trained on in the field. The first hindrance to these training courses is their attitude. If they are not teachable, there is no progress. They will not grow.]—P1



[One of the reasons, no matter how many times you talk to the riders, there will always be someone who goes off track.]—P2

[There are also those we can call slow learners, the ones who take longer to understand, take longer to get it, and take longer to catch up with what you're explaining, even if it's in Bisaya.]—P4

[There are some who are difficult to teach, especially since most of those hired here are just high school graduates.]—P5

[We cannot avoid having slow learners, ma'am, but it is important to focus on service quality and customer satisfaction.]—P6

[These basic trainings, ma'am, are still not being followed, and that's the issue.]—P7

The researchers employed a triangulation method to validate the reliability and accuracy of the data collected during the interviews. Cross-referencing participants' responses with company records and observational data ensured the findings' consistency. Additionally, participants identified inconsistent commitment to work as a primary challenge within their workplace.

The participants' responses revealed several issues with some delivery riders. First, many appeared absent-minded, often failing to perform their duties correctly despite receiving prior training. Second, some struggled to adapt quickly to assigned tasks, leading to inefficiencies. Lastly, a few exhibited unteachable behavior and poor attitudes toward their superiors, further hindering their performance and creating challenges in maintaining a productive and harmonious work environment.

During interviews with personnel from various logistic companies, the researchers' observations identified that some delivery riders were not taking their jobs seriously, leading to the idea that some delivery riders are showing inconsistent commitment. This lack of dedication often results in challenges such as delayed deliveries, improper handling of packages, and poor customer service. Managers emphasized the importance of training programs and regular evaluations to address these issues, enhance accountability, and foster a stronger sense of responsibility among riders.

Couriers are primarily motivated by the income and profit they can earn within a delivery network. They also prefer to work in a relatively compact geographic region, likely close to their residence, to minimize the time and cost of commuting (Auad et al., 2023).

They also consider the short delivery time, wide delivery coverage area, couriers' attitude, and scattered pickup/drop point services are some of the problems faced by the company (Timotius et al., 2023).

*Riders' Safety Risks.* These are the dangers or hazards that delivery riders face, challenging local logistics companies when training and developing their riders.

[Safety concerns are important because the riders carry money, and we don't know if the area is safe or monitored. When they have collections, we make sure they remit the money at remittance centers like Palawan. It's still common for hold-ups to happen, so that's one of the challenges.]—P2

[If our arrival is very limited, and my riders are skeletal, we cannot assure that all parcels will be delivered because there is only one rider.]—P3

The researchers utilized a triangulation method to ensure the reliability and accuracy of the data gathered during the interviews. By cross-referencing participants' responses with company records and observational data, they confirmed the consistency of the findings. Participants highlighted significant concerns about the safety risks faced by riders, including parcel overloading and the dangers of robbery and theft.

The participants' responses revealed that riders' safety risks are a significant concern. Overloading cargos and parcels is common in this industry, as delivery riders often aim to deliver more in hopes of earning higher income, as stated by P3. P2 also mentioned the risks of carrying money, as they are responsible for collecting payment during deliveries. The risk of robbery, especially in dangerous areas, can be a hassle for both delivery riders and the logistics company.

The researchers' observations during interviews with personnel from various logistics companies identified safety risks faced by riders, including parcel overloading and the dangers of robbery and theft, as significant concerns. Overloading parcels increases the risk of accidents and physically strains riders. Additionally, the threat of robbery and theft poses serious dangers to riders' well-being, especially during late-night deliveries or in high-crime areas. These challenges highlight the need for stricter safety protocols, better route planning, and protective measures such as insurance coverage and emergency response systems to ensure the security and welfare of delivery drivers.

Foodpanda motorcyclists, under the "temporary basis model" with higher pay rates during high-demand bonus hours, engaged in even riskier driving by increasing rightward weaving frequency (Hsu et al., 2024).

Hassles during food delivery rides include higher safety risks, uncontrollable emergencies, and situations, inadequacies in transportation facilities, unfriendly treatment from doorkeepers and residents, and theft during food delivery (Zong et al., 2024).

*Technological issues.* The difficulties related to the use of Technology that logistics companies face when training their riders. Addressing these technological challenges requires ongoing training, troubleshooting support, and proper technology infrastructure to ensure delivery riders can work efficiently and effectively without disruptions.

[It's really a big obstacle because, for example, the customer cannot be reached because there is no signal, or they cannot be texted, and things like that.]—P2

[Technology right now is not fixed yet.]—P5

The researchers utilized a triangulation method to ensure the reliability and accuracy of the data gathered during the interviews. By cross-referencing participants' responses with company records and observational data, they confirmed the consistency of the findings. Participants identified technological issues as one of the company's challenges.

P2 explained that some customers are unreachable at the time of delivery, causing challenges for the company. P5 also noted that the app system used by the company is experiencing difficulties, further complicating the delivery process.

During interviews with personnel from various logistic companies, the researchers' observations faced technological issues, such as customers being unavailable or unreachable when their parcels were scheduled for delivery. Another challenge highlighted was the logistics company's system monitoring, which sometimes causes delays or inefficiencies. The companies are actively improving these systems, aiming to streamline communication and delivery processes to enhance customer satisfaction and operational efficiency.

The concept of digital justice has an intersectional nature, including elements such as class, gender, and location as determinants of how platforms or databases manage individuals. Therefore, transport justice and mobility justice can shed light on the specific spatial practices of delivery workers (Vecchio et al., 2022).

When customers perceive service quality better, they are more likely to trust the service. To increase customer trust, a service provider should reduce perceived uncertainties, fluctuations, and risks during the service provision (Ejdys & Gulc,2020).

*Delivery error.* Incorrect delivery occurs when parcels are sent to the wrong address or recipient, often due to mistakes in labeling, address errors, or human oversight, leading to delays and customer dissatisfaction.

[There will still be mistakes because, as I mentioned earlier, the question is about the hindrances or obstacles. The root of the problem is the mistake that happened during the delivery. If there were no errors in the delivery, the performance would be good.]—P1

The researchers employed a triangulation method to verify the reliability and accuracy of the data collected during the interviews. By cross-checking participants' responses with company records and observational data, they ensured the consistency of the findings. Participants mentioned that some parcels were delivered incorrectly or the items received did not match the customer's order.

P1 highlighted that there were mistakes in the delivery of parcels to customers made by the delivery riders, leading to the riders being reprimanded or penalized. Errors occurred during the delivery due to mismatched items or incorrect delivery addresses.

The researchers' observations during interviews with personnel from various logistics companies revealed that logistics staff and delivery riders often face issues with incorrect deliveries and mismatched items. These challenges occur due to errors in address labeling, sorting mistakes, or human oversight. Additionally, the fast-paced nature of deliveries can sometimes lead to miscommunication, resulting in items being delivered to the wrong customers.

Late deliveries and delivery misses, which may result in short-term costs for the operator, such as funds and free future deliveries, as well as long-term costs due to loss of reputation and customers and the associated decrease in revenue, while too much capacity at other times can be overly costly due to an excess of underutilized couriers (Auad et al.,2023).

Previous study indicates that a high percentage failure rate was caused by incorrect pickup (Wang et al.,2021).

*Deal with scams.* This is the issue of scams being a significant challenge local logistic companies face when training and developing their delivery riders. The challenge for logistics companies is ensuring that delivery riders are well-trained to recognize and deal with such scams. This includes teaching them how to verify orders, communicate effectively with customers, and follow procedures to avoid being tricked.

[All delivery companies will experience scams, and that is what we focus on—more on scams.]—P3

The researchers employed a triangulation method to verify the reliability and accuracy of the data collected during the interviews. By cross-checking participants' responses with company records and observational data, they ensured the consistency of the findings. Participants mentioned that some parcels were delivered incorrectly or the items received did not match the customer's order.

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Scams are fraudulent acts that have become more common in the Philippines because of the growth of Ride-Hailing, Delivery, and Food Application Service platforms. Constant loss of profit and consumer services are severely impacted; as a result, both parties are impacted by the Malicious Acts committed by these individuals to disrupt and hurt the users of the applications (Blancaflor et al.,2023).

This can be attributed to higher risks in online payments, fraud, exchange and return, internet connection, and shipping/delivery issues (Guerrero et al., 2022).

Incorporating McClelland's Need Theory into the challenges faced by logistics companies can effectively address the training and development of delivery riders. The theory focuses on three main needs: Achievement, Affiliation, and Power. Need for Achievement To enhance commitment; companies should align performance goals with incentives, career advancement, and recognition. They can create a motivation culture by emphasizing goal-setting, regular feedback, and performance rewards. The need for Affiliation addressing safety risks can be achieved by fostering a supportive work environment. Riders who feel valued are more likely to adhere to safety protocols. Training should emphasize a safety-conscious culture alongside technical skills. Need for Power Power empowering riders to handle technological challenges can improve efficiency. Training that enhances their confidence with Technology and offers ongoing tech support can alleviate these issues.

Additionally, addressing incorrect deliveries involves combining the Needs for Achievement and Power. Incentives for accuracy and tools for verifying tasks can reduce errors. Lastly, to combat scams, training on identifying fraudulent activity and reinforcing riders' authority can enhance their confidence and safety. By focusing on these psychological needs, logistics companies can improve rider commitment, safety, efficiency, and job satisfaction.

Local logistic companies face challenges in training and developing delivery riders, which can be addressed through enhanced training programs, ongoing evaluations, targeted recruitment strategies, comprehensive safety training, incentive structures, a supportive work environment, and technology integration. These measures aim to improve riders' commitment, safety protocols, and work habits. Companies can foster a culture of continuous learning and improve service quality by implementing interactive training sessions, regular evaluations, and targeted recruitment strategies. Additionally, a supportive work environment, mentorship programs, and technology integration can help bridge the technological skills gap and enhance riders' efficiency and confidence.

Manage the Challenges Encountered in the Training and Development of Their Delivery Riders.

This category highlights how local logistic companies manage the challenges encountered in training and developing their delivery riders to counter these emerging challenges. The researchers collected deeper insights into the coping strategies of the challenges and problems the local logistics companies face for the delivery riders' training and development. After collecting and analyzing data about how local logistics companies face the challenges and problems in managing the training and development of delivery riders, the researchers arrived at the following sub-categories, which are *Create Multiple Channels for Feedback, Emphasizing the Standard Operating Procedures of the Company, Retraining, Emphasizing Customer Service Skills, and Technology Familiarization*.

*Create Multiple Channels for Feedback.* This strategy establishes various ways for delivery riders, customers, and supervisors to provide input or share their experiences. This helps logistics companies effectively identify and address issues in their training and operations. By implementing multiple feedback channels, logistics companies can proactively address challenges and continuously improve the training and development of their delivery riders.

[They also listen to the side of the riders, their concerns are collected based on the agency, and then the agency relays the riders' concerns and problems. The concerns of the riders are truly given value.]—P2

["For our riders, we just call them for a meeting there. We familiarize ourselves with our customers, and if they have any concerns, it is automatically directed to me so I can address whatever their problem is. Even if they don't have a parcel but there is a payment, we call them to gain the customer's trust.]—P3

[We make a report about everything concerning the riders to raise it to higher management so they will know what the problems are.]—P4

[During the pre-shift meeting, their concerns are brought up, and we make sure to address them.]—P5

[Our supervisor also raises these concerns with our DM (District Manager) or OM (Operation Manager), like if a rider is having difficulty catching up or if the rider's phone is broken or has issues. We address these matters, and then the supervisor relays them to the rider and our OM (Operation Manager) regarding the problem.]—P6

[We conduct urgent meetings where every supervisor presents the challenges, which we then forward to our district manager and area manager. We address the challenges from there, and our DM (District Manager) and EM (External Manager) provide advice. These include problems, challenges, and all areas for improvement, which become the agenda for every meeting.]—P7

The researchers employed a triangulation method to verify the reliability and accuracy of the data collected during the interviews. By cross-checking participants' responses with company records and observational data, they ensured the consistency of the findings. Participants mentioned that the most effective way to deal with these challenges was to hear the riders' feedback.

The participants even highlighted that they are conducting meetings and encouraging the delivery riders to raise questions and concerns so that they can be discussed during the meeting. Thus, the company will address this issue.

During interviews with personnel from various logistics companies, the researchers observed that delivery riders' feedback, including the challenges and issues encountered during the deployment and delivery process, often goes unheard. By offering multiple feedback channels, such as written or online platforms, the company can address these concerns and engage in discussions to resolve the issues faced by the riders. Regular meetings and open conversations about their problems in the field will improve their performance, showing that the company is committed to supporting them whenever needed.

By implementing the recommended changes, companies can enhance their couriers' job satisfaction, performance, and well-being, ultimately leading to a more stable and effective workforce. The broader implications for the gig economy highlight the need for regulatory interventions to ensure fair treatment and protection of gig workers, paving the way for a more equitable future in the world of work (Asadullah, 2024).

Social media platform enables riders to express their opinions quickly with their open and immediate features, and textual data produced by this becomes an important source of information for the platform and relevant government departments to understand the needs of riders (Zhang et al.,2024).

*Emphasizing the Standard Operating Procedures of the Company.* Local logistics companies prioritize and reinforce their Standard Operating Procedures (SOPs) to effectively address the challenges faced during the training and development of delivery riders. By strictly implementing these guidelines, they ensure that riders understand and follow the company's expectations, rules, and processes.

[(Name of Company) will always provide a manual.]—P1

[Always make sure they follow the SOP, what has been mandated for them in their work above. We will use a reward system.]— P5

[We monitor their attachment or how they approach the receiver because we have a daily penalty system. Our training is effective if we do not have a penalty for the day. We also have branch penalties.]—P6

The researchers used a triangulation method to validate the reliability and accuracy of the data gathered during the interviews. By cross-referencing participants' responses with company records and observational data, they ensured the consistency of the results. Participants highlighted the importance of emphasizing the company's SOP to ensure delivery riders align with their roles and responsibilities.

The participants clearly explained to the delivery riders that the company has a rewards system to encourage efficient work. Similarly, riders who make mistakes during the delivery process will incur penalties.

During interviews with personnel from various logistics companies, the researchers observed that delivery riders must adhere to the company's SOPs and job requirements. The company's SOPs always guide the logistics company's role in developing these riders. As a result, riders are expected to follow their roles and responsibilities, or they may face penalties for non-compliance. The decision-makers of these companies are compelled to find and implement innovative strategies to expand the company's competitive advantage and profitability. These circumstances are expected to cause companies to develop core competencies and help them realize the importance and role of logistics in their organizations (Bisnar et al.,2018)

A study highlighted the importance of following employment regulations and giving courier partners secure, competitive workplace. (Hussain 2024)

*Emphasizing Customer Service Skills.* It focuses on the importance of customer service skills in the overall training and development process for delivery riders in local logistics companies. This aspect is critical because delivery riders are often the direct point of contact between the company and the customers. Hence, their ability to provide excellent service significantly impacts customer satisfaction and business reputation.

[Customer service is emphasized.]—P1

The researchers used a triangulation method to validate the reliability and accuracy of the data gathered during the interviews. By cross-referencing participants' responses with company records and observational data, they ensured the consistency of the results. The participants always told the delivery riders to enhance their customer service skills further.

P1 stated that customer service is encouraged among the delivery riders to ensure that there will be no problems after delivery.

During interviews with personnel from various logistics companies, the researchers observed that customer service skills are crucial for delivery riders. Effective communication, problem-solving abilities, and a friendly attitude were key factors in ensuring customer satisfaction and resolving issues encountered during delivery.

This is denounced if the goods ordered by consumers can arrive on time, make consumers happy, make their business smooth and loyal, do repeat orders, and certainly feel satisfaction (Kaligis et al.,2024).

In the digital era, it is crucial to integrate digital platforms that support the market for goods and services, including information services, a variety of things or functions related to comfort and convenience, and social interaction to achieve a holistic customer experience in the form of cognitive, emotional, Sensory, Social and Value (Kothari,2024).

*Technology Familiarization.* It pertains to how local logistics companies ensure that their delivery riders are well-trained and comfortable with the Technology they use to perform their jobs. This is crucial as Technology plays an increasingly vital role in logistics operations, from route planning and tracking deliveries to customer communication and managing logistics platforms.

[We will use e-wallets, so we ask if you have53 GCash, Maya, or other e-wallets. This is part of our strategy to achieve our goal.]—P3

The researchers used a triangulation method to validate the reliability and accuracy of the data gathered during the interviews. By cross-referencing participants' responses with company records and observational data, they ensured the consistency of the results. The participants cited that the riders and the logistics company must venture into more Technology, particularly in utilizing the apps, e-wallets, and the company's

tracking system.

P3 highlighted that the delivery riders must be familiar with and, thus, use E- wallets like Gcash, Paymaya, and others. During interviews with personnel from various logistics companies, the researchers observed that the logistics companies were trying to indulge deeper into the improvements of their system tracking and the skills of the delivery riders to use e- wallets, as it has been a trend nowadays.

Although it took a pandemic to raise awareness about supply chain issues in the public's minds, industry players have long understood supply chain complexities, particularly in the face of continually evolving technologies and ever-more interconnected global enterprises (Bravo, 2023).

Furthermore, technology integration empowers start-up logistics providers to offer personalized services, streamline logistics processes, and mitigate operational challenges (Watts,2024).54

McClelland's Need Theory highlights three motivators: Achievement, Affiliation, and PowerPower, which can help logistics companies enhance training for delivery drivers. Addressing the Need for Affiliation involves creating feedback channels, allowing drivers to express concerns and suggestions, and fostering a sense of belonging. When drivers feel heard, their motivation increases. The Need for Achievement is met through clear Standard Operating Procedures (SOPs) and retraining programs, enabling drivers to set goals and track progress. Regular retraining and technology familiarization enhance their skills and efficiency. Focusing on customer service skills also meets the Need for Affiliation by encouraging positive customer relationships.

By addressing these needs, logistics companies can build a motivated and skilled workforce, leading to improved service and lower turnover. Establishing multiple feedback channels for delivery riders in local logistics companies can improve communication, enhance training programs, increase rider retention, improve customer service, and promote proactive problem-solving. Open dialogue between riders, supervisors, and management helps identify issues early, allowing for timely solutions. Companies can tailor training programs to address specific challenges and skills gaps, ensuring relevance and practicality. Feedback also helps enhance customer service, reduce turnover rates, and enhance organizational stability.

Data-driven decisions can be made from feedback, allowing for resource allocation, training investments, and operational improvements. Encouraging feedback fosters a supportive culture, attracting riders who feel valued and contribute positively to the company's mission.

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#### 4. Conclusions

For delivery riders, local logistics organizations prioritize thorough training and development procedures. These practices include professional progression possibilities, ongoing education, scenario-based training, and a variety of training delivery techniques. Logistics firms may boost customer happiness, increase operational efficiency, and improve safety by investing in their workers. In addition to helping the riders, this calculated method boosts the logistics sector's general prosperity and competitiveness.

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#### 5. Recommendations

Based on the on the study conducted, the researchers would like to recommend the following:

1. Delivery Riders may learn from this study as it will help them to be better delivery riders, thus improving their performance and customer service skills.
2. Logistics companies may use this study's findings to improve their efficiency and reliability in providing services to customers and delivery riders.
3. HR practitioners may benefit from this study by addressing workforce challenges and improving performance. Designing programs tailored to industry needs enhances employee satisfaction, reduces turnover, and fosters a skilled, efficient workforce.
4. Training providers may benefit from this study by addressing industry-specific needs like safety and customer service; they can enhance their reputation and meet the growing demand driven by working individuals.
5. Academic institutions may benefit from this study by bridging the gap between education and industry needs. They contribute to workforce upskilling by designing relevant programs that enhance employability and career growth.
6. For future researchers, this study may be used as a reference for future studies about the training and development provided by the logistics companies to the delivery riders.

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