

A study on Job Burnout of Courier based on Job Demands —Job Resources:

Organizational Identity as a Mediating Variable

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Abstract

The rapid development of express industry has brought huge social and economic benefits, and also led to employment. In order to improve the enthusiasm and initiative of express delivery workers and reduce the job burnout of express delivery workers to the greatest extent, a research hypothesis model is established to verify the structural equation relationship among job demands - job resources, organizational identity and job burnout, and put forward corresponding countermeasures to solve the job burnout of express delivery workers. Through the writing of this article, some innovative industry achievements have been obtained. As a typical representative of labor-intensive industry, express enterprises will have more new posts and personnel, and the management of human resources. It is even

more important. Under the micro circumstances, the results of this study are not only very important for the physical and mental health and career development of express delivery personnel, but also for the scientific management of express delivery employees. In the macro context, this study has a more obvious positive effect on the overall healthy development of express industry and social employment.

Keywords: Courier, Job Demands, Job Resources, Job Burnout, Organizational Identity

I INTRODUCTION

In April 2019, the State Post Bureau of China released the "2018 China Express Development Index Report", which showed that in 2018, the express delivery business volume exceeded 50 billion pieces (50.71 billion pieces in total), an increase of 26.6% over the previous year. And the coverage rate of the express delivery industry in towns and villages has exceeded 92.4%, and in some areas it has even reached 98% [1]. From a national perspective, the express delivery industry has maintained a good growth momentum in the coastal areas, and the development potential of the central and western regions is constantly being tapped. With the increasing role of the express delivery industry in the social economy, more and more provinces (regions, cities) will accelerate the development of the express delivery industry [2]. The overall quality of couriers needs to be strengthened. Human resources in the express industry Management needs to be more standardized [3]. If the work requirements continue to be too high for a long time and work resources are

decreasing at the same time, then as an employee, you must continue to work harder and which will consume the employee's physical and psychological energy continuingly. In the long run It will definitely result in job burnout. Based on the analysis of the political, economic, and social environment of the domestic express industry, this article combines the development status of the express industry and the work status of couriers, based on the theoretical basis of work requirements and work resources, and combines my ten years in the express industry. As the specific research object, investigating and studying the work burnout of couriers, and introducing organizational identification as an intermediary variable to establish a hypothetical model and verify the work requirements-work resources, so as to improve the enthusiasm and initiative of the couriers, and minimize the job burnout of the couriers.

Through combing and reviewing literature and theories such as organizational theory, job requirements-work resources, organizational identification and job burnout, taking **SF Express** delivery personnel as the research object, the relationship between the job requirements, work resources, organizational identification and job burnout of couriers The relationship between the company was analyzed and discussed, and some meaningful conclusions were obtained for the development of the enterprise.

II FINDING

First, enterprise organization analysis is the top priority of enterprise development.

The organizational structure of an enterprise is a model that expresses the order, spatial location and interrelationship between the various elements of the organization. It is a way for the enterprise to perform management and business tasks. The organizational situation of an enterprise is very important to an enterprise. A good organizational structure can create a harmonious and efficient team atmosphere and actively exert team spirit to achieve a common enterprise goal. Through the analysis and combing of the organization, the organization's decision analysis, organization relationship analysis, organization function analysis and organization operation analysis are clarified, and the relevant knowledge points and theoretical conditions of the enterprise organization are also clarified.

Second, the result of SF Express organizational analysis is quite good.

In the combing of the relevant theories and knowledge of enterprise organization, the decision-making analysis of the organization of the SF express company, the analysis of the relationship between the organization, the function analysis of the organization and the analysis of the operation of the organization, it is found that from the perspective of organization management, the organization of SF express company All aspects are operating well, such as the decision-making of SF Express.

"Organizational decision-making is mainly made by the business department + the

Organizational Development Department of the Group Human Resources

Department. Before making a decision, a large amount of data analysis will be carried out and combined with the overall strategic goals of SF Express. , And the market conditions faced by SF Express, and then evaluate the organizational decision-making, and finally determine the organizational decision-making." The overall organization is operating well, which provides a certain reference and reference for the organizational development of other similar enterprises.

Third, the current situation of SF Express delivery staff is not optimistic

According to the survey results, the current working conditions of SF Express couriers are similar to those of other couriers. They are faced with long working hours, high work pressure, and low income. This is related to the nature of the courier's work and is a front line of ordinary physical strength. Workers, so the work intensity is high. The task of delivery by couriers is quite arduous. Almost every courier can deliver about 150 pieces. According to the survey, the working time of each courier is basically about ten hours, and the food of the courier is not guaranteed. Many couriers have lunch and dinner in the express delivery process. It is not good for the courier in the long run. Healthy development. In addition, the company has corresponding assessment standards for couriers, requiring couriers to deliver express items within the specified time limit. For example, SF Express's 24-hour delivery service requires the couriers to deliver them within the specified time. Completion of the delivery within the period will face penalties. This fundamentally causes the couriers to seldom have time to rest, the workload is quite heavy, the service of the company's employees is lacking, and the inadequate service of the employees may

lead to complaints, and then lead to dissatisfaction with the assessment results, resulting in the company's dissatisfaction with Employees are punished, and their income will be affected, resulting in a lower sense of identity for the work by employees and resignation.

Fourth, the work requirements of SF Express couriers are way too high, and the resources for them are insufficient

According to the survey results, SF Express couriers have relatively long working hours and heavy work tasks. On the one hand, the couriers do not have a high degree of recognition of express work; on the other hand, it is determined by the nature of the express work itself, so it is based on work requirements. If the situation is too high, the company should take active measures to solve it or create as much work resources as possible for the employees to help the couriers to work easier.

Fifth, the organizational and work identity of SF Express courier is low

According to the survey results, SF Express delivery personnel do not agree with the organization very highly, especially in the three aspects of the organization's emotional belonging, positive evaluation and autonomous behavior. For example, couriers are "consciously adjusting their personal goals according to business goals", "consciously recognize the company's corporate culture", "I will actively solve the problems encountered at work" and "I will consciously adopt the corporate system On several issues such as "come to restrain yourself", there is a situation of low recognition, which shows that the overall recognition of courier work is not high.

Sixth, the job burnout of couriers is getting higher

According to the survey results, the job burnout of couriers is relatively strong. This kind of job burnout damages the physical and mental health of couriers. Job burnout can easily cause physical fatigue, insomnia, poor appetite, gastrointestinal disorders and other problems. It can also affect mental health, such as anxiety and depression. At the same time, job burnout will also affect the work performance of employees, because job burnout is related to some negative work behaviors, such as absenteeism, late for work, decreased service awareness, turnover tendency, etc. Even if the employee stays at work, this kind of job burnout will bring The decline in work efficiency has brought about a decrease in satisfaction with the enterprise and satisfaction with the work. Because this kind of job burnout individuals will have relatively more interpersonal conflicts and the destruction of work tasks, this situation will have a negative impact on colleagues. The most important thing is when job burnout develops to the end, and the more serious consequence for the company is the resignation of employees.

III CONCLUSION

1. Improve the organization and management of the enterprise

Organization is the foundation of an enterprise. Drucker, a well-known American management master, said: "The so-called organization is a tool to give play to people's strengths, neutralize their shortcomings, and make them harmless." The organization and management of an enterprise is very important. Therefore, the analysis and optimization of the organization can promote the decomposition of

corporate strategy, and can also promote the implementation of corporate strategy, and realize the reasonable planning and refinement of the responsibilities of each business department of the enterprise. Therefore, the human resources organization post is carried out. Improving the organization and management of enterprises can help enterprises establish standards for job setting systems and strengthen organizational management and control. It is necessary to establish a clear power and responsibility system for enterprises, clarify the responsibilities of each position, and improve the efficiency of enterprise management; innovate the organization and management mechanism of the enterprise, and improve the management of the enterprise. The division of inter-functional relationships must be clear and clear, to resolve overlapping interfaces, conflicts and disconnections; to promote the division of labor and coordination of organizations, and to strengthen the unity and coordination of various business departments of the enterprise. In improving the organization and management of an enterprise, the most important thing is to create a democratic and fair organizational environment for employees, because fairness, equality and respect have a significant impact on employees' organizational identity, in order to greatly enhance employees' organizational identity In order to reduce employee burnout, managers should have a fair and equal working environment and build an equal interpersonal relationship. For example, it can train employees, provide professional promotion for outstanding employees, and protect the core interests of employees.

Regarding SF Express companies, I believe that under the market environment of

capital operation, SF Express companies should optimize their organizations based on capital and market, such as setting up investment departments, researching and controlling global capital markets, and optimizing the efficiency and efficiency of the organization. Management to enhance the core competitiveness and advantages of SF Express in the entire industry.

2. Pay attention to the value of couriers and provide necessary work resources to support

Support for the value recognition of couriers and working resource conditions can effectively alleviate the work pressure and job burnout caused by the heavy tasks and time pressure of the couriers, and it is helpful to improve the enthusiasm of the courier groups. Therefore, from a normal point of view, express delivery companies can focus on reasonably arranging courier personnel with higher working ability, and at the same time establish an effective training system for the company, improve the work skills and workflow of couriers, and improve the logistics support system and work resource system of the express company. For example, strengthen and train the communication skills and interpersonal skills of couriers, so as to meet the needs of customers and strengthen communication with customers, superiors, colleagues and their families, and reduce job burnout caused by poor relationships with colleagues.

3. Improve the organization and work approval of couriers

The job of the courier is mostly repetitive, monotonous and tedious, such as receiving and dispatching items day after day. The work has been repeated. Over time, the courier will have a sense of fatigue and boredom with the courier work,

work enthusiasm and service. The level will also drop, affecting customer satisfaction. Therefore, it is possible to redesign the monotonous and repetitive work of the courier's receiving and dispatching, and redesign the courier's work objectives, work content, job responsibilities, and job requirements to increase the courier's enthusiasm and freshness in the courier work. Sense, enhance the courier's recognition of the organization. The work design methods of couriers mainly include: job rotation and expansion of work tasks. Job rotation can allow the courier to shift from performing a simple receiving task to another dispatching task after a period of time, or converting to consumer complaints handling at the level, or converting to internal logistics positions in the enterprise, so as to overcome the work. The monotonous, repetitive and tedious problems of the courier can also allow the courier to experience different jobs, improve the understanding of other positions, and improve the comprehensive work quality of the courier. The expansion of the courier's work tasks refers to the expansion or enrichment of the work content of the courier, which can also overcome the influence of monotonous work on the mind and spirit of the courier.

4. Improve the courier assessment system

It is necessary to pay attention to "people-oriented", do a good job in the maintenance of human resources within the company, so that the courier and the company can develop together and enjoy the dividends of the company's development. The courier's sense of trust in the organization not only stems from the consistency of the employees and the company's strategic goals, but also from the courier's trust and recognition of the fulfillment of the organization's promises.

Therefore, a complete career planning and promotion system for couriers can enable couriers to give enterprises higher trust and recognition.

In addition, in the express delivery industry, the work content of management positions, collection positions, and sorting positions are different, so their assessment standards and systems are different, and they must be differentiated, so as to reflect the fairness and effectiveness of the assessment. For collecting and dispatching posts, it is necessary to set up collecting and dispatching tasks. Take the collection and dispatch tasks as the main content of the assessment, and take the completion and completion of the collection and dispatch tasks as the main content of the assessment. In this way, each position becomes an assessment mode that combines job salary and performance pay, and the assessment will be more fair and more consistent, which can increase the courier's recognition of the company and the recognition of their job.

5. Formulate a reasonable career development strategy

Career planning theory believes that good career development expectations can effectively improve employees' recognition of their jobs. This is because even if the company provides a large amount of human resources support, if it does not match the long-term development demands of employees, it will still have a negative impact on job embedding, and consequently, the improvement of job performance will be greatly reduced. Express delivery companies should formulate reasonable and effective career development policies based on the development needs of express employees. By integrating the positions within the organization, they should establish multiple career development paths and career development ladders for employees,

provide them with a broad career development platform, and make them aware of the organization developing, one's own personal values can also be better realized, thereby enhancing their sense of identity and belonging to the organization.

The company's human resources department should set up realistic career development plans and promotion channels for different positions and job content characteristics, and publicize and disseminate the career development plans and promotion channels of couriers so that every courier can Knowing your own position in the company, and being familiar with and understanding the promotion methods, promotion standards and procedures, is also convenient for every courier in the express company to plan his own career. At the same time, the formulation of career development plans can, to a certain extent, enhance the initiative and enthusiasm of employees. Make the courier's work "worthy", thereby increasing the requirements for their own work, inspiring the courier to work harder and proactively, realizing that the courier has a sense of existence and gain in the company, reducing the employee's intention to leave, and formulating a reasonable career development policy enhances the job identity of couriers. Perfect human resource management can optimize the organization's human resource structure, and employees will expect to receive corresponding remuneration after paying for their work. Therefore, enterprise managers should compensate and appease employees for their continuous loss of physical and mental resources, and use effective means to motivate employees, for example, by adopting a sound salary system and welfare system or formulating a reasonable career promotion plan, or establishing a courier to be independent

Learning to improve the platform, etc., to improve employee satisfaction, thereby delaying the generation of job burnout.

6. Improve the communication system and reduce the job burnout of couriers

First-line managers need to change management and communication concepts. Since most employees in express delivery companies belong to the post-90s, the post-90s concepts are different from those of the 60s and 70s. Therefore, the first-line managers need to change the communication and management concepts and change the management and communication strategies. The UI method conforms to the wishes of most employees; secondly, the express company must build a communication platform between employees and managers. Employees can directly contact middle managers in a variety of ways, such as communicating through company email, WeChat, etc. Employees can directly send emails or WeChat messages to middle managers or senior managers to reflect the problems and difficulties encountered in the work, thereby helping employees solve the problems and difficulties encountered in the work.

In addition, through communication to enhance the organizational identity of express employees. At present, the social work has relatively low recognition and evaluation of the group of couriers, but the strong workload of the couriers, the poor working environment (too cold in winter, too hot in summer), and the endless working conditions all year round bring the courier group The huge work pressure and workload have greatly reduced the courier's sense of identity with the express

work. In fact, couriers are eager to be recognized by the society and understood by consumers. In view of this, I suggest that managers really care about and respect employees, create a relaxed, appointment and harmonious communication environment and atmosphere within the organization, effectively alleviate the work pressure of the courier group, and let the courier have a sense of integration in the organization. A sense of identity enhances the courier's identification with his own work, thereby increasing the embedding of the courier's work, thereby increasing job satisfaction and job performance, thereby reducing the courier's job burnout.

IV INSUFFICIENCY AND PROSPECTS OF THE RESEARCH

This Study uses SF Express delivery personnel as a case study to study the relationship between job requirements-work resources, organizational identification and job burnout. From a theoretical perspective, it enriches the research on the work of delivery personnel in the logistics industry to a certain extent, and obtains the job burnout of couriers. On the other hand, in practice, it provides certain guidance and suggestions for the management of couriers in the logistics industry, especially in the aspect of physical and mental fatigue and job burnout of couriers, and proposes to improve organizational recognition to alleviate the daily complex burnout caused by express delivery, delivery, and sorting in one day. At the same time, the research also has a certain reference value for SF Group's management of hundreds of thousands of couriers across the country. From the topic selection of the thesis to the writing of the opening report, to the finalization of the thesis, many good results have been achieved, but there are A lot of research is insufficient, and the follow-up work of

research. Mainly manifested in the following aspects:

First, the limitations of literature and theoretical basis. Due to working in a company all the year round, the domestic and foreign literature and related theories on job requirements-job resources, organizational identification and job burnout are not comprehensive and detailed enough. In the process of writing thesis, you may encounter some excellent documents that have not been read. Case. And because of a lot of practical experience, in the handling of papers, more emphasis is placed on the specific practical problems of the courier in the work, and there may be a slight lack of theoretical research. In the future, we will continue to pay attention to and learn from the literature and theories in this area.

Second, limitations in sample selection and data analysis. Since the subject of this article is couriers, and only the couriers of SF Group are selected for the survey, the surveys of other couriers such as ZTOong Express, YT Express, YUNDA Express, and STO Express are ignored. The results of the research are uncertain for these couriers. Whether it is applicable or not, it will be expanded to other express delivery industries for investigation and research in the future to increase the breadth and practicality of research results. At the same time, because the data software processing is used in current learning, although many professors have been consulted and many valuable data processing results have been obtained, there are still some limitations in the quantitative processing of data. For example, although the data is in the independent sample T-test, The analysis of variance, factor analysis and other aspects have been deeply digging and processing, but the regression analysis and cross-

analysis of data and models have not been done. In the future, we will continue to learn data processing methods and dig into data analysis to make the data more reflective of the model results.

Third, this study is a cross-sectional study. The data and related information provided in the sample have not been followed up in the later period. It has not been used for SF Express companies in a long time-range (such as 3 years of data tracking). Corresponding management and response measures are effective after verification. There is no comparison and measurement of the stability of the variables in the time range. In the future research, a certain time span can be designated for tracking research, so that enable a better scientific conductivity.

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