

Problems and Improvement Strategies in Working Time Management for Food Delivery Platform Riders

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Abstract

Working time management is an important part of food delivery platform operations. Digital platforms organize riders' work through order allocation, delivery time estimation, route planning, and performance evaluation. These methods improve delivery efficiency but also create problems in working time recognition, workload control, rest arrangements, and management responsibility. Riders often spend time waiting for orders, handling restaurant delays, and remaining available for assignments, yet these activities may not be adequately reflected in working time records. Strict delivery deadlines and income incentives can also increase work intensity and encourage extended working hours. This paper examines the characteristics of riders' working time and identifies the main problems in platform management. It analyzes the organizational factors contributing to these problems and their effects on riders and platform operations. Improvements are proposed in working time classification, delivery scheduling, rest management, performance evaluation, and responsibility allocation. Effective working time management should recognize actual working conditions, establish reasonable delivery requirements, and provide riders with greater opportunities to communicate with platform managers. These measures can help reduce excessive work pressure, improve operational coordination, and support sustainable platform management.

Keywords: food delivery platforms, delivery riders, working time management, algorithmic management, work intensity, labor management

1. Introduction

Food delivery platforms have changed the organization of urban delivery services. Customers can place orders through mobile applications, restaurants can receive orders through digital systems, and delivery riders complete transportation tasks according to real-time information. Platforms coordinate these activities through order allocation, route planning, delivery time estimation, and performance evaluation. This arrangement makes large-scale delivery operations possible, but it also changes how riders' working hours are organized and controlled.

Working time is closely related to delivery efficiency, customer satisfaction, rider income, and operational costs. Customers expect their orders to arrive within the estimated delivery period, while riders must collect and transport food within the time available. Platforms need to coordinate restaurant preparation, rider availability, and customer demand. Working time management therefore involves more than recording attendance. It includes decisions about order distribution, delivery deadlines, waiting periods, workload, and rest arrangements.

Food delivery riders do not always follow fixed working schedules. Some riders work under shifts arranged by delivery stations or contracted service providers, while others choose when to log into the platform and accept assignments. Flexible arrangements allow riders to organize their working hours according to personal circumstances, but their actual control over working time may be limited by income expectations, delivery

deadlines, and performance requirements. A rider may be free to decide when to start working but have limited flexibility after accepting several orders.

The distinction between working time and personal time is particularly difficult in platform delivery services. Riders may remain online while waiting for assignments, travel between service areas, or spend additional time collecting food from restaurants. These activities do not always produce completed orders, although they are closely connected with delivery work. Zhang and Yan (2024) examined the availability time of food delivery riders in Beijing and identified difficulties in defining and protecting work-related waiting periods. Their findings suggest that working time should be evaluated according to the restrictions imposed on riders rather than relying only on completed delivery records.

Digital management introduces further challenges. Platforms continuously collect information about riders' locations, delivery progress, and service performance. Such information supports operational decisions but can also increase management control over riders' working pace. Chen (2022) explains that digital systems influence riders' labor processes through time estimation, route planning, and quantitative evaluation. The application functions not only as a working tool but also as an important mechanism of labor management.

The main challenge is to balance operational efficiency with reasonable working arrangements. Excessive emphasis on delivery speed may encourage long working hours and insufficient rest, while poorly designed restrictions may reduce riders' flexibility and income opportunities. Effective working time management requires a clearer understanding of actual working activities, more realistic scheduling rules, and better coordination among platforms, service providers, and riders.

2. Characteristics and Current Management of Riders' Working Time

Working time on food delivery platforms differs from conventional fixed working schedules. Riders perform tasks in changing locations, and the number of assignments varies throughout the day. A rider may complete several deliveries during lunch hours but spend considerable time waiting for orders during quieter periods. Delivery distance, restaurant preparation speed, traffic conditions, and customer accessibility also influence the time required for each assignment. These characteristics make working time difficult to evaluate through attendance records or completed order numbers alone.

Riders' working time generally includes active delivery, order-related waiting, required availability, and preparation activities. Active delivery covers traveling to restaurants, collecting food, transporting orders, and completing customer handovers. Waiting occurs when riders remain available for assignments or when restaurants have not finished preparing orders. Preparation activities may include checking vehicles, organizing delivery equipment, and reviewing operational instructions. These activities differ in their relationship to platform control and should not necessarily be classified in the same way.

Availability time is particularly important because riders may remain ready to work without completing an order. A rider who must stay within a designated delivery area and respond to assignments has less freedom than someone who can disconnect from the platform and use the time independently. Zhang and Yan (2024) emphasize that the nature of availability time depends partly on the degree of control exercised over workers. From a management perspective, this distinction helps explain why online duration and active delivery time cannot be treated as interchangeable measures.

Working arrangements also differ among rider groups. Scheduled riders may follow fixed shifts established by delivery stations, while crowdsourced riders usually have greater freedom to determine when they work. Scheduled arrangements help platforms maintain delivery capacity during busy periods, but they may require riders to remain available when demand is low. Flexible arrangements offer more personal control, although the need to obtain sufficient earnings can encourage riders to remain online for extended periods. The difference between scheduled and flexible work should therefore influence attendance requirements, rest arrangements, and workload assessment.

Digital systems play a central role in managing these activities. Platforms use information about rider locations, restaurant preparation, delivery distances, and customer destinations to allocate orders and estimate completion times. They also record delivery results and assess performance through indicators such as punctuality, completed order volume, and customer feedback. These functions improve coordination and reduce the need for continuous direct supervision. However, digital records primarily capture information that can be measured through applications. They may not fully explain why a delivery was delayed or whether a rider had a meaningful opportunity to rest.

Income arrangements further influence working time. Many riders receive earnings linked to completed orders, creating an incentive to remain active during periods of high demand. This arrangement can improve productivity, but it may also encourage workers to extend their working hours. During quiet periods, riders may need to wait longer to obtain sufficient assignments, while busy periods can involve continuous deliveries and

limited opportunities for recovery. The same number of online hours can therefore represent very different levels of work intensity.

Recent platform practices indicate growing attention to these issues. Meituan has publicly described fatigue-prevention measures, including reminders after accumulated delivery activity and restrictions on continued assignments after extended working periods. Its 2026 disclosure also described adjustments to delivery time estimation and measures intended to reduce unnecessary pressure on riders (Meituan, 2026). These practices show that digital systems can support both operational efficiency and working time protection. Their effectiveness, however, depends on whether the underlying rules reflect actual working conditions.

A reasonable working time management system should distinguish the period riders spend completing assignments from the time they remain available under management requirements. It should also recognize differences in work intensity and rider arrangements. Without these distinctions, platforms may have detailed operational information but still lack an accurate understanding of how working hours affect riders.

3. Main Problems in Working Time Management

3.1 Unclear Recognition of Working Time

The incomplete recognition of work-related time is a major problem in food delivery management. Platforms can record when orders are accepted and completed, but these records do not necessarily represent all the time riders devote to delivery work. Riders may remain online while waiting for assignments, travel to areas with higher demand, or spend additional time at restaurants. These activities can be necessary for completing delivery tasks, yet they may not be adequately reflected in workload assessments.

The difficulty is particularly evident when waiting time is treated as personal leisure. A scheduled rider may be required to remain available throughout a shift even when no order is assigned. During this period, the rider may be unable to leave the designated service area or engage freely in personal activities. By contrast, a crowdsourced rider who can reject assignments and disconnect from the platform retains greater control over waiting time. Treating these situations identically overlooks the differences in management restrictions.

Working time records may also serve different purposes. Online duration can be used to monitor attendance, completed orders may determine earnings, and active delivery time may influence performance evaluation. Each indicator captures part of the working process, but problems arise when management uses one indicator to represent overall labor input. A rider may spend many hours available for work while receiving relatively few assignments. If only completed orders are considered, the rider's actual time commitment may be underestimated.

Restaurant waiting time presents a similar problem. When food preparation takes longer than expected, the rider cannot complete the assignment or immediately begin another unrelated task. If the delay is attributed to the rider, performance records may become inaccurate. Zhang and Yan (2024) demonstrate the importance of distinguishing availability from personal time, while their findings also indicate that conventional working time arrangements do not fully address the characteristics of platform employment. Clearer time classification is necessary to reduce disagreements about workload, attendance, and rest.

3.2 Delivery Deadlines and Performance Pressure

Delivery time estimation is essential for organizing orders and informing customers, but unreasonable deadlines can increase riders' working pressure. Platforms usually estimate delivery time according to distance, route conditions, restaurant information, and available riders. These estimates provide a basis for scheduling, although actual delivery conditions may differ from the information available when an order is assigned.

Traffic congestion, bad weather, delayed food preparation, and difficulties entering residential buildings can extend delivery time. When the system does not adequately adjust the deadline, riders may need to complete the remaining task within an increasingly limited period. This creates pressure to increase travel speed, reduce breaks, or choose more demanding routes. The pressure may arise from performance expectations even when no supervisor directly instructs the rider to work faster.

The problem becomes more complicated when riders handle several orders simultaneously. Multi-order delivery can improve efficiency by reducing repeated travel, but delays in one assignment may affect the remaining orders. A rider collecting food from two restaurants may encounter a preparation delay at the first location, leaving insufficient time for subsequent deliveries. If the allocation system does not recognize these dependencies, the rider may face several overlapping deadlines.

Chen (2022) identifies digital control as an important feature of platform labor management. Time estimates, route planning, and quantitative assessments influence workers' behavior through application-based instructions. This indicates that management pressure can be created through system design rather than direct supervision. When estimated delivery time becomes a rigid performance target, riders may have limited opportunities to

respond to unexpected situations.

Performance evaluation can reinforce these problems. Punctuality and completed order volume provide useful information about delivery operations, but they do not always reflect individual effort or responsibility. A rider may receive a negative evaluation because a restaurant prepares food late or a customer provides an inaccurate address. If the platform does not distinguish these circumstances, its assessment may attribute operational problems to individual workers.

Yan et al. (2025) discuss the relationship between platform management, rider risks, and the responsibilities of different participants in delivery services. Their analysis indicates the importance of connecting performance management with risk prevention and responsibility allocation. Delivery speed should remain an operational concern, but it should not become the only measure of rider performance.

3.3 Long Working Hours and Insufficient Rest

Long working hours are closely connected with income arrangements and changing delivery demand. Riders who receive earnings mainly from completed orders may choose to work through several busy periods to increase their daily income. Others may extend their working day because low demand has reduced their expected earnings. Although these decisions appear voluntary, they are influenced by the structure of platform work and the opportunities available to riders.

Extended working hours can increase fatigue, particularly when riders complete repeated assignments with limited breaks. Delivery work requires attention to traffic, navigation instructions, customer communication, and order handling. Physical and mental demands may accumulate during long working periods, reducing opportunities for recovery and increasing pressure during subsequent assignments.

A further difficulty concerns the distinction between waiting and rest. A rider who remains online between assignments may temporarily stop moving but still need to monitor notifications and respond quickly to new orders. Such periods do not necessarily provide the same recovery as uninterrupted breaks. If a platform treats every interval without an active order as rest, it may overestimate the rider's actual recovery time.

Fatigue-prevention measures can address some of these problems. Meituan's published management arrangements include rest reminders and restrictions on continued assignments after extended delivery activity (Meituan, 2026). However, working duration alone cannot fully represent fatigue. Two riders may work for the same number of hours while completing assignments with very different physical demands. Long-distance deliveries, difficult weather conditions, and repeated high-frequency assignments can produce different levels of exhaustion.

Rest management must also consider income expectations. Riders may resist compulsory breaks if they believe that restrictions prevent them from earning sufficient income. A system that introduces time limits without considering workload distribution and earnings opportunities may reduce excessive hours but create other difficulties. Effective rest management should combine reasonable limits with practical opportunities for recovery and fair working arrangements.

4. Organizational Factors Contributing to Working Time Problems

Working time problems are closely related to the management objectives and organizational structures of food delivery platforms. Delivery services depend on rapid coordination between restaurants, riders, and customers. Platforms must maintain sufficient delivery capacity while controlling operational costs and meeting customer expectations. These requirements encourage the use of measurable performance indicators, particularly delivery speed, completed order volume, and punctuality. Although such indicators improve management efficiency, problems arise when they become more important than the actual conditions under which work is completed.

The emphasis on delivery efficiency can influence both scheduling and rider behavior. Platforms benefit when orders are completed quickly, while riders may increase their earnings by completing more assignments. These incentives can encourage longer working hours and faster delivery. However, higher order volume does not always indicate better management. A rider may complete additional deliveries by extending the working day rather than improving productivity. If management does not distinguish between these situations, excessive labor input may be mistaken for operational efficiency.

Digital management also has limitations. Platforms possess detailed information about order acceptance, delivery progress, and customer evaluations, but these records do not always explain the causes of delays. A rider who remains stationary near a restaurant may be waiting for food rather than resting or avoiding work. An assignment completed after its estimated deadline may reflect traffic congestion or building access problems rather than poor performance. When systems rely heavily on recorded outcomes without considering their causes, management decisions may become inaccurate. Chen (2022) demonstrates how digital technology allows platforms to control labor processes through continuous information collection and evaluation. The effectiveness

of this control depends on the quality of the information used and the fairness of management rules.

The division of responsibilities between platforms and service providers creates further difficulties. Platforms may determine order allocation and delivery requirements, while contracted agencies arrange shifts, supervise riders, and handle routine management matters. A rider's working hours may therefore be influenced by decisions made by several organizations. For example, a service provider may require attendance during a fixed shift, while the platform continues assigning orders near the end of that period. If excessive working hours result, responsibility may become unclear.

Zhao and Luo (2024) examined outsourced delivery arrangements and identified tensions between platform companies, contractors, supervisors, and workers. Their findings show that organizational divisions can complicate labor management even when individual responsibilities appear clearly defined. A service provider may control attendance but lack authority to change delivery deadlines. The platform may control algorithmic rules but have limited involvement in local scheduling. Without coordination, problems can remain unresolved because no single organization takes responsibility for the complete working process.

Limited rider participation also contributes to management difficulties. Riders possess practical knowledge about difficult routes, restaurant delays, building access, and working conditions, but their experience may not be fully reflected in platform rules. Digital systems can identify repeated delays but may not explain the local circumstances causing them. If riders lack effective channels for providing feedback, inaccurate time estimates and unreasonable workload arrangements may continue. Better communication between riders, supervisors, and platform managers is therefore necessary to improve working time decisions.

5. Effects on Riders and Platform Operations

Working time management problems affect riders' physical condition, psychological well-being, income expectations, and relationships with platform management. Long working periods and demanding delivery schedules can increase fatigue. Riders need to remain attentive to traffic conditions, navigation instructions, and customer communication while traveling between different locations. Insufficient rest may reduce concentration and make ordinary delivery difficulties harder to manage. When workers face strict deadlines, they may feel pressure to maintain their working pace even when tired.

Unreasonable time requirements can also increase psychological pressure. Riders may worry about late deliveries, negative customer evaluations, or reduced earnings. These concerns become more serious when delays arise from circumstances outside their control. A rider who repeatedly encounters restaurant preparation problems may become dissatisfied if the resulting delays affect performance scores. When working conditions are not accurately reflected in management decisions, riders may regard the evaluation system as unfair.

Working time problems can affect income stability and work-life balance. Riders who experience low order demand may remain online for longer periods to reach their expected earnings, while those working during busy periods may have difficulty taking breaks. The uncertain relationship between online duration and completed orders can make daily income difficult to predict. For riders who depend heavily on delivery work, this uncertainty may encourage extended availability and reduce the time available for personal responsibilities.

These problems also influence organizational relationships. Workers who experience repeated disputes about attendance, deadlines, or rest arrangements may become less willing to cooperate with management. In outsourced arrangements, unclear responsibility can further weaken trust. Riders may report a scheduling problem to a station supervisor who cannot change the platform's assignment rules, while the platform may regard attendance arrangements as the responsibility of the contractor. Repeated transfers of responsibility can increase dissatisfaction and delay the resolution of practical problems.

From the platform's perspective, excessive working hours do not necessarily produce better long-term performance. Fatigue and time pressure may increase delivery mistakes, customer complaints, and communication difficulties. Riders may overlook order instructions, make navigation errors, or have insufficient time to handle unexpected customer requests. These problems create additional work for customer service and operational managers, reducing some of the efficiency gained through faster scheduling.

Poor working time management may also affect workforce stability. Riders who repeatedly experience excessive workloads or unfair evaluations may reduce their working hours or leave the platform. Replacing experienced workers requires additional recruitment, training, and local operational adjustment. New riders need time to become familiar with service areas, application functions, and delivery procedures. Frequent personnel changes can reduce the consistency of local delivery operations and increase pressure on remaining workers.

The relationship between working conditions and operational performance is therefore important. A platform that relies heavily on long working hours may achieve a high number of completed orders in the short term but face higher management costs and reduced service stability over time. Reasonable scheduling, adequate rest, and fair

performance assessment can support more consistent delivery quality. Improving riders' working conditions is not separate from operational management; it is part of maintaining a reliable delivery service.

6. Improvement Strategies for Working Time Management

6.1 Improve Working Time Records and Delivery Scheduling

A clearer system for recording and classifying working time is necessary to improve platform management. Online duration and completed order time should not be treated as equivalent measures because they represent different aspects of delivery work. Platforms should distinguish active delivery, required availability, voluntary waiting, and genuine rest according to the activities performed and the degree of management control involved.

Active delivery records should cover the full process of an assigned order, including travel to the restaurant, food collection, transportation, and delivery confirmation. Time spent waiting for food after accepting an order should be identified as part of the delivery process rather than treated as unexplained inactivity. Required availability should also be recorded when riders must remain online or within a designated area under attendance rules. Such distinctions can help managers evaluate workload more accurately and reduce disputes concerning time records.

Different rider arrangements require appropriate management standards. Scheduled riders may need attendance records that include required waiting periods, while crowdsourced riders may require clearer distinctions between voluntary online activity and assigned work. A rider who can freely reject orders and disconnect from the platform should not automatically be treated in the same way as someone required to remain available throughout a shift. Zhang and Yan (2024) emphasize the importance of considering actual restrictions when evaluating availability time. This principle provides a practical basis for developing more reasonable records and scheduling rules.

Delivery time estimation should also reflect the conditions affecting individual assignments. Distance alone cannot explain how long a delivery will take. Restaurant preparation, traffic congestion, weather, building access, and customer communication may all influence completion time. Platforms can examine historical delivery information to identify locations and circumstances associated with repeated delays. Where difficulties are predictable, estimated delivery periods should reflect them rather than requiring riders to compensate through increased speed.

Order allocation should consider the relationship between assigned tasks. Multi-order delivery can improve efficiency when pickup locations and destinations are compatible, but it may create pressure when assignments have conflicting deadlines. The system should evaluate remaining delivery time, restaurant readiness, route conditions, and the rider's current workload before assigning additional orders. Riders should also have accessible methods for reporting unexpected delays or requesting changes when an assignment becomes difficult to complete safely.

Meituan's 2026 disclosure described improvements to time estimation, the handling of difficult deliveries, and algorithmic management rules (Meituan, 2026). These measures provide examples of how delivery platforms can adjust operational systems to reduce unnecessary pressure. The key management objective should be reliable delivery rather than continuously reducing estimated completion times. More accurate scheduling can reduce avoidable delays while allowing riders to organize their work at a reasonable pace.

6.2 Strengthen Rest Management and Improve Performance Evaluation

Rest arrangements should be incorporated into ordinary delivery operations. Platforms can use digital records to identify extended working periods and provide reminders when riders may need recovery time. However, reminders are more effective when supported by practical scheduling arrangements. A rider who receives a rest notification but continues receiving urgent assignments may find it difficult to stop working. The platform should provide a clear option for temporarily suspending new orders without creating unnecessary performance disadvantages.

Rest management should consider both working duration and work intensity. Riders who complete repeated long-distance deliveries or work under difficult weather conditions may experience fatigue before reaching a fixed daily time limit. Working duration can provide a basic warning indicator, while recent assignment patterns can help identify periods of unusually high workload. Platforms should avoid treating every interval without an active order as sufficient rest, particularly when riders remain required to respond to assignments.

For scheduled riders, delivery stations can arrange planned breaks according to expected demand. Managers should coordinate staffing so that workers can take meaningful rest without leaving service areas severely understaffed. Crowdsourced riders may require more flexible arrangements, including reminders and simple application functions for pausing assignments. Rest policies should also consider the relationship between working hours and earnings. If workers can obtain reasonable income only by remaining active for excessively long periods, fatigue-prevention measures may encounter difficulties.

Performance evaluation should be adjusted alongside rest management. Delivery punctuality remains relevant, but it should not be the only indicator used to assess riders. Platforms need to distinguish between delays caused by rider behavior and those resulting from restaurant preparation, inaccurate addresses, traffic restrictions, or other operational difficulties. When the cause of a delay is outside the rider's reasonable control, performance records should be corrected or evaluated accordingly.

Completed order volume should also be interpreted carefully. A rider who completes more assignments may have worked longer hours or received more favorable routes rather than demonstrated greater efficiency. Performance management should consider reliable order handling, appropriate customer communication, compliance with safety procedures, and the ability to complete accepted assignments responsibly. Yan et al. (2025) highlight the importance of coordinating operational requirements with rider-related risks and platform responsibilities. Their discussion supports a broader approach to evaluating delivery performance.

Income incentives can further support reasonable working arrangements. Reward systems that depend heavily on continuously increasing order numbers may encourage extended working hours. Platforms can reduce this pressure by placing greater emphasis on consistent service quality and responsible delivery behavior. Payment rules should also be transparent so that riders understand how distance, task difficulty, and waiting conditions affect earnings where these factors are included in compensation arrangements.

An effective evaluation system should include accessible appeal procedures. Riders should be able to report inaccurate time records, unusual delivery conditions, or performance penalties that do not reflect actual circumstances. Managers should review relevant order information and provide clear explanations of decisions. When riders believe that performance assessments are reasonable and corrections are possible, they may be more willing to follow platform management rules.

6.3 Clarify Management Responsibilities and Strengthen Rider Participation

Working time management requires clear coordination between platform enterprises and delivery service providers. Platforms should take responsibility for the rules and systems they control, including order allocation, delivery deadlines, and platform-based performance indicators. Service providers should manage the tasks assigned to them, including shift arrangements, attendance administration, and direct supervision. Where working time problems involve both organizations, responsibility should be coordinated rather than transferred between them.

Cooperation agreements should explain how working time information is shared and how disputes are resolved. A platform may possess detailed records of delivery assignments, while a service provider maintains attendance and shift information. Combining relevant information can help managers identify excessive working periods or conflicts between scheduled hours and actual assignments. Information sharing should remain limited to legitimate management needs and follow appropriate data protection requirements.

Platforms should also establish minimum working time management requirements for cooperating service providers. These may include accurate attendance records, reasonable rest arrangements, procedures for handling excessive workloads, and clear communication channels. Service providers should not be evaluated solely through delivery volume if meeting performance targets encourages excessive working hours. Workforce stability, complaint handling, and compliance with working time requirements should also form part of management assessment.

Zhao and Luo (2024) show that outsourced delivery arrangements can create tensions among platforms, contractors, supervisors, and workers. Reducing these tensions requires connecting responsibility with actual decision-making authority. A station supervisor should not be expected to resolve problems caused entirely by platform algorithms without support from the organization controlling those rules. Similarly, platforms should not overlook excessive working hours simply because contractors manage rider attendance.

Rider participation can improve the accuracy of working time management. Riders have direct experience of difficult routes, restaurant delays, building access problems, and demanding delivery periods. Platforms should provide accessible channels through which workers can report these conditions and suggest practical changes. Feedback functions within applications, regular station discussions, and communication with rider representatives can help identify recurring problems that digital records alone may not explain.

Feedback should lead to management responses. If riders repeatedly report that a particular residential complex requires additional delivery time, managers can review the relevant route information and consider adjusting estimates. If several workers report that scheduled breaks are regularly interrupted, the service provider should examine staffing arrangements rather than treating each complaint as an isolated incident. Such responses can improve operational coordination and demonstrate that rider experience contributes to management decisions.

Platforms should also explain important working time rules in clear language. Riders need to understand how

delivery deadlines are determined, when rest requirements apply, and how delays affect performance evaluation. They should have access to information about changes that may influence their workload or earnings. Clear explanations can reduce misunderstandings and improve cooperation between workers and managers.

Working time management should be evaluated regularly through both operational information and rider feedback. Relevant indicators include the accuracy of working time records, patterns of extended working hours, the frequency of interrupted breaks, delivery delay causes, and the handling of complaints. Managers should examine unusual cases rather than relying only on average results, because acceptable overall figures may conceal repeated excessive workloads among particular rider groups.

Effective management does not require every rider to follow an identical schedule. Food delivery services involve different working arrangements, service areas, and demand patterns. The management system should preserve reasonable flexibility while preventing working time requirements from creating unnecessary pressure. Clear time records, realistic delivery deadlines, meaningful rest arrangements, fair performance assessment, and coordinated responsibility can help platforms maintain service quality without relying on excessively long working hours.

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