

Talent and Rewards: Understanding Gig Workforce Drivers

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ABSTRACT

Purpose - Rise of On-Demand Economy due to changing consumer behavior and digital wave makes Gig workforce more relevant than it ever was. The purpose of this research is to derive a definite view on the GIG workforce and understand key reward drivers that motivate them to help organizations develop a value proposition framework to attract the right talent.

Design/Methodology/Approach – The study investigates the factors influencing the expectations and motivation of gig workers and understand the relationship between those factors. Data was collected through a structured questionnaire from various white-collared freelancers.

Findings - Gig Economy is growing yet there is a lack of understanding on how to engage this workforce and for which roles, we intend to throw some light on this.

Practical Implications - Many organizations also do not have a proven value proposition for this workforce. Gig workforce were once acknowledging the market conditions, they are now creating the conditions, changing the traditional workforce systems as we know it thus listening to their needs and responding is critical.

Originality/Value - This study is an original research work. It has not been submitted anywhere else for publication consideration

Keywords

Gig workforce, value proposition, freelancers, reward, expectation, motivation

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Introduction

Gig Economy, also known as Platform Economy operates in a new work environment which is managed by online platforms such as Upwork, Freelancer.com etc., that act as a broker for work between employers and the Gig Workers. It is characterized by the presence of work that is done on a short-term contract basis or freelance work instead of traditional employment. The primary drivers of Platform Economy are due to entry of millennials into workforce, much higher turnover rates than before, preference for working for oneself, valuing freedom and work life balance and increase of self-importance and self-esteem [1]. A study by Intuit has forecasted a while back that by the year 2020, 40% of the American Workforce would be contract workers. Platform Workers can select among the available Gig jobs and projects that are available on various freelancer online platforms and the employers can select the best workers for specific projects which requires particular skillset from a larger pool of workers that is there in any domain. [2]. Uber and Task Rabbis are organizations that are part of Sharing Economy. Their work and presence in the ecosystem may lead to new labor laws in place if they intend to make changes. There might be stern enforcement of holidays and payments for workers working within the Sharing Economy environment. Due to augmented growth of the Gig Economy, it raises several questions as to if there should not be job security, reduced payments and limited perks is the future is what we want to create. [3]

Not all Sharing Economy roles are on the basis of online platforms. Freelancers can also work for more traditional roles and with organizations which have changed the way staffing system functions. For example, delivery drivers for fashion brand Hermes, work on a piece-by-piece delivery basis though the employer here does not have a technology

establishment origin associated with Gig Workers. Also, there are several similarities between Platform Economy Contracts and Zero-Hour Contracts. Both treat workers as contractors and offer no assurance for receiving payment. Sharing Economy roles are normally paid as per project basis or on the completion of project, whereas zero hour bonds are paid on an hourly basis. Both the approaches are followed by companies to reduce or limit costs that occur on staffing. One of the drawbacks with Platform Economy is that it brings in flexibility to work. Arguments are that workers lack security and fair pay but there is no much flexibility in the work that they perform. Workers are forced to work when the organizations have an requirement. Workers are not granted perks such as holidays, sick pay and some reports claim that some freelancers aren't earning minimum wages as well. These issues need to be resolved. Government should create a new group of workers known as 'dependent worker' who are in between of contractors and full employment workers. Labor Governments can give Platform Workers similar rights as in the form of traditional employment set-up which includes sick pay and maternity pay. [4]

With organizations moving towards digitization, a new set of jobs requiring new skill sets is on the rise. Remote working is also becoming common due to current scenarios. This makes it very important that organizations understand the various drivers that motivate and drive this workforce so that they can be leveraged for the benefit of the organization as well as strengthen the gig economy at the same time. The purpose of our study is to understand the relationship between the different reward and motivation drivers relevant to the gig economy. The main purpose of our study is to understand how these drivers are related so that strategy can be developed to attract better talent towards the organization.

Literature Review

(Friedman, 2014) A large set of American work force are not employed in traditional employment but are hired as Gig Workforce under flexible job conditions as independent contractors or consultants working to complete a project or task in specific period of time where the task or project is not related to the employer. The rise of Gig Economy is appreciated by some it is likely that it is driven due to business pressures to lower costs during economic downtimes. The emergence of Gig Economy demands social policy changes because it moves the economic burden on to the Gig Workforce as there are no perks and benefits such as insurance involved. This paper concludes that there should not be expectation that Gig Workers should replace traditional employment workers. The rise of Gig Economy presents us with an opportunity that to reconsider social policies. Gig Work can liberate people who were stuck in bureaucratic institutions and forced to work in positions they did not want to. Replacing fixed employment with Gig Work can lead to an economic boost. This leads to a better job fitment and reliving workers who are frustrated with their jobs. This ability should be used to open up markets without undervaluing the goals of fostering high productivity, secure jobs and profits. Gig jobs can build a class of lonely people who live from work to work and do not have lasting social connections to work places or any financial connections. Those who are enthusiastic about Gig Economy are in a way right that breaking down rigid organizations and internal labor and markets can free individuals and companies alike. When employers do not provide benefits to contingent workers or Gig Workers, these need to be provided by Government through State Schemes or through the extension of mutual assistance programs. The provisions of the Affordable Care Act for people who pool into insurance exchanges are an example of State assistance. The Affordable Care Act's provisions for individuals pooling through insurance exchanges is an example of state support. This is also same for State which attempts to combine individual pension funds. Starbucks is aware that its shops are used by Gig Workers, it has stepped forward to provide mutual aid by continuing free internet access. The freelancers' Union in New York is one of the fastest growing labor groups of USA. This organizes large groups social insurance programs for its members and provides mutual support in securing workplace safety and the rights of the employees. Their slogan speaks about problems of recent times: 'Do Together What You Can't Do Alone'. [5]

(Gordon Burtch): This paper examines the entry of Gig Economy platforms and how they influence local enterprising activities. On one side, such platforms reduce entrepreneurial activity by offering stable jobs for the unemployed and under-employed people. And on the other hand, such Gig Platforms may enable enterprising activities by offering flexibility in work. A set of evaluations are conducted, the entry of transport network platforms such as Uber X and on-demand delivery platforms such as Postmates into regional areas. This paper also looks at the effect of each one on the launch of the crowdfunding campaign Kickstarter, the world's largest reward-based

freelancer network. Results show that crowdfunding campaign launches have a negative and significant impact. The impact seems to be on projects which are under-funded suggesting that Platform Economy reduces lower quality entrepreneurial operation by providing jobs to un-employed and under-employed persons. [6]

(Mark Graham, 2017) Politicians, governments and companies have started to support Network Economy and digital labor for the job roles that need them. It is important to understand how this might impact the Gig Workforce. This paper focuses on multi-year research involving remote staff in the regions of Sub-Saharan Africa and South-East Asia. It deals with four major issues: Negotiating power, economic inclusion, intermediated value chains and improvement. There are various important benefits for Platform Workers. There are also a number of risks and costs that affect certain workers' lives. The paper concludes on four broad strategies – certification schemes, Gig workers' organization, regulatory strategies and democratic regulation of online labor platforms that could be implemented to improve Gig Workers' conditions and livelihoods. Though the digital research is a global phenomenon, it is also features geographies. However, there is a marketplace for digital labor and maybe this can be addressed in some of the ways that automated labor cannot support the economic development goals. The findings in this paper have a major impact because digital labor is viewed as an instrument for economic development. Governments like those of Nigeria, Malaysia and Philippines and large organizations like the World Bank see digital labor as a way to help some of the world's poorest people who escape the restricted economic growth opportunities. Therefore, at this juncture it is important not only to consider the unequal geographies of digital labor and the challenges that digital workers face, but also the alternatives and strategies available to overcome them. [7]

(Andrew Stewart, 2017): Platform Economy complicates traditional labor laws and platforms for employment. This paper studies the size and quality of freelance work in Australia This allows the use of existing work for freelancing jobs. There is uncertainty regarding traditional regulations and minimum standards. Regulatory and policy makers should consider how to improve the regulatory structure regulating the work of the Platform Economy. In this regard, this paper considers five contexts: Implementation of existing laws, clarification or extension of concepts of jobs, establishment of a new category of 'independent worker', establishment of rights for employers and not employees and reconsideration of the concept of 'employer'. The positives and negatives of these approaches are reviewed. Regulators in these changing times would secure the minimum standards and conditions of employees. [9]

(Burbano, 2019): This research paper describes about the field experiments which are performed on two freelancing platforms. It evaluates the impact of employer charitable giving on Gig Workers. It examines how this enhances the Gig Workers motivation to work for longer durations and how beneficent workers are most responsive. This research also evaluates how close Platform Workers feel to their employers due to these giving. This paper also provides

insights on how Gig Workers get motivated due to non-monetary benefits. [11]

(Prabowo et al (2019): The method of gamification in transportation network applications such as Uber awards points so that ratings and incentives can be decided for the workers. With increase in the number of drivers, the current gamification system is facing complications. Drivers are expected to work for longer hours and serve increased number of clients. Due to this, their performance gets affected and customer satisfaction also reduces. To understand the motivation, this research synthesizes both Self Determination Theory (SDT) and Motivational Affordance Perspective (MAP) to explain the motivation. This s is a case study on empirical data using quantitative analysis. This study involves 103 respondents and examines seven different variables. These variables are then mapped into nine hypotheses and five were the ones that were accepted. The outcomes showed that gamification influences external motivation but cannot influence internal motivation. This paper provides suggestions for transport network operators such as Uber to improve gamification by appending on new features in order to influence the cab drivers’ motivations. [14]

(Melissa G. Keith, 2019): The aim of this paper is to explore how various types of gig workers are engaged in the gig economy. In particular, the authors differentiate between workers who see gig work as (or not) the primary income and those workers who see it as (or not) a career. [15]

(Nura Jabagi, 2019): Well motivated employees can contribute to an organization’s success during the longer duration. This can be done by taking care of employees well-being as well as their performance. However, there is dearth of research as to how organizations motivate workers who do not belong to traditional employment set-up. In the context of Platform Economy, this paper tries to study the role and impact that technology can create in motivating. Platform Workers that do not belong to traditional employment set-up. [16]

Methodology

Gig Economy as a term has emerged as the “Workplace of Future” theme in many organisations, so the first step was to understand the relevance of gig economy in the world of business. In a competitive global market, organisations have to focus more on their bottom-lines, gig economy is a sweet spot to capitalize on, for not only will it have a positive impact on profit, but also help in immediate employment, reduced cost and faster innovation [17]. Thus focus was on understanding the relationship between the motivation and reward drivers which can help organisations dealing with this workforce a base to construct value propositions. We decided to focus on the demand aspect i.e. drivers from the “giggers” point of view and focus on what they expect, we kept perspectives of what organisations have to offer or can offer out of scope from our study.

We arrived at the various constructs of the study by conducting rounds of direct and telephonic interviews with various freelancers. In the initial study days, both blue collar and white collar freelancers were interviewed, however to keep the study more focused, the focus was narrowed down to white collar freelancers only. After interviewing multiple

participants from the gig economy belonging to varied domains and skill sets we arrived at the following parameters we wanted to test on-
Constructs-

- 1. **Engagement** : Through questions under this heading we could determine what expectations Gig Workers have from the work that they do
 - 2. **Rewards** : Questions under this head tries to understand what rewards drive their interest and motivate them
 - 3. **Culture** : Through these set of questions we would like to understand what is the ideal work environment gig workers are looking for
 - 4. **Architecture** : Questions under there heading look to identify what are the facilities gig worker are looking for with the organisations they work
- There four theme form the basis of our study for through them not only do we understand what gig workers want we also look to establish and found a supporting relationship between each of the factors we take into consideration. From the interviews and the framework thus built, a list of factors were decided to be measured under each of these construct heads.

Figure.1. Questionnaire Constructs

Engagement			
Teaming	Association Time Period	Project Complexity	
Reward			
Compensation	Perks	Learning Opportunities	
Culture			
People vs Task Orientation		Feedback Culture	
Architecture			
Organisation Structure	Feedback Structure	Assessment Structure	Payment Structure

The questionnaire had questions each addressing one of the above factors (Figure.1) and inputs were taken from 150 respondents with 60% regional representation. To build the themes in of the questionnaire a frequency analysis was also conducted to see which of the themes repeated in the interviews taken and also a word cloud was created to see if the themes aligned in both. In Figure 1 and Figure 2 we would see the various themes that came out evidently, the questionnaire thus built looked to confirm if the themes were consistent when analysed in a quantitative manner. The relationships between these themes also played a big role in the study we were conducting.

Figure. 2.Frequency Analysis Output

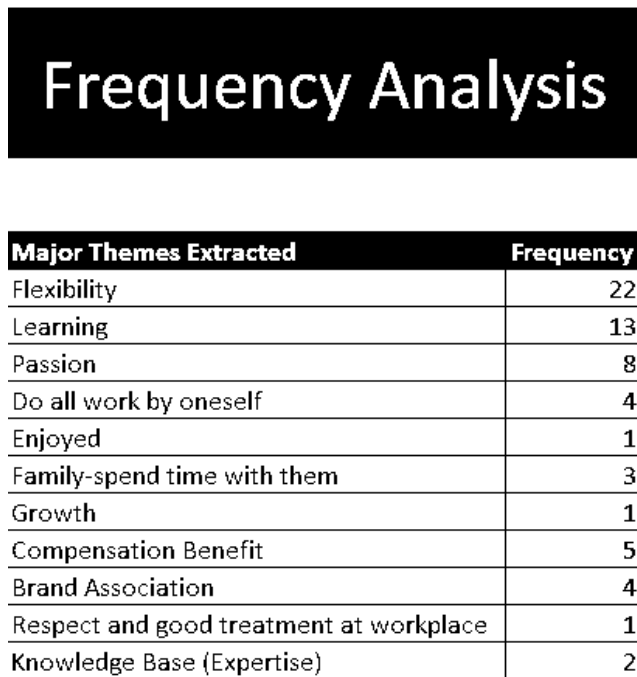


Figure. 3. Word Cloud Output
Self-Review



Before we conducted the study, we also had to understand the profile of respondents who participated in the survey. Out of these respondents, 82% are in the age bucket of 18 to 30 years. 70% of the respondents are male and 30% are females. Participants profiles include 37% from IT & Technology, 14% from FMCG, Retail & Manufacturing, 9% from BFSI, 9% from Healthcare, Hospitality and Travel and 31% are from other profiles such as education etc. Business Domains are Sales & Marketing, Analytics, Human Resources, Finance, Operations, IT & Software, Engineering, Research and Creatives. Roles are Architect, Coder, Content Writer, Investment Advisor, Digital Marketer, Business Developer, Web Developer, Photographer, Graphic Designer and Trainers. From our survey, what we find is that 57% are Full-Time Gig Workers and 43% are Part-Time Gig Workers. Most of the Part-Time Gig Workers tend to dedicate 25% to 50% of their time for freelancing activities (considering total work

hours of a part-time Gig Worker to be 12 hours a day). Majority, that is 46% of them have less than 3 years of work experience. From our survey, what we find is that 57% are Full-Time Gig Workers and 43% are Part-Time Gig Workers. Most of the Part-Time Gig Workers tend to dedicate 25% to 50% of their time for freelancing activities (considering total work hours of a part-time Gig Worker to be 12 hours a day). Majority, that is 46% of them have less than 3 years of work experience.

90% of the Part-Time Gig Workers take a minimum load of up to 3 projects at a time. 30% of Full-Time Gig Workers work on 4 or more projects at a time.

58% of Gig Workers work for up to **6 hours** in a day on completing the projects. **41%** of Gig Workers work for **7-12 hours** in a day on freelancing activities. The participants were mostly young which meant that the study would represent the younger work crowd opinions. The following factors were finally established and statistical tests like correlation, factor analysis and t-tests were conducted to understand the relationships between each of the following factors we have listed below (Table 1) along with the reasons why we chose those factors:

Table.1.List of factors chosen for study

Overall Work Experience	To map choices based on overall experience
Freelancing Experience	To map choices based on freelancing experience
Workload Level	To understand if workload patterns appear in the dataset
Compensation Level	To understand if patterns appear based on compensation levels
Competency Level	To study relationship between competency and other factors
Complexity Level	To understand role of project complexity with other factors
Negotiation	To understand negotiation levels in relation to other factors
Feedback Orientation	To understand if feedback orientation differ with choice patterns
Stickiness	To see understand role if association with organization forms a pattern
Risk Appetite	To understand risk appetite of various choice class formed
Role Clarity	To check if role clarity forms a pattern
Organizational Access	To see if access to the organization forms a choice pattern
Perks	To understand what perks Giggers seek

Also, to understand what is the main motivator, we chose 5 parameters (Figure 4) that was chosen after a series of interviews with gig worker and industry experts dealing with the gig economy

Figure 4. Motivation Parameters



Through these 5 parameters we categorise the various motivation factors driving the choices in the questionnaire and identify if logical patterns are formed.

Analysis

The method of study adopted here for analysis is Sequential Mixed Method Study. This method is indicated by an initial phase data collection which is qualitative in nature and analysis of the collected data post which outcomes are studied. Interviews were conducted among Gig Workers in different job roles such as Creatives, Marketing, Technology and Education. Questions were asked on the basis of the parameters such as Engagement, Rewards, Culture and Architecture which were arrived from the secondary research by reading various papers (Literature Review). The questions asked are: what motivates one to be a freelancer, benefits of working as Gig Worker, criteria for choosing projects that they work upon, platforms to receive remuneration, review for work, time management, preferred organization hierarchy, organizational culture, centralized vs decentralized and relevance to upgrade skills. Most of the respondents belonged to a category where they worked in the past and are also currently working as a freelancer. There are also few of them who worked as Gig Workers in past and not anymore and few who are Gig Workers now and not in past. Passion, learnings, flexibility, time for oneself, independence to work and family time are the motivations to work as a freelancer among respondents. Platform Workers choose projects on the basis of learning, association with the brand, compensation and time that is to be invested in these projects. The payment platforms that are used to receive payments are Net banking, UPI, Cash deposits, cheques and NEFT. Freelancing work either has a system of self-review, client review or no review system. Freelancers manage time by taking up either limited number of projects or employ extra number of employees. Most of the respondents believe that organization structure does not matter to them and they can work in any kind of team structures. Client involvement is considered to be important by most of the respondents and also it is relevant to upgrade skills. Various attributes were arrived at from these interviews. Hypothesis was drawn for each factor to see if there existed a correlation between each other. The factors were then combined under factor analysis to arrive at a new set of factors and they were further tested for relation. We also ran

a t-test to identify if there was any pattern between the factors chosen under the study.

Results and Findings

First set of results were analysed by breaking down the dataset into two clusters, part-time freelancers and full-time freelancers to establish theories around if there is a significant difference between a full-time and part-time freelancer. There were statistical differences were noticed between the two types.

Figure 5. t-test output for Complexity difference between full-time and part-time gig workers

Group Statistics				
Freelancing Type	N	Mean	Std. Deviation	Std. Error Mean
Complexity Score	65	1.881016232767	0.822346344367	0.1218995125278
	87	2.102124127871	0.828710850415	0.0861754774444

Independent Samples Test									
Levene's Test for Equality of Variances					t-test for Equality of Means				
Complexity Score	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	0.382	0.535	-0.852	152	0.400	-0.414020482103	0.145175283523	-0.702947320929	-0.125143503277
			-2.804	145.711	0.004	-0.414020482103	0.145175210910	-0.699503732054	-0.132233848947

We see that there is a significant difference in the choice of complexity between a full-time and part-time workers through this t-test (Figure 5). We see that a full-time personnel would work on more complex project. Another factor that showed significant difference is the compensation levels between the two groups when Mann-Whitney tests is run. A similar observation is also noticed when time dedication to projects is compared. From this we can clearly establish the theory that a part-time freelancer tends to work on lesser complex projects thus also earn lesser and dedicate lesser time than a full-time freelancer.

Figure 6. Comparison between Compensation Levels

Ranks			
Freelancing Type	N	Mean Rank	Sum of Ranks
Compensation Level	65	67.30	4374.50
	87	83.37	7253.50
Total	152		

Test Statistics ^a	
Compensation Level	
Mann-Whitney U	2229.500
Wilcoxon W	4374.500
Z	-2.291
Asymp. Sig. (2-tailed)	0.022
a. Grouping Variable: Freelancing Type	

Figure 7. Comparison between Time Dedicated

Ranks			
Freelancing Type	N	Mean Rank	Sum of Ranks
Time Dedication	65	33.00	2145.00
	87	109.00	9483.00
Total	152		

Test Statistics ^a	
Time Dedication	
Mann-Whitney U	0.000
Wilcoxon W	2145.000
Z	-11.787
Asymp. Sig. (2-tailed)	0.000
a. Grouping Variable: Freelancing Type	

Figure 8. Experience Differences

Group Statistics					
Freelancing Type	N	Mean	Std. Deviation	Std. Error Mean	
Experience	65	-0.5081952	0.73839650	0.09171085	
	87	0.3797750	1.00307489	0.10762669	

Independent Samples Test										
Levene's Test for Equality of Variances					t-test for Equality of Means					
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Experience	Equal variances assumed	3.927	0.049	-8.015	150	0.000	-0.88009100	0.14764831	-1.17883008	-0.59135192
	Equal variances not assumed			-8.281	149.978	0.000	-0.88009100	0.14140150	-1.16748721	-0.60059479

T-Tests also suggest there is a significant difference between the work experience levels between the two categories, a part-time freelancer will have more experience than a full-time freelancer, however this would also be a result that can have bias in our sample thus we do not give high weightage to this finding.

Figure 9. Load Capacity Differences

Group Statistics					
Freelancing Type	N	Mean	Std. Deviation	Std. Error Mean	
Load Capacity	65	-0.33403710	0.71932481	0.09099724	
	87	0.24880368	1.10036439	0.11881471	

Independent Samples Test										
Levene's Test for Equality of Variances					t-test for Equality of Means					
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
Load Capacity								Lower	Upper	
	Equal variances assumed	0.037	0.822	-3.713	150	0.000	-0.58448790	0.15741980	-0.89512374	-0.27385207
	Equal variances not assumed			-3.840	147.378	0.000	-0.58448790	0.14825012	-0.87702617	-0.29195064

There is also a significant difference in the load capacity between these two groups, as a part-time tends to have more load capacity than a full-time freelancer.

To build more theories, we chose Complexity, Compensation and Competency as individual factors and conducted a 3C analysis. In the 3C analysis we stratify the data on the basis of the experience level and compare the Full-Time and part-Time freelancers if they differ on the 3 dimensions – Compensation they earn, Complexity of Projects and Competency they possess. Compensation and Competency often goes hand-in-hand, the more competent a professional is, the more compensation they are expected to earn. Similarly, the complexity of a project and compensation often correlate positively and sometimes also with competency, depending on the choices made by the freelancers. The idea behind this evaluation is to understand if the general notion holds true in the GIG economy, especially from the inputs collected directly from the freelancers.

Full-Time freelancers indicatively pick more complex projects than part-timers do. This is reflective of the fact that a full-time freelancer tends to dedicate the entire portion of their time working on projects unlike a part-timer who also need to focus on their primary job. Thus, full-timers may have the liberty to accept projects of higher complexity levels. Part-Timers show a higher score of competency than full-timers do however that could be a result of part-timers picking low complex projects which push their competency levels higher for they often can manage the delivery on their own. The overall complexity scores across the levels are low, that may be indicative of the fact that organizations tend to keep complex projects in-house and do not hand them over into the Gig economy. Competency and Compensation scores increase with experience however the

complexity trends quite the opposite. This could be indicative that with sufficient knowledge complexity levels reduce.

For the next set of tests, we choose five factor that answer the following 5 questions

- How receptive are the freelancers to Feedback?
- How often do freelancers change the organizations they work for?
- Do the freelancers have risk appetite to take variable pay structures determined by their performance?
- What hierarchy structures do freelancers prefer to work in, to what extent do they need to access them?
- Is Role Clarity important to a freelancer?

The 5 factors chosen to understand these factors are Feedback Orientation, Stickiness, Risk Appetite, Organizational Access and Role Clarity. There is no significant difference between a part-time or a full-time freelancer when we measure their feedback orientation score, however what we notice is that on a scale of 4 the average score lies at 2.5 which means that typically the freelancers like their feedback not just on the basis of their work but also how they interact with the team and get as an individual. This indicate that feedback system is indeed important. Stickiness is also comparable among the freelancers. Averaging at a score of 2 indicates that they can swing between short-term or long-term associations with organization depending on other parameters like compensation, projects and culture. Risk appetite also looks comparable, however the trend suggests that a full-time freelancer has a higher level of risk taking ability than a part-timer in the earlier years of their career however with experience, the risk-taking ability of part-timers increases. A score averaging 2.3 on a scale of three indicates that freelancer do have an appetite for risk i.e. they are willing to take variable competent in their pay which will be determined based on their performance. With experience, the need for organizational access among freelancers also increase. The average score suggests that typically freelancers prefer to have a well-structured hierarchy and they have the need to interact with them to get specific information that may be available to only that hierarchy level. Role clarity scores are also comparable with no significant difference. From the average score we can infer that freelancers are more inclined toward having a higher level of role clarity through organizational fit and people rather than just clarity from job or role descriptions.

The next step of analysis was on the perk choices. There are to major type of perk benefits- Cash Benefits and Insurance. Under Insurance the array of perk are Medical Insurance, Health Insurance and Life Insurance and under Cash Benefits – Education Allowance, Paid Leaves & Burnout Allowance.

Burnout allowance is a popular perk that freelancers are looking for which is indicative that they want to be compensated if they have to work beyond 10 hours each day on a project. Trends indicate it is more important to a full-time freelancer than a part-time freelancer for they tend to take more complex projects. Health insurance is not a popular choice among full-time freelancers when they are of experience levels below 6 years however as the experience level increase their need for health insurance also increases typically because they have age factor creeping in. On the

contrary, life-insurance loses its importance among more experienced full-time freelancers for they tend to take up life-insurance in earlier stages of their career. Part-time freelancers do not care much for insurance benefit for they are already covered by their employers. They would rather prefer to receive their perks for education, paid leaves or burnout and at higher levels they are satisfied if their compensation is up to their expectations. Education allowance and Paid Leaves are also popular choices among freelancers. Education allowance is more popular among part-time freelancers which is indicative of the fact that they look to build better knowledge base and competency to get better projects meanwhile Paid Leaves are more popular among the full-time freelancers who prefer to have a flexible arrangement in their work life. The middle experience category i.e. between 5 years to 10 year experience freelancers have also indicated their inclination towards medical coverage for their family.

To understand the importance of choices in the minds of the freelancers, we also asked them to trade-off between some factors. The first trade-off was between Compensation and Flexibility, where we see that 66% of the respondents chose flexibility over compensation. Upto 31.71% of part-time workers are even willing to take a job which pays them 30% below their expectations to work under flexible conditions. When asked to choose between Compensation and Brand Strength, we see than freelancer would rather get paid to their expectation even if they have to work for unknown brands. However, among part-timers, 26.83% are willing to accept 30% below their pay grade for a stronger brand association. When asked to choose between flexibility and brand, 66% again choose flexibility over brand and 59% of the respondents have choose brand and flexibility over learning opportunities. Freelancers value flexibility more than compensation. Majority have chosen to choose flexibility even at the cost of earning lesser than their expectation. Full-Timers value flexibility more than others and are willing to compromise on their earning potential to have a more flexible working condition. Freelancers would rather earn as per than expectations than go after a top brand in the industry. However of those who were willing to compromise on their compensation to work with a bigger brand, part-timers showed higher level of enthusiasm. Brand and Flexibility have been placed higher than Learning opportunities by the freelancers. They are willing to take up projects that they do not learn much from or are below their competency a long a they are working with the top brand in the industry who are giving them the flexibility. When asked to choose between flexibility and a top organization with brand value, freelancers choose flexible working conditions. They are willing to work for new or unknown organizations as long a they have the flexible working conditions. Most of the freelancers are risk takers who are willing to accept variable component in their pay structure which would be determined by their performance. Part-Timers have more risk appetite than full-timers do primarily because freelancing is a supplement source of income for them unlike the full-timers who depend on freelancing as their major source of income.

The final step was to establish the relationship between each of the factors and see how they react with each other.

Figure 10. Correlation Outputs between Factors

	Overall Experience Level	Feedback Orientation	Work Hours Level	Work Hour Level	Complexity Level	Complexity Score	Complexity Level	Negotiation Score	Feedback Orientation	Stickiness	Risk Appetite	Role Clarity	Organizational Access
Overall Experience Level	1.00												
Feedback Orientation	0.41	1.00											
Work Hours Level	0.31	0.36	1.00										
Work Hour Level	0.32	0.30	0.24	1.00									
Complexity Level	0.28	0.44	0.22	0.30	1.00								
Complexity Score	0.21	0.14	0.02	-0.12	0.04	1.00							
Complexity Level	0.20	0.04	0.10	0.16	0.04	-0.08	1.00						
Negotiation Score	-0.08	0.02	0.13	0.25	-0.05	-0.13	-0.11	1.00					
Feedback Orientation	0.04	0.26	0.02	0.08	0.07	0.06	-0.14	-0.02	1.00				
Stickiness	0.02	0.06	0.01	-0.07	-0.02	0.00	-0.17	0.10	0.01	1.00			
Risk Appetite	0.11	0.10	0.12	0.26	0.07	0.11	0.12	0.09	0.06	-0.11	1.00		
Role Clarity	-0.03	0.05	0.07	-0.08	0.06	0.01	-0.02	0.01	-0.01	-0.19	0.22	1.00	
Organizational Access	0.01	0.01	-0.01	0.24	0.20	0.16	0.06	-0.07	0.17	-0.05	0.21	-0.25	1.00

Above is the correlation results between each of the factors. We see that overall no correlation exists between any of the factors and each can be taken as independent factor impacting the choices made by the freelancer, however few inferences were drown from this analysis. There is a negative correlation between Complexity Levels and Negotiation Level, Feedback Orientation and Stickiness. This establishes the fact that those who work on complex projects tend to have lower changes to their scope of project frequently and also that they aren't receptive to too much feedback and do not stick to the organization for longer. Similarly a negative correlation was noticed between Work Hours level and Competency levels which indicates that lower competency workers tend to work more number of hours on the projects. We also see a negative relation between Stickiness and Risk Appetite, Role Clarity and Organizational Access. From this we can infer that those who stick to the organization for longer, tend to have higher risk appetite, role clarity is important to them and they do not require high levels of organizational access.

Conclusion

In this paper, we have found the differences in the needs and expectations of Full-Time and Part-Time Gig Workers. Differences between the two were found in terms of complexity of the projects worked upon, time dedicated towards these projects, competency levels of the Gig Workers, compensation and experience of the Gig Workers. The differences were also found on the basis of the parameters such as Feedback Orientation, willingness to stick with an organization for a longer period of time, risk-taking ability, organizational access, role clarity in terms of the work. Analysis was also done to understand the perks that Gig Workers seek, that is insurance and cash benefits among both Full-Time and Part-Time Gig Workers. The conclusions drawn here are that Full-Time Gig Workers pick more complex projects that Part-Time Freelancers do. This is reflective of the fact that Full-Time Gig Workers tend to dedicate their entire time working on freelancing projects unlike a Part-Time Gig Worker who needs to focus on traditional employment. Therefore, Full-Time Gig Workers can accept projects with greater level of complexity. Part-Time Gig Workers show higher level of competency than what Full-Time Gig Workers do. This could be due to Part-Timers picking up projects with lower complexity levels as they have primary job to focus on. The overall complexity scores on the projects is low as organizations tend to keep complex projects in-house and do not freelance it. Competency and Compensation scores increase with experience however the complexity trends quite opposite. This can be due to with sufficient knowledge complexity of the projects reduces. The gig economy is here to stay and the faster we understand this workforce, the

better will we be able to leverage them for the benefit of the organization.

Managerial Implication

Rise of On-Demand Economy due to changing consumer behavior and digitalization makes Gig Workforce more relevant than ever it was before. In competitive global markets, organizations tend to focus on increasing profits. Gig Economy is a sweet spot to capitalize which helps in immediate employment, reduced cost and faster innovation. Gig Workforce helps organizations keep their headcount in control.

Gig Economy is growing yet there is a lack of understanding on how to engage this workforce and for which roles. Also, many organizations also do not have a proven value proposition for this workforce that would help in attracting the right talent. Gig Workers were once responding to market conditions, they are now creating the conditions that disrupts the traditional workforce and it is important to understand their needs and it is critical to respond to them.

Also, this paper would help in understanding organizational effectiveness for the Gig Workforce and how to build their careers. Also, it helps organizations develop a value proposition and understand exactly what type of people are Gig Workers and what they can offer.

Limitations

This paper does not provide a conclusive output and suggestions that help in understanding the talent and reward drivers for Gig Workers. It helps in building a value proposition that helps organizations. Interviews can be conducted with greater number of respondents from various domains so that it may contribute to more attributes. Also, the target respondents belonged majorly between the age category of 18-30. Responses should be collected from audience belonging to wider age group. The questionnaire can be circulated among greater number of respondents from various other domains which was one of the drawbacks of this study

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Appendix

- 1) Earning Potential – Ability to earn more
- 2) BFSI – Banking and Financial Sector
- 3) Burnout Allowance – Exhaustion from long working hours
- 4) Challenge - Task or activity above competency level
- 5) Compensation - Monetary reward for freelancing / Value of how much one earns
- 6) Competency - Skilfulness of a freelancer
- 7) Complexity – State of something being complicated
- 8) Creatives – Job that involves creative work
- 9) Load Capacity - Amount of work one can take at one period of time
- 10) Negotiation – Changes to terms on project charter
- 11) Organizational Access – Level of reach into the hierarchy of an organization
- 12) Paid Leaves - Allowance to take leaves while on payroll for projects lasting over a month
- 13) Personal Brand Creation – Creating a self-identity
- 14) Risk Appetite - Ability to include component of variable pay in the compensation structure
- 15) Role Clarity - Understanding of one's fitment
- 16) Stickiness - Likelihood to stay with one single organisation for an extended period of time
- 17) Time Dedication - Amount of work-time dedicated towards freelancing
- 18) Trade-Off – Choice of one with another