Sosyoekonomi

2023, Vol. 31(57), 77-99

RESEARCH ARTICLE

ISSN: 1305-5577
DOI: 10.17233/sosyoekonomi.2023.03.05
Date Submitted: 26.09.2022
Date Revised: 09.04.2023
Date Accepted: 13.05.2023

Factors Causing the Indian Information Technology Industry's Human Resource Management to Change to Gig Contracts

Hulimavu R. SWAPNA *(https://orcid.org/0000-0003-0362-409X), JAIN (Deemed-to-be University), India; swapna.hulimavu@gmail.com*

Geetika MADAAN *(https://orcid.org/0000-0001-8141-9935), Chandigarh University, India; geetumadaan2009@gmail.com*

Amrinder SINGH *(https://orcid.org/0000-0003-0830-7245), JAIN (Deemed-to-be University), India; s.amrinder@jainuniversity.ac.in*

Kiran SOOD *(https://orcid.org/0000-0001-6177-5318), Chitkara Business School, Chitkara University, Punjab, India; kiran.sood@chitkara.edu.in*

Simon GRIMA *(https://orcid.org/0000-0003-1523-5120), University of Malta, Malta; simon.grima@um.edu.mt*

Hindistan'da Bilgi Teknolojileri Endüstrisinde İnsan Kaynakları Yönetiminin Gig Sözleşmelerine Yönelmesine Yol Açan Faktörler

Abstract

The gig economy has become a viable field for alternate job arrangements. Therefore, we aim to explore the gig contracting influencing factors in Information Technology. We propose a conceptual framework using Structured Equation Modelling to ascertain the relationship between Human Resource Management and gig work contracting mediated through a sustainable digital economy. Based on a specifically designed survey, employers' most significant hurdles were the competitiveness level, the extended hours when one was logged in, and late-night delivery. The incentives were not strong influencing factors for Gig contracting. However, the flexibility reduced much of the workload pressures.

Keywords : Human Resource Management, Digital Economy, Gig Economy, Gig Work Contracting, Gig Information Technology Professionals, Sustainability.

JEL Classification Codes : O15, Q56.

Öz

Gig ekonomisi, alternatif iş düzenlemeleri için uygun bir alan haline gelmiştir. Bu nedenle çalışmada, bilgi teknolojisinde Gig sözleşmesini etkileyen faktörler inceleme konusu yapılmıştır. İncelemede, insan kaynakları yönetimi ile sürdürülebilir dijital ekonominin aracılık ettiği gig iş sözleşmeleri arasındaki ilişkiyi tespit etmek için Yapısal Eşitlik Modeli kullanılarak kavramsal bir çerçeve ortaya konulmaktadır. Özel olarak tasarlanmış bir anket uygulaması sonucunda, işverenlerin karşılaştığı en belirgin engellerin rekabet gücü seviyesi, uzayan çalışma süreleri ve gece geç saatlerdeki teslimat gerektiren işler olduğu belirlenmiştir. Teşvikler, gig sözleşmelerini etkileyen güçlü faktörlerden değildir. Bununla birlikte, esneklik iş yükü baskılarının çoğunu azaltmaktadır.

Anahtar Sözcükler : İnsan Kaynakları Yönetimi, Dijital Ekonomi, Gig Ekonomisi, Gig İş Sözleşmeleri, İş Bilgi Teknolojisi Uzmanları, Sürdürülebilirlik.

1. Introduction

The concept of "gig" employment, pay-per-use or task-based work, has existed for quite some time despite its current popularity (Roy & Shrivastava, 2020). In the gig economy, payment is frequently made when tasks are completed. Before industrialisation in the nineteenth century, it was typical for people to have multiple jobs and engage in various activities at once (Stewart et al., 2020). Throughout the nineteenth and twentieth centuries, this contributed to the development of a paradigm of traditional employment with interactions between employers and employees. Employees benefited from the latter strategy in several ways, including better working conditions, longer hours, higher compensation, and security (Davidescu et al., 2020).

Many people lost their employment during the 2008 financial crisis and were forced to look for new sources of income. A paradigm shift from the outmoded full-time workforce to one that emphasises on-demand and temporary labour has been made possible by gig employment. The Internet and wireless communications technology have made enormous strides over the previous two decades, fuelling these changes (Thompson, 2019).

Global labour markets are being transformed by new technologies, altering the structure of production, commerce, and services. This has a significant impact on both job losses and the creation of new employment opportunities. The reality is that most countries worldwide are coping with both market disruption by developing technology and the ensuing economic downturn (Pitlik, 2019). New developments in the Information and Communications Technology (ICT) sector, together with industry 4.0 technologies, are changing the nature of work and encouraging the expansion of the gig economy by allowing for the temporary or flexible hiring of freelancers. A short-term contractual structure may be advantageous for both businesses and gig workers. It offers two employment models in addition to the physical gig economy and the digital gig economy: (a) "work on-demand using an app" and (b) "crowd work or online freelance labour".

According to Heeks et al. (2002), crowd workers interact online with various clients, organisations, and businesses frequently separated across borders and a vast geographic area. Online connections between a wide range of customers, organisations, and businesses -often across international borders and enormous geographic areas- are made through crowd workers Mittal & Jhamb (2016) (Mittal et al., 2021). This diversified collection of service providers comprises people with various specialities, including graphic designers, software engineers, content writers, translators, digital marketers, and data scientists. Personal transportation, food delivery, e-commerce, and local repair services are included in the service offerings of location-based on-demand companies like Uber and Ola, Zomato, and Swiggy (Whetley, 2002). Such activities are made simpler by platforms and apps developed by businesses themselves. Organisations worldwide, including those in India, have increased the use of modern technologies and flexible work methods, contributing to the gig economy's growth. Yet, it is still unclear if gig work will have long-term structural consequences on how Indians organise their job connections (Lehdonvirta, 2018).

Most previous studies on the gig economy focused on workers from wealthy or industrialised countries, with only a small number looking at developing economies like India. These findings cannot be applied to the labour markets of developing countries due to the inequalities in the effects of the gig economy on these markets. New digital work platforms have expedited digitalisation in developing economies, which is expected to significantly impact people's work (Kaine & Josserand, 2019). The gig economy's projected annual gross volume growth rate (CAGR) sheds light on how it will develop over the coming several years. According to an ASSOCHAM survey (The Associated Chambers of Commerce and Industry of India), between 2022 and 2023, India's gig economy is predicted to develop at a CAGR of 17.4%. It ranges between 204 billion and 455 billion dollars (Cola, 2019). In developing countries like India, gig workers are reshaping the workplace (Healy et al., 2017); (Kassi & Lehdonvirta, 2018). An examination of the gig work scenario, as a result, becomes crucial in light of the present pandemic, which has changed the business climate, the job landscape, and the extent to which social safety systems and potential future developments, like gig labour contracting, are concerned.

The gig economy has altered how individuals work and is expanding as a subject of academic study. Smaller jobs, or "gigs" that are mediated and organised through digital platforms, will increasingly supplement traditional work designs (Ashford, 2018). A policy brief on India's Booming Gig and platform economy notes that in 2020 7.7 million workers were engaged in the gig economy, and expected an increase to 23.5 million by 2029/30 (NITI Aayog, 2020). Therefore, the increase of independent work, a social trend generally ignored by academics and policymakers to date, offers an opportunity to investigate an aspect of identity work that is still mostly unknown, namely, the labour required to create identities that do not rely on or profit from collective definitions.

2. Literature Review

Due to technological advances, the gig economy has created non-standard jobs through digital platforms. These platforms need better wages, job uncertainty, and more benefits. Because of the jobs' contractual flexibility, most gig workers do it to supplement their income. Gig work is often termed on-demand, digital, just-in-time, or shared economy. It involves assigning a short-term task to an individual and contractually paying them for it and with substantial worker turnover (De Stefano, 2016; Farrell, 2016).

The contingent work is often handled digitally and can be done remotely or at the customers' location (Graham & Anwar, 2018). The gig economy is easy to enter and has low barriers to entry. People who work in the gig economy can choose their hours and have a career without limits. A worker will usually be given a task with an end date, but they can work on it whenever they want (Jabagi et al., 2018; Jabagi et al., 2019). Most gig workers have zero-hour contracts, allowing them to choose their work hours and be paid accordingly. They see this as a secondary income for their families (Yakubovich et al., 2018).

In addition to creating jobs for those with advanced degrees and training, today's evolving technologies also open up a wide range of new opportunities for people with lower levels of education and training, especially women who might be unable to enter other work for various reasons that may be unrelated to lack of qualification and training, who may use technology and digital platforms in their work (Heeks, 2017). There has been a significant surge in consumer use of mobile phones and commercial use of the Internet and online platforms. In recent years, many people from emerging markets have joined the task-based gig economy. According to several studies, crowd labour is less expensive than on-demand service work in the gig economy. Surveys show that there are still a lot of issues and difficulties in the gig economy. Because of new technological platforms, it is anticipated that work experiences in the gig economy will be distinctive and one-of-a-kind in economies marked by a high level of informality and unstable working conditions (Katsnelson et al., 2021). Many feel that to prevent independent workers from falling behind, the work culture developing in the gig economy needs to be controlled (Schroeder et al., 2021).

Due to the COVID-19 pandemic's forced confinement of millions of people, distant employment was required (Mehta & Kumar, 2020). The economic crisis and the sudden shift to remote work caused by the COVID-19 pandemic pushed more knowledge workers into platform-based work (Hasija et al., 2020). Digital labour platforms are changing their infrastructure and what they focus on to deal with changes in the supply and demand of workers. For example, Uber launched Work Hub in the spring of 2020 due to a sharp drop in ride-hailing. This lets Uber's freelance "partners" search for work on other Uber platforms and temporary jobs with companies such as McDonald's, UPS, and Pepsico that use Uber's system (Chandler, 2020). However, simultaneously with the high demand for gig jobs during the COVID-19 pandemic, gig workers were likelier to get sick because of their regular travel jobs in the ridesharing and food delivery industries (Osorio, 2020). shows how the gig economy has grown like never before.

Because of the predominance of freelance work, cyber-connectivity has risen dramatically and is now considered one of the needs of life. There is a decline in the demand for some services provided in the gig economy and services that can no longer be delivered due to the lockdowns and social distancing regulations, making them more challenging (Malik et al., 2021). On-demand gig workers, including ride-sharing drivers, couriers, delivery services, and people operators, are on the front delivering goods and services to people's doors (Kaine & Josserand, 2019).

Modern science and information technology have greatly expanded the "employment-labour" approach, and the "gig economy" has evolved to capitalise on the trend. The gig economy's unequal geographical age distribution, flexibility, and employee autonomy have transformed the job mode (Cao, 2021). Human resources drive technology, work, and concept integration through a new distribution model. This employment technique activates part of the human capital pool. It enhances enterprise employment efficiency with high-quality but healthy, orderly, and sustainable human resource development and optimisation in the gig economy market requires continual investigation and innovation.

The gig economy influences today's professionals due to the recent downsizing of talented professionals and globalisation's ability to provide opportunities for underdeveloped countries. Online outsourcing media are helpful for short-term skill needs. A case study by Green (2018) on <Upwork.com>, a leading gig economy freelance website, provides insights into how others should assess the power of this new economy for small businesses, entrepreneurs, and freelancers. Upwork has led the way to connect businesses with affordable freelancers, including coders, writers, and web developers and broadened the strategic thinking for e-commerce professionals.

Waldkirch et al. (2021) examined the workers' perceptions of human resource management on digital platforms. They carried out a supervised text analysis and in-depth qualitative content analysis of 12.924 Upwork workers. They outlined five human resource management conversations on access and mobility, training and development, scoring and feedback, appraisal and control, and platform literacy and support. These findings highlight five human resource management propositions for digital work platforms. Their article contributes to developing a new mixed-methods approach that illustrates how human resource management practises may differ from traditional organisations, introduces the concept of "crowd-created" human resource management practises, and conceptualises how digital platforms use a "hybrid HRM approach".

3. Methodology

There is a need to determine and validate the Influencing Factors in transforming human resource (HR) management into Gig contracting in the Indian Information Technology sector fuelled by the growth in the sustainable digital economy and to understand what lies in the future of Gig Contracting. This study is also interesting for an international audience since India holds one of the largest populations, and more than 30% of the workforce in the United States of America and the European Union work independently, outside of organisations in the gig economy (McKinsey & Company, 2016; Petriglieri et al., 2019).

Gig work contracting provided the freedom to work with multiple clients from different industries, sectors, and countries. Even with similar tasks, client diversity added variety. Online labour platforms also allow workers to try new things and gain new experiences. Shapiro (2017) notes that gig workers have autonomy over when to work and which orders to accept or reject. This autonomy over minute decisions is an advantage to joining gig work (Wood et al., 2019). Leading to the following hypothesis:

> H_1: The transformation of human resource management in gig work contracting is significantly related to work autonomy and control.

Flexible labour or gig economy across borders is changing the economy, and the economy has changed the world and expanded markets. The gig economy benefits freelance workers and platforms. The rising demands of the working population have caused a talent battle, forcing gig workers to use technology. In India, the gig economy is still young, but

the demand for employment on gig platforms has proliferated. The gig sector's expanding popularity in all fields is also due to low entrance hurdles, as stated by Behl et al. (2022) and Schwellnus et al. (2019). This leads to the 2nd hypothesis:

> H_2: The transformation in gig work contracting is significantly related to the low barriers to entry.

Digital transformation of human resource management uses new digital technologies in its practises and identifies agility as an important tool for the strategic human resource management model planning and e- human resource management development (Elayan, 2021). Elayan (2021) investigates electronic human resource management (e- HRM) and its many stages of development, types, and approaches to human resource management. This study demonstrates how e-HRM may help boost the efficiency with which human resources are managed. This leads to our 3rd hypothesis:

> H_3: The transformation of human resource management in gig work contracting is significantly related to enhanced creativity and innovativeness in work.

Wood et al. (2019) evaluate remote gig economy jobs. They carry out semi-structured interviews in six countries (N=107) and a cross-regional survey (N=679) to examine platform-based algorithmic regulation of remote gig employment in Southeast Asia and Sub-Saharan Africa. They note that algorithms govern the online labour marketplaces worldwide, and algorithmic management gives workers flexibility, autonomy, variety, and complexity. Accordingly, they note that online labour platforms enable remote digital service delivery. This leads us to the 4th hypothesis:

> H_4: The transformation of human resource management in gig work contracting is significantly related to greater work satisfaction and project opportunities.

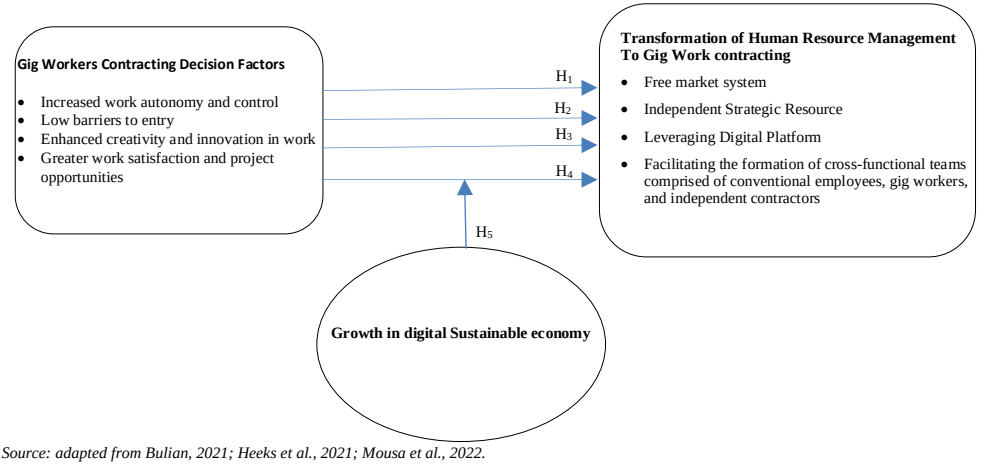
Digital labour platforms use software algorithms to automate human resource decision selection, assessment, workforce planning, and remuneration, making them a unique human resource management environment (Duggan et al., 2020; Cooke et al., 2022; Barratt et al., 2020). As digital labour platforms grow and specialise, more managers, executives, and HR professionals must decide whether and how to use gig workers (Kuhn et al., 2021). Digital labour platforms unite thousands of gig workers with clients more efficiently. Uber reported 3.9 million drivers and 10 billion trips in 2018 (Uber Newsroom, 2018).

> H_5: The transformation of human resource management in gig work contracting is significantly related to growth in the sustainable digital economy.

The AMOS Software Package version 17.0 performed Confirmatory Factor Analysis (CFA), investigated the interrelationships/structural links between the distinct parts and evaluated the conceptual model assumptions. We first administered a structured survey explicitly designed for this test after consulting literature on gig employment and Information Technology gig professionals allied to digital platforms in India to test the

relationships noted in the hypothesis. We received a sample of 163 respondents, who answered on a 5-point Likert scale ranging from "1", being Strongly Disagree, to "5", being Strongly Agree, based on the variables in Appendix 1. Based on the proposed conceptual framework adopted by Bulian (2021), Heeks et al. (2021) and Mousa et al. (2022), shown in Figure 1, we submitted our sample to statistical analysis, specifically Exploratory Factor Analysis (EFA), and then Cronbach Alpha for reliability testing using the statistical software SPSS version 23.0.

Figure: 1
Conceptual Framework of the Study



Source: adapted from Bulian, 2021; Heeks et al., 2021; Mousa et al., 2022.

4. Analysis and Findings

4.1. Demographic Profile of Respondents

Appendix 2 illustrates the demographic profile of respondents who participated in the survey. 112 men (n=112, 65.1%) and 51 women (n=51, 29.7%) answered the survey. 40.7% (n=70) of the respondents were between 18 and 20. This is the age group with the largest percentage of respondents. 30.2% (n=52) of the respondents were aged between 21 and 25. 31% (n=18) of the total respondents were aged between 26 and 30, and 2.3% (n=4) were above 31. The majority of the respondents in the study were unmarried (n=120, 69.8%) and held a post-graduate qualification (n=90, 52.3%). Moreover, most respondents work in the service industry (n= 95, 55.2%), earning a monthly income level of between Rs. 20000 (Euro 227.86) and Rs.30000 (Euro 341.78) (n= 83, 48.3%).

4.2. Exploratory Factor Analysis

EFA was used to examine the survey's statements' factor structure and identify the components. The Kaiser-Meyer-Olkin (KMO) test, which assesses how well your data is

suitable for factor analysis, is shown in Table 1. The value of 0.885 indicates a substantial partial connection between the variables' levels of information. This means that EFA is a rational choice for conducting factor analysis. We utilise Bartlett's Test of Sphericity to rule out the possibility that the correlation matrix is an identity matrix and determine whether the results support the null hypothesis that the variables are orthogonal or not correlated. The lack of connection between the variables, as shown by an identity correlation matrix, precludes their use in the component analysis. As can be seen in Table 1, there is a significant statistical test result of 0.000, which is less than 0.05, indicating that the correlation matrix is not an identity matrix (therefore, we can reject the null hypothesis).

Table: 1
KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.885
Bartlett's Test of Sphericity	Approx. Chi-Square	2970.701
	Df	300
	Sig.	.000

Source: Authors' Compilation.

The components identified using EFA and the overall variation explained for each variable are shown in Table 2. The five variables discovered using the Principal Component Analysis method and varimax rotation explained the maximum Variance available in the data. The five factors explained 75.878% of the total Variance in the data. This is above the rule of thumb minimum threshold value of 60%. Thus, reducing the 25 variables into five factors is successful and logical. The five factors broadly explain the behaviour of IT professionals towards Gig contracting (Hair et al., 1998; Hair et al., 2019). The remaining 24.122% of the Variance or information in the data was lost during this dimension reduction process. The Eigenvalues explain the Variance explained by each factor. The first factor - 'Increased Work Autonomy and Control, ' explained 12.116% of the cumulative Variance in the data, followed by the second factor -'Low Barriers to Entry', which explained 8.882% of the Variance in the data. The third variable- 'Greater Work Satisfaction and Job Opportunities'; the fourth variable -' Enhanced Creativity and Innovativeness in Work' and the fifth variable - Growth in Digital Platform Economy' explained 7.191%, 5.021% and 4.496% of the cumulative Variance, respectively.

The degree of the relationship between a factor and the variables it affects is described by factor loading. "Factor-loading" is another word for the association between factors and variables. The factor loading increases as the importance of the variable to the factor increases. The factor loading reflects a variable's relative relevance to its component, just like the linear weights do. Table 3 shows the factor loading of the 25 variables used in the analysis. Factor loadings below 0.40 were suppressed since they weren't considered statistically significant. The first factor, "Increased Work Autonomy and Control", had five observed variables loading onto it. The minimum and maximum factor loading were 0.871 and 0.710, respectively.

Table: 2
Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.029	12.116	50.288	3.029	12.116	50.288	3.335	13.341	27.900
2	2.221	8.882	59.171	2.221	8.882	59.171	3.168	12.673	40.573
3	1.798	7.191	66.361	1.798	7.191	66.361	3.155	12.621	53.194
4	1.255	5.021	71.382	1.255	5.021	71.382	3.032	12.129	65.323
5	1.124	4.496	75.878	1.124	4.496	75.878	2.639	10.555	75.878
7	.681	2.722	78.601						
8	.595	2.382	80.983						
9	.534	2.136	83.119						
10	.515	2.061	85.180						
11	.457	1.828	87.009						
12	.407	1.629	88.637						
13	.373	1.492	90.129						
14	.320	1.281	91.411						
15	.297	1.189	92.600						
16	.269	1.077	93.677						
17	.249	.994	94.672						
22	.171	.685	98.549						
23	.147	.589	99.138						
24	.122	.486	99.625						
25	.094	.375	100.000						

Extraction Method: Principal Component Analysis
Source: Authors' compilation.

Table: 3
Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
IWAC1	.754				
IWAC2	.871				
IWAC3	.791				
IWAC4	.710				
IWAC5	.775				
LBE1		.836			
LBE2		.866			
LBE3		.866			
LBE4		.860			
CIW1					.830
CIW2					.800
CIW3					.802
CIW4					.749
WSJO1			.749		
WSJO2			.826		
WSJO3			.800		
WSJO4			.812		
DPE1					
DPE2				.838	
DPE3				.847	
DPE4				.832	

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization[a]
[a] Rotation converged in 6 iterations
Source: Authors' compilation

The second factor, "Low Barriers to Entry", had four observed variables loading onto it. The minimum and maximum factor loadings were 0.866 and 0.836, respectively. The third factor, "Enhanced Creativity and Innovativeness in Work", had four observed variables with minimum and maximum factor loading of 0.830 and 0.749, respectively. The fourth factor, "Greater Work Satisfaction and Job Opportunities", consisted of four observed

variables with minimum and maximum factor loadings of 0.826 and 0.749. The fifth factor, "Growth in the Sustainable Digital Economy", consisted of four observed variables with minimum and maximum factor loadings of 0.847 and 0.832 (Hair et al., 1998; Hair et al., 2019).

4.3. Cronbach's Alpha Reliability Test

The measurement model's internal consistency with the study's predetermined variables was evaluated using Cronbach's Alpha reliability test. Given that Cronbach's alpha values for the four latent variables and one mediating variable ranged from 0.808 to 0.926 (Table 4) demonstrates that the data are sufficiently consistent and that the variables display internal consistency (Griethuijsen et al., 2014).

Table: 4
The Estimated Value of Cronbach Alpha

Latent Variables and Mediating Variable	Number of items	The estimated value of Cronbach Alpha
Increased work autonomy and control	5	0.896
Low barriers to entry	4	0.924
Enhanced creativity and innovativeness in work	4	0.880
Greater work satisfaction and project opportunities	4	0.926
Growth in a Sustainable Digital Economy	4	0.808

Source: Authors' compilation.

4.4. Confirmatory Factor Analysis

To guarantee that each variable was a separate construct in the study, CFA used the existing survey to provide answers to the most critical questions. The five items that made up the study's subscale required factor loadings of at least 0.70, according to Hair et al. (2014). The relationship between "Growth in the Digital Sustainable Economy" and "Transformation of Human Resource Management in Gig Contracting" was examined using path analysis. The following four latent variables were used to evaluate a broad theoretical model: 1) "Increased Work Autonomy and Control, 2) Low Barriers to Entry, 3) Enhanced Creativity and Innovativeness in Work, 4) Greater Work Satisfaction and Job Opportunities", and one mediating variable, namely, "Growth in the Sustainable Digital Economy".

Proactive coping is connected to the "Transformation of Human Resource Management in Gig Contracting". Since the p-value in the SEM estimations is significant (less than 0.05), coping should positively mediate through "Growth in the Sustainable digital economy" and influence the outcome measure. Hence, it is hypothesised that "Growth in a Sustainable Digital Economy" will facilitate the "Transformation of Human Resource Management in Gig Contracting" (see Appendix 2).

To examine the fitness, reliability, and validity of the four measured constructs, which include "Increased Work Autonomy and Control", "Low Barriers to Entry", "Enhanced Creativity and Innovativeness in Work", "Greater Work Satisfaction and Job Opportunities", and the mediating variable, Growth in the Sustainable Digital Economy, we

carry out the CFA to determine the connections between variables and constructs represented by the data. Factor loadings, composite reliability (CR), and average variance extracted (AVE) of the constructs must all be more than 0.7 to achieve convergent validity.

Table: 5
Convergent and Discriminant Validity

Latent Variables	CR	AVE	MSV	MaxR(H)	IWAC	LBE	CIW	WSJO
IWAC	0.812	0.564	0.348	0.909	**0.682**			
LBE	0.820	0.511	0.251	0.926	0.501***	**0.715**		
CIW	0.804	0.543	0.327	0.891	0.358***	0.318***	**0.673**	
WSJO	0.832	0.523	0.348	0.938	0.590***	0.414***	0.572***	**0.723**

Note: Average Variance explained (AVE) is acceptable if values exceed 0.5. and Composite Reliability is acceptable if values are higher than 0.70.
Source: Authors' compilation.

Table 5 shows that the significant average Variance has been retrieved for all measured variables (AVE). The notions' convergent validity is based on the AVE of >0.5 and the CR of >0.70. The AVE was compared to the appropriate inter-construct squared correlation estimations to determine its discriminant validity. This study's findings (Table 5) show that the AVE values of all the variables are higher than the correlations between them, indicating that the constructs are legitimate for discrimination. This means that the measurement model is valid and reliable regarding the construct it was built from.

Table: 6
Model Fit Summary

Model summary (M_0) of Fit Index	***Initial CFA***	***Revised CFA***	***Criteria***	***Decision***
Ratio to Chi-square/df(CMIN/df)	*511.334/284=1.800*	*299.833/260=1.538*	*<3*	*Good Fit*
Comparative fit index (CFI)	*0.964*	*0.951*	*>0.90*	*Marginal Fit*
Root means square error of approximation (RMSEA)	*0.046*	*0.058*	*<0.08*	*Good Fit*
Tucker-Lewis Index (TLI)	*0.960*	*0.943*	*>0.90*	*Marginal Fit*
Parsimony goodness-of-fit index (PGFI)	*0.874*	*0.824*	*>0.50*	*Good Fit*
The goodness of fit index (GFI)	*0.804*	*0.923*	*>0.90*	*Marginal Fit*
Adjusted goodness of fit index (AGFI)	*0.756*	*0.824*	*>0.80*	*Marginal Fit*
Root means square residual (RMR)	*0.058*	*0.040*	*<0.05*	*Good Fit*
PCLOSE	*0.849*	*0.131*	*>0.05*	*Good Fit*

Source: Authors' compilation.

Maximum likelihood parameter estimation with listwise elimination of missing instances was used throughout the study using Amos version 17 (Arbuckle, 2007). Several metrics were employed to assess the overall model fit, including the two goodness-of-fit statistics, the GFI and the AGFI, the CFI, and the root mean square error of approximation (RMSEA). Model fit is deemed excellent if the RMSEA (0.058) is less than 0.05; the GFI, AGFI, and CFI (0.951) are more than 0.95, and a non-significant χ^2 statistic is present. An RMSEA of less than 0.08 must be obtained to be considered a good match. In the sample of the gig workers, the overall model fit was excellent since all created constructs have acceptable threshold values larger than 0.70 by the route of the structured model (Table 6).

Table 7 demonstrates how standardised regression weights calculate the path coefficient's crucial ratio and significance. The crucial ratio (CR) for a regression weight is

larger than 1.96, and the route is statistically significant at the 0.05 level or higher (its estimated path parameter is significant).

Table: 7
Standardised Regression Weights

S.no.	*Abbreviations*	*Statements of the study*	*Estimate*	*S.E.*	*C.R.*	*P*	*Decision*
1.	*IWAC5*	*I have the freedom and independence to work on earning money and rewards.*	*2.920*	*.074*	*39.550*	***	*Significant*
2.	*IWAC4*	*I have plenty of time for self-care, thanks to my independent work.*	*3.153*	*.072*	*43.753*	***	*Significant*
3.	*IWAC3*	*Independent labour cultivates attributes of optimism and self-determination in me and increases my sense of autonomy.*	*2.718*	*.072*	*38.008*	***	*Significant*
4.	*IWAC2*	*I am free to select my working hours.*	*2.773*	*.071*	*39.132*	***	*Significant*
5.	*IWAC1*	*I am free to select my workplace.*	*2.632*	*.066*	*39.724*	***	*Significant*
6.	*LBE4*	*With gig work, I have the freedom to choose the compensation plan.*	*2.258*	*.074*	*30.448*	***	*Significant*
7.	*LBE3*	*I have many options to earn monetary and non-monetary rewards thanks to gig labour.*	*2.221*	*.067*	*32.938*	***	*Significant*
8.	*LBE2*	*Gig employment gives me a ton of freedom about logging in and late-night work delivery, and it lowers my operating costs.*	*2.362*	*.077*	*30.569*	***	*Significant*
9.	*LBE1*	*Gig employment allows me to interact and collaborate with diverse teams and people of my choosing.*	*2.380*	*.077*	*30.732*	***	*Significant*
10.	*CIW4*	*Gig work gives me the flexibility and the possibility to choose from various career challenges.*	*4.031*	*.053*	*75.708*	***	*Significant*
11.	*CIW3*	*I have the freedom to select the pay structure for gig labour.*	*4.043*	*.054*	*75.016*	***	*Significant*
12.	*CIW2*	*With Gig work, I have the flexibility to develop an innovative and creative workplace atmosphere*	*3.926*	*.055*	*71.732*	***	*Significant*
13.	*CIW1*	*I am capable of exploring and leading self-managed teams.*	*3.982*	*.056*	*71.042*	***	*Significant*
14.	*WSJO4*	*My gig business gives me unique project opportunities.*	*3.748*	*.066*	*56.878*	***	*Significant*
15.	*WSJO3*	*Due to the focused control, gig employment makes me happy at work.*	*3.626*	*.072*	*50.490*	***	*Significant*
16.	*WSJO2*	*Doing odd jobs enables me to take care of my family's needs.*	*3.552*	*.071*	*49.807*	***	*Significant*
17.	*WSJO1*	*My gig employment helps me manage the pressures of my workload.*	*3.448*	*.073*	*47.300*	***	*Significant*
18.	*DPE1*	*Gig employment allows me to explore various ideas about content-based creative crowd work.*	*4.006*	*0.053*	*76.196*	***	*Significant*
19.	*DPE2*	*Gig employment allows me to investigate various initiatives about micro-tasking crowd work.*	*3.883*	*0.053*	*72.973*	***	*Significant*
20.	*DPE3*	*Gig employment offers cross-border employment via a digital platform.*	*4.123*	*0.047*	*86.817*	***	*Significant*
21.	*DPE4*	*Gig employment allows for meaningful social connections and internet engagement.*	*3.761*	*0.060*	*62.480*	***	*Significant*
22.	*THGC1*	*Working on the side allows me to participate in the free market.*	*3.883*	*0.053*	*73.968*	***	*Significant*
23.	*THGC2*	*Gig employment allows me to contribute to an independent strategic resource.*	*3.816*	*0.059*	*65.190*	***	*Significant*
24.	*THGC3*	*Gig employment facilitates utilizing the digital platform*	*3.779*	*0.059*	*64.008*	***	*Significant*
25.	*THGC4*	*It makes it easier to assemble multifunctional teams, including traditional employees, gig workers, and independent contractors.*	*3.699*	*0.056*	*65.485*	***	*Significant*

Source: Authors' compilation.

Table: 8
Hypothesis Outcome of the Study

The Hypothesis of The Study	**Hypothesised Path/ Structural Relationship**	**Standardised Estimates**	**p-values**	**Is the hypothesis supportive?**
H_1: The transformation of human resource management in gig work contracting is significantly related to work autonomy and control.	IWAC ◀— —THGC	0.643	0.90	Supported
H_2: The transformation in gig work contracting is significantly related to the low barriers to entry.	LBE ◀— —THGC	0.764	0.68	Supported
H_3: The transformation of human resource management in gig work contracting is significantly related to enhanced work creativity and innovativeness.	CIW ◀— —THGC	0.868	0.70	Supported
H_4: The transformation of human resource management in gig work contracting is significantly related to greater work satisfaction and project opportunities.	CIW ◀— —THGC	0.554	0.89	Supported
H_5: The transformation of human resource management in gig work contracting is significantly related to growth in the sustainable digital economy.	DPE ◀— —THGC	0.872	0.67	Supported

Source: Authors' compilation.

The complete model for structural equation modelling is precise and reliable; therefore, the alternate hypothesis can be accepted, whereas the null hypothesis is rejected. Table 8 displays the summary of the hypotheses, which corroborate with findings by Bryukhovetskaya et al. (2020), Litvinenko (2020), Barlage et al. (2019), Malik et al. (2021), Petriglieri et al. (2019), Huang et al. (2020), Connelly et al. (2021), Ashford et al. (2018), Christie & Ward (2019), Gleim et al. (2019), Noronha (2020), Korde et al. (2021), Mead & Michael (2019), Singh (2020), Davidescu et al. (2020), Anwar & Graham (2021), Woetzel et al. (2017), Woetzel et al. (2017).

Bryukhovetskaya et al. (2020) note that the specialisation of labour, or the separation of tasks for different types of employees, is the effect of new breakthroughs in digital technology, which has led to a redistribution of labour. Litvinenko (2020) notes that Marx anticipated how the division of labour would enable irrational corporate greed to take hold. The proletariat's work no longer has any distinctive qualities, rendering it uninteresting to the worker due to widespread technological use and the growing labour division becoming a mechanical extension of the machine.

Barlage et al. (2019) find that employees can compete abroad for digital jobs thanks to many platforms. They highlight that clients will hire freelancers depending on the projects or quantity of jobs. They note that in time, more people will have access to the gig economy, allowing more people to make extra money in low- and middle-income countries like India. Furthermore, they specify that from a capitalist perspective, this utopia creates a global pool of inexpensive labour. While from the perspective of the employees, it is a nightmare. Since job descriptions in the gig economy are frequently vague and nonspecific, employers are forced to compete on price with freelance workers. Employees often need to learn who their client is. As a result, the ubiquity of the global gig economy illustrates the recent triumph of capital over labour power.

Malik et al. (2021) note that gig workers typically have limited associational power, so one should devise a creative way to help them advance. Also, one needs to reframe the issue again and consider it from the other angle that the working class's class conflict causes the crisis (Malik et al., 2021). According to Mario Tronti, a well-known Marxist theorist, one has struggled with a worldview that places workers second in importance and capitalist prosperity first.

Petriglieri et al. (2019) note that the gig economy must first be globally regulated to counter freelance workers' class struggle. They find that to ensure that gig workers have appropriate and equitable working circumstances, local and international institutions, such as governments, trade unions, and international organisations, must ensure that the necessary regulatory safeguards are put in place.

Huang et al. (2020) find that an employer must help staff members create a feeling of identity within the workplace and a sense of shared identity among platform workers via Internet-based platforms like social media, increasing job happiness. Connelly et al. (2021)

add that the above problems must be addressed to give gig workers a better future. The gig economy may significantly impact India, given that more and more individuals are now employed in modern professions, particularly those using IT and other digital platforms.

The Oxford Internet Institute created a Gig Economy Online Labour Index (OLI) via the iLabour project. Although this indicator is considered comparable to traditional labour market data in the short term, it is recognised as complementary to labour market statistics (Ashford et al., 2018).

Christie & Ward (2019) note that the platform quantifies the availability and demand of freelance workers by monitoring projects and activities completed across platforms in real-time. Additionally, it offers valuable information about the many country-specific talents highly sought in the global internet market. They find that another noteworthy difference is that writing and translation are the most common occupational category in software development in India.

For the past few years, information about gig workers in India has been available in several independent reports. Gleim et al. (2019) and Noronha (2020) find that according to recent estimates, which predict approximately 15 million qualified professionals in the freelancing sector, freelance employees or contract workers provide 40% of all employees worldwide. India has risen to third place in the online labour market, according to the findings of the OLI Survey. India is home to 24% of all employees worldwide.

Korde et al. (2021) show that for one of their significant projects, around 70% of Indian businesses employed gig workers at least once in 2018. Between 20 to 30% of the country's gig workers work independently. Over 15 million independent workers live in India, although most are in the United States (almost 53 million). Freelancers' work makes up about 40% of all freelance jobs worldwide.

Singh (2020) found that the number of people employed in the gig economy increased by 30% to almost 1.3 million in the second half of 2018-2019. Nearly 2.1 million jobs may have been created in metro areas between 2019 and 2020, with the gig economy accounting for over 1.4 million. Another 800,000 jobs could have been done in the food and e-commerce delivery industries (Mead & Michael, 2019). By January 2020, the industry organisation ASSOCHAM predicted there would be around 3 million temporary workers, including independent contractors, platform workers, contract employees, and on-call workers. Singh (2020) suggests that according to the forecast, the gig economy might account for 50% of the urban workforce by 2025 and 80% by 2030.

Mead & Michael (2019) and Davidescu et al. (2020) note that more than one-third (36%) of organisations provide employees with the option of working from home. However, many members of the general public believe these individuals are less productive. Most companies think that expanding Internet connectivity has made it simpler for workers to conduct remote work. To increase productivity, 44% of businesses provide flexible work

hours, and 28% plan to do so. It demonstrates how diversity and personal adaptability inspire individuals to be motivated and interested in their work. About 63% of businesses claimed that allowing employees to work from home or having flexible work schedules, which they use for things like visiting family and taking holidays, enhances productivity. Employee happiness rises as a result, and job performance improves. Better mental health and lessened job stress were also observed.

Because Gig workers take ownership of the outcome and manage things independently, businesses that use them are not plagued by concerns about productivity and engagement. Petriglieri et al. (2019) state that about half of the employers believed they did not care about the workers as long as the task was being done. In addition, Malik et al. (2021) find that freelancers are 60% more cost-effective for 60% of companies; working on activities that do not require an 8-hour workday may bring costs and headcount down. In addition, it reduces travel expenses, allowing it to be a money-and-time saver for both companies and employees.

Anwar & Graham (2021) and Woetzel et al. (2017) find that most employers believe temporary workers should have health insurance. Many also felt that temporary workers should receive skills training and soft skills training. The government acknowledged the expanding number of gig workers while addressing the rising unemployment rates noted in the 2017 Mckinsey Report. Gig workers appear in demand, as 81% of businesses reported hiring them in 2016. Woetzel et al. (2017) stated, "2.2 million new employment were generated when Uber and Ola together were added to the economy". There is a dearth of information on gig workers' employment histories because there are no government-backed estimates of the number of gig workers. The latter does not adhere to the categories used to compile employment statistics. Nonetheless, the gig economy's current pace and reliance on gig labour are here to stay and will continue to expand in the coming years.

5. Results and Conclusion

We found that the most noted hurdles employers faced were the competitiveness level, the extended hours when one was logged in, and late-night delivery. The current payment structure and the strict terms and conditions meant that both the monetary and non-monetary incentives were not intense driving and reliance influencing factors for Gig contracting, and freedom to choose the workplace and to work with inclusive teams and individuals enabled the Gig IT professionals to cope much better with workload pressures.

Since the authors explicitly designed the survey after consulting literature on gig employment and Information Technology gig professionals allied to digital platforms in India and administered using purposive and snowballing sampling to Information Technology gig professionals associated with digital media in India. This may have resulted in some form of bias by the authors, although snowballing helped reduce this. Moreover, the data referred to India, and the framework needs to be tested further on other samples to enable generalisation.

In industrialised nations, people are either denied employment in the government sector or, when forced to, engage in gig labour. Nonetheless, they might be forced to work gigs for the rest of their lives. India's app-based services and technology companies are attempting to embrace the gig economy. Several non-traditional career options have been introduced, significantly increasing the economy and sparking innovation. According to critics, it is a continuation of the informal economy or low-quality work, whereas the traditional labour market allegedly saw minimal disruptions. It makes it easier for those who have recently entered the workforce to compete in the labour market by catering for them. However, this is a component of a new economic model that gets around and skirts regulations prohibiting exploitation. Most gig workers regard their employment as a short-term position. One Amazon delivery worker described it as "a short-term solution that a more permanent or regular career will supersede. As a result, the question is how India can achieve sustainable economic growth and ensure appropriate employment, both of which are components of the 2030 Sustainable Development Goals (SDGs) of the United Nations.

Like previous generations, flexible and gig economy employment may also help achieve this objective. The current study shows high competition, longer login hours, and late-night deliveries are significant barriers to high driving and low dependence on power. Poor payment structures and strict terms and conditions for receiving monetary and non-monetary incentives are interdependent and have moderate driving and dependence power. Freedom to choose a workplace to execute projects, connect and work with inclusive teams and individuals, and cope with workload pressures are relatively less significant than other factors.

The proposed social security draft code reached a turning point in 2019 when it was up for debate; with the adoption of the national labour legislation, which includes "gig workers", a strong foundation was laid out for the first time. It is clear that gig work is rapidly expanding in the future and will continue to be a crucial part of the modern workforce. Consequently, when creating the social security code, the government should consult with companies, unions, workers, and other stakeholders. In addition, gathering information on gig workers is necessary for labour market statistics to improve working conditions for future gig employment.

Developing new criteria and resources is required to assess the type and quality of gig economy employment. Therefore, one can provide policymakers with sound guidance to formulate suitable policies. It would benefit those who work in on-demand service industries and the general public. It would help bridge the gap in understanding flexible work arrangements in crowd work and on-demand service employment.

Also, to ensure that social security benefits reach gig workers who diligently serve the needs of the Indian people at their doorstep, the government must urgently work to pass the draught labour law. A long journey lies ahead. However, we are to manage these disruptions adequately and efficiently. In that case, we need to determine whether the gig economy is here to stay and whether it is simply another example of techno-capitalism. This

study is only a step towards understanding the social and essential needs when drafting Human Resource Policies. It is helpful for policy drafters in India and other countries, such as Europe and the US, where gig work is on the rise.

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Appendix: 1
Description of Measurement of Variables

S.No.	Latent Variables and mediating variables of the study	Codes	References
1.	I have the freedom and independence to work on earning money and rewards.	IWAC5	(Jabagi et al, 2019; Shibly & Weerasinghe, 2019; Yousaf et al., 2014)
2.	I have plenty of time for self-care, thanks to my independent work.	IWAC4	(Heeks, 2017; Wood et al., 2019)
3.	Independent labour cultivates attributes of optimism and self-determination in me and increases my sense of autonomy.	IWAC3	(Jarrahi et al., 2020; Pichault & McKeown, 2019; Shibly & Weerasinghe, 2019; Wood et al., 2019)
4.	I am free to select my working hours.	IWAC2	(Lehdonvirta, 2018; Noronha, 2020)
5.	I am free to select my workplace.	IWAC1	(Banwari, 2018; Shalini & Bathini, 2021)
6.	With gig work, I have the freedom to choose the compensation plan.	LBE4	(Lehdonvirta, 2018)
7.	I have many options to earn monetary and non-monetary rewards thanks to gig labour.	LBE3	(Government et al., 2018)
8.	Gig employment gives me a ton of freedom about logging in and late-night work delivery, and it lowers my operating costs.	LBE2	(Heeks et al., 2021)
9.	Gig employment allows me to interact and collaborate with diverse teams and people of my choosing.	LBE1	(Bulian, 2021; Roy & Shrivastava, 2020)
10.	Gig work gives me the flexibility and the possibility to choose from various career challenges.	CIW4	(Cola, 2019; Mousa et al., 2022)
11.	I have the freedom to select the pay structure for gig labour.	CIW3	(Banwari, 2018; Pichault & McKeown, 2019; Roy & Shrivastava, 2020)
12.	With Gig work, I have the flexibility to develop an innovative and creative work atmosphere.	CIW2	(Lehdonvirta, 2018)
13.	I am capable of exploring and leading self-managed teams.	CIW1	(Jabagi et al., 2019)
14.	My gig business gives me unique project opportunities.	WSJO4	(Roy & Shrivastava, 2020)
15.	Due to the focused control, gig employment makes me happy at work.	WSJO3	(Mousa et al., 2022)
16.	Doing odd jobs enables me to take care of my family's needs.	WSJO2	(Veluchamy et al., 2021)
17.	My gig employment helps me manage the pressures of my workload.	WSJO1	(Wood et al., 2019)
18.	Gig employment allows me to explore various ideas about content-based creative crowd work.	DPE1	(Shalini & Bathini, 2021)
19.	Gig employment allows me to investigate various initiatives about micro-tasking crowd work.	DPE2	(Lehdonvirta, 2018)
20.	Gig employment offers cross-border employment via a digital platform.	DPE3	(Wood et al., 2019)
21.	Gig employment allows for meaningful social connections and internet engagement.	DPE4	(Huang et al., 2020)
22.	Working on the side allows me to participate in the free market.	THGC1	(Kaine & Josserand, 2019)
23.	Gig employment allows me to contribute to an independent strategic resource.	THGC2	(Davidescu et al., 2020)
24.	Gig employment facilitates utilizing the digital platform	THGC3	(Litvinenko, 2020)
25.	It makes it easier to assemble multifunctional teams, including traditional employees, gig workers, and independent contractors.	THGC4	(Jabagi et al., 2018; Singh, 2020)

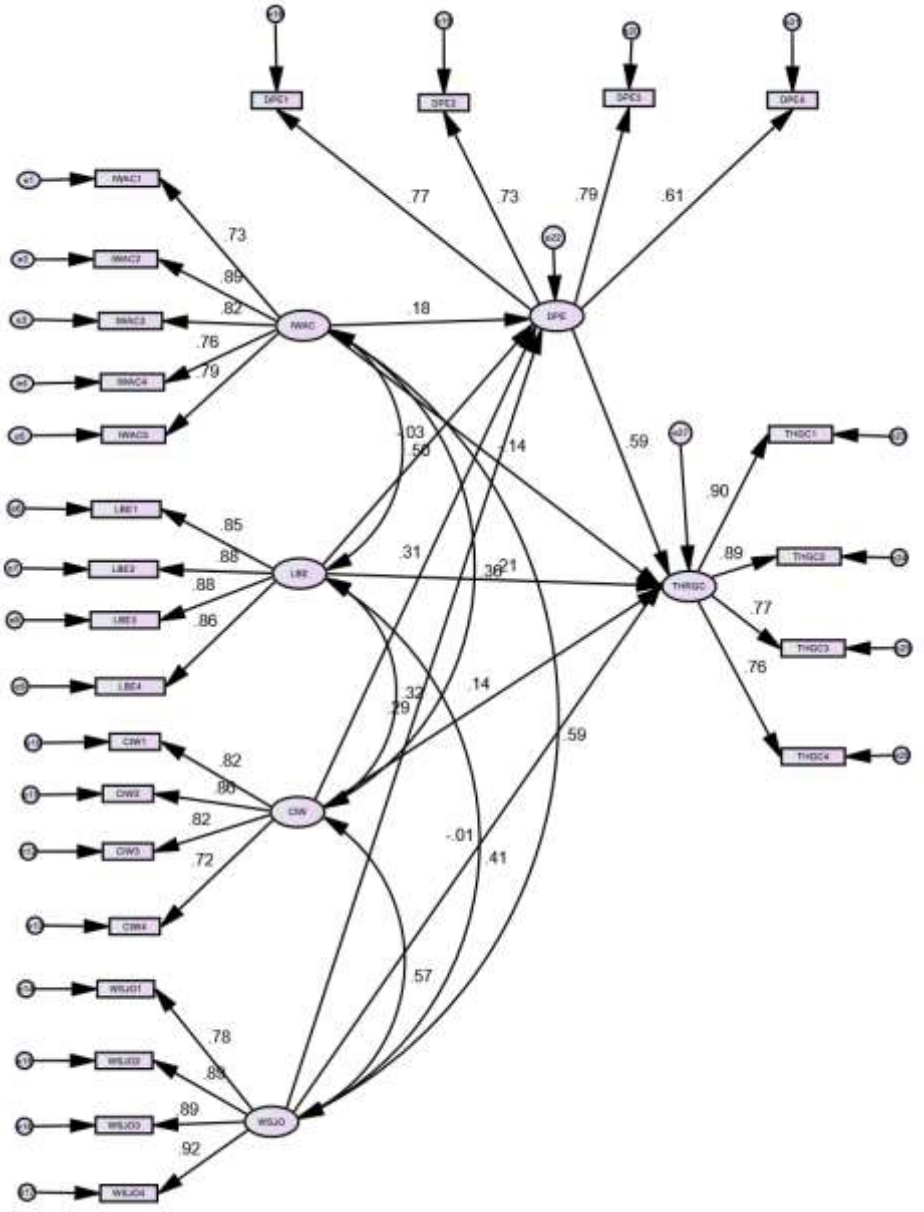
Source: Authors' compilation.

Appendix: 2
Demographic Statistics

Demographic Analysis			
		Frequency	**%**
Gender	Male	93	65.1
	Female	70	29.7
Age	Less than 18	0	0
	18-20	68	41.72
	21-25	53	30.2
	26-30	34	18.0
	31 and above	8	2.3
Marital Status	Unmarried	112	69.8
	Married	51	25.0
Education Level	Matriculation	10	5.8
	Intermediate	4	2.3
	Graduation	43	25.0
	Post-Graduation	88	53.99
	Others	19	11.66
Occupation	Business	68	39.5
	Service	95	55.2
Income Level (Monthly)	Less than Rs. 20000	26	15.1
	Rs. 20000- Rs. 30000	83	48.3
	Rs. 30000- Rs. 40000	25	14.5
	Rs. 40000 and above	29	16.9

Source: Authors' Compilation.

Appendix: 3
Structured Model (SEM) of The Study



Source: Authors' compilation.