

Gig Economy: A paradigm shift towards Digital HRM practices

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Abstract

The very advent of the digital age has transformed the traditional working scenario into digital frame, thus transversing new avenues of employer and employee relationship. This paper focuses on introducing Digital HRM practices influxing Gig Economy. The Gig economy is challenging the existing norms of HRM practices by creating a new platform-based digital work sphere. This in turn, calls for resetting the HRM in Gig Economy's perspective by rendering HRM practices by reinventing to absorb dynamic work situations. This paper brings insights into how H.R. practices should be built to accommodate the context of Gig Economy phasing through a digital atmosphere.

Keywords: Gig Economy, Digital HRM, Digital Practices, Platform work, Digital work.

INTRODUCTION

1. Human Resource Management in Gig Economy

The workplace is undergoing a fast transformation. The nature of work is changing as a result of the advent of digitisation in HRM, by the goal of becoming increasingly virtual (Ashford, Caza, & Reid, 2018; Corporaal et al., 2019; Stone, Deadrick, Lukaszewski, & Johnson, 2015). The situation is vibrant to comprehend how numerical and portable technologies influence organizational behavior. [Read more...] Boswell and Olson-Buchanan (2016) This evolving tech-enabled work scenario has resulted in the emergence of many platform-based employment models, collectively referred to as the "gig" economy. (Hjorth, Lehdonvirta, and Lehdonvirta, 2019; Paolacci, Chandler, and Ipeiritis, 2010; Paolacci, Chandler, and Ipeiritis, Hjorth, Lehdonvirta, and Lehdonvirta, 2019; Paolacci, Chandler, and Ipeiritis, Hjorth,

Lehdonvirta, and Lehdonvirta, 2019; Paolacci, Chandler, These types of external employment collaborations are referred to as gig work, platform work, and digital/digitised work, to name a few categories.

Technology innovation may be seen in eLancing, crowdwork / crowdsourced work, and work. Furthermore, new outsourced work structures are reinforced by digital breakthroughs that have led to the construction of new external work arrangements. Internal platforms are targeted at influencing the attitudes and performance of conventional internal workers. As a result of the expansion of these internal platforms, some H.R. challenges have developed. The line between an organization's internal labor market and its external personnel is gratifying increasingly indistinct, raising queries about the role of HRM in influencing the position of data technology in acquisition choices, as well as how technology

stimulates how work is designed and supported out... (Colbert, Yee, & George, 2016; Kellogg, Valentine, & Christin, 2019; Stone & Deadrick, 2015). It is ambiguous how these normally internal human resources tasks will be able to successfully interact with the outside world of the workplace in the future. This leads to the question of whether and how current human resources concepts apply to today's gig economy.

Conventional H.R. theories might need to be revisited to understand how human resources management systems plus practises may adjust to the possibilities and challenges that these developments might provide. Gig work, for example, will be a relatively current addition to conventional job arrangements plus corporate labour, created in reaction in order to an increasingly made digital economy. Platform work (e. g., people completing tasks published to numerical systems like Task Rabbit, Uber plus and ambitious labour (e. gary the gadget guy., individuals using interpersonal media platforms this kind of as Tiktok as Instagram plus the network for product branding or individual or other items) have different work expectations and exhibitions, and it will be not yet obvious how organisations, systems, and customers may practice and develop these types of talents decently or sustainably ((Kost, Fieseler, and Wong, 2019).

Outdated employees' competencies, collaborative, experiences, and relational practices, as well as their concerning corporeal plus demonstrative involvement, are generally being predisposed simply by the gig economic climate and a developing reliance on brand new technology such because automation and synthetic intelligence (Briggs and Makice, 2012; Gilson, Maynard, Young, Vartiainen, and Hakonen, 2015; Gruber, Leon, George, and Thompson, 2015). The concept is that will individuals entering the particular workforce with varying degrees of technical exposure, dependence, plus expertise will possess varying expectations associated with work and function practices but will undoubtedly have an impact on the future place of work (Colbert et ing., 2016)

Building new types of employment and increasing flexibility expectations in existing employment structures can cause businesses to change worker, operations, experiences and

even whole commercial models (Kaplan & Haenlein, 2019; Westerman, Bonnet, & McAfee, 2014).The disadvantages of trusting on technology for focussed work should be considered; close associations may be impaired, and the assistances of traditional internal human resource performs (e.g., reasonable selection and evaluation processes, training and development opportunities, and employee well-being) may be diminished for temporary workers, among other things. Because of this, a more systematic examination of the influencing factors associated with a digital workforce's increasing use of technology is required (Petriglieri, Ashford, and Wrzesniewski, 2019). Additionally, assistance in determining the most effective ways to use technology in the service of organizational goals will be required (Petriglieri, Ashford, & Wrzesniewski, 2019). Several researchers (Colbert et al., 2016),

Many of the newly growing occupations that could make up for job deficits due to software will be in the service field, as technology unravels many elderly types of work. This work may be both mundane and creative, requiring a great deal of expertise. Nevertheless, the early designs linked with the gig economy show that lots of problems regarding what sort of society can handle fair exchanges between employees and companies remain unanswered. The employees charged with these responsibilities (whether in the growing freelancing area such as Upwork or Fiverr or, in the digitally mediated gig work area such as Uber or foodora) can be easily misunderstood by rather than as a community of skilled and valuable individuals, companies are viewed as an amorphous mass of interchangeable and inexpensive employees. Positive characteristics associated with these new crowd-based types of digital work include the terms "participatory," "peer-based," and "accessible," which are just a few of the terms to consider. When it comes down to it, gig workers are typically sole proprietors, and employee associations have evolved to become more versatile, fluid, and transitive as the digital environment has developed and evolved over time (Hollister, last year; Meijerink & Keegan, 2019). The majority of digital service platforms operate as spot marketplaces, which makes it difficult to establish meaningful, long-term working relationships with their customers. Temporary or perhaps non-traditional employment arrangements such as remote,

mobile, network, and other non-traditional employment arrangements are becoming increasingly popular (Gregg, 2011; Rainie & Wellman, 2012).

Many of the new jobs that will be created as a result of automation will be in the service industry, which has grown rapidly in recent years. These positions can be both routine and ground-breaking, and they all call for a wide range of skill sets. On the other hand, the early patterns associated with the gig economy suggest that many questions remain unanswered regarding how a community might control legitimate exchanges between employees and employers. These activities (whether on Upwork or Fiverr, or in this digital era interceded show labor sector like Uber or foodora) might easily be perceived by employers as an unstable mob of compatible and cheap employees rather than the community of skilled and valuable individuals that they really are. These "participatory," "peer-based," and "accessible" new forms of digital work rely on crowdsourcing. In actuality, many gig workers are sole proprietors, and in the digital era, job associations are becoming more fluid, short-term, and flexible (Hollister, 2011; Meijerink & Keegan, 2019). As a result, it's nearly impossible to establish long-term, substantial support for the vast majority of digital service systems. Traditional work plans such as long-term, full-time, and part-time job arrangements are becoming increasingly commonplace (Gregg, last year; Rainie & Wellman, 2012).

When coupled with the dearth of empirical data, these opposing presumptive views on event labor present exciting difficulties for HR theory and practice. For newcomers, it may be tough to connect with a fresh, dispersed, desynchronized, and even nameless workforce when recognized results on efficiency, leadership, identity, traditions, or dedication are difficult to achieve.

Despite the fact that clients can use filters to find eligible candidates (for example, location of origin, platform experience), they will not be able to hire the possible gig personnel who successfully achieve the assignment. Clients may easily reject or accept completed assignments and leave confidential feedback used for the gig worker on the gig economy website (e.g., a new star rating). An even small amount of research into hiring practices as well as expertise, relationships, and relationship

management, along with employee motivation and engagement, could be extremely beneficial. Stam, Boons, and Barkema (2015); Joshi, Deng, and Galliers (2016); Fieseler, Kost, and Wong (2018); and how total elasticity can be a dual-framed sword as a result of their career advancement (Stam, Boons, and Barkema 2015; Joshi ,Deng, and Galliers 2016); and even how overall flexibility can be a dual-framed sword as a result of their career advancement.

Due to the fact that gig labor is a new trend, there is presently tiny understanding & research into its kind, acceptability, benefits, limitations, & even the legitimacy of such work (Ryan as well as Wessel, 2015). Analysis is being conducted to determine how price is generated and allocated in the case of economy (Gehl, 2011). Several scientific studies have been conducted to determine the effectiveness and impartiality of commission accomplished through crowdsourcing systems (Bucher Fieseler, , in addition to Hoffmann, 2019; Fish, as well as Srinivasan, 2011). Additional scientific trainings are developing a classification of gig time that is created on job characteristics and the many types of crowdsourcing (solo, distributed, contractual, problem-solving, and even reciprocal management) that are appropriate for different types of activities (Grossman ,Nakatsu, , as well as Iacovou,-2014). As a result, when certain practices for assignment-and even mindset-related benefits are taken into account in the right way, such as schmoozed mobile crowd-locating tools (Sasao et al. 2015), resource distribution, and task splitting (Sasao et al. 2015), the results show that they are more likely to be positive (Dissanayake, Zhang, and Gu, 2015). Despite the fact that the goal of this new type of labor website connection is to make people more aware of the future of work, the amount of human resource exploration available on it is extremely limited.

2. How HRM Dynamics reshape Gig Economy

2.1 Worker Retention

HRM intervention in effective handling f Gig workers is quite cryptic. Gig workers typically have income sources from multiple organisations thus enabling them to have a stable income stream while their client base remains dynamic. The regular total annual income regarding gig staff inside the United States \$50, 500, with 40% making no less than \$100, 500.

Muhammad (Muhammed, 2019). Although this behaviour disrupts maintaining a robust single source or clientage (Kost et al., 2019).

A well-known system management challenge is usually the match or even balance between consumers' job supply and workers' involvement (Reillier as well since Reillier, 2017). Unlike many traditional businesses, system enterprises take advantage of the network impact for making their programs desirable, like giving inducements to hire a large pool of crowd-workers, consumers, or together. On the other hand, the unpredictability regarding labour supply or client activity expectations will make these networks ineffective. Several Uber and Lyft drivers, for occasion, work for the two companies to ensure they have sufficient work to make a livelihood. Because of this, they could state to be accessible about both platforms, despite the fact that this isn't constantly the situation. Depending on the job they perform, gig staff are usually very likely to end up being geographically scattered and operate far aside from their consumers and platform companies. Traditional techniques involving increasing employee involvement (e. g., premium quality supervisory relationships, meaningful work with some sort of long-term impact in others, team/departmental exercises, training/development) are complicated to implement on this situation. Some event employees (for case in point, Uber or Deliveroo drivers) may even now recognise the quick benefit they present to their buyers, but in those people circumstances when this kind of is not the truth, new methods has to be established to sustain these personnel.

2.2 Working status

The battle for member selection is made all the more difficult by the fact that organizations must maintain the promise that their deal personnel are not considered employees. In many jurisdictions, recruiters are required to pay several employment-related taxes, as well as deductions for all staff members, but are not required to deal with personnel (e.g., Australia, Canada, North America, and the European Union). If an employee effectively encounters his or her former lawful position as a servicer (relatively to an operative), the corporation is liable for substantial penalties and damages to both the individual and the government. Even though it isn't clear whether or not to have a

separate brand for different types of jobs, it may be necessary (Connelly and Gallagher, 2006).

The rules used to define an employee as opposed to an "engaged operative," such as a gig worker, differ significantly by state. To be called an employee, however, a person must own tools (such as a computer or car or), be able to subcontract work in front of a big audience, be compensated for each assignment, and be hired by numerous states (Fragoso and Kleiner, 2005; McKeown, as well as Hanley, 2009).

The most contentious requirement is that a company may mistakenly reclassify gig workers as employees in order to increase their involvement or productivity (Wears and Fisher, 2012). Human resources departments may focus their resources on human resources for and tracking salary, benefits, teaching and development, employment design, recruiting, and selection rather than on enabling and supporting enhanced effectiveness.

H.R. processes together with technology come in destination to assist all staff members, including full-time together with part-time, and those people who work to get this company in different capacities perform far better. In this consideration, gig workers' statuses are comparable to be able to that of usual contingent personnel (e. g., temps). HRM must manage these kinds of workers' relationship while using firm regardless involving whether they are really directly managed by the director (or not). Typically the nature of this kind of relationship, on typically the other hand, is going to differ according to be able to the sort involving employment. Despite possessing the infrastructure involving a non-permanent firm that organises salaries deductions and positioning at client organisations, gig labourers may prefer to take on even more of these tasks than normal individuals. Because most companies carry out not consider event personnel to possibly be employees, H.R. devices are often used to highlight typically the dissimilarities between personnel of numerous statuses like opposed to supplying blanket assistance. Inside H.R. systems are built in certain order to the consumption of varied gig individuals, analyse habits most desirable for his or her services and his or her performance, and determine whether it may be more effective to recruit more everlasting personnel.

2.3 Performance Management

Organisations dynamically track workers' activities, which it performs using algorithms and other technology (Kellogg et al., 2019). The amount of time employees commit on activities, certain behaviours (such as contacts with buyers or other employees), consumer or buyer reactions, and different characteristics of employment attempt and process performance are watched, either clearly or surreptitiously. Cheung and Hackett's (2019) research describes precisely how the development involving new algorithms could make worker together with employee monitoring much easier.

One of typically the most considerable functions of H.R.'s usage of algorithms and associated technology, as these people explain, is visibility; staff must become aware that information on them will be being gathered, plus they must become capable of checking that will it is precise. Employees must become permitted to question exactly how the data obtained has influenced their own employment decisions, plus the H.R. division must be kept responsible for how the particular technology is utilised. Whenever mechanical methods are usually employed as compared to emotional connections, the contrast between staff and workers is clear.

2.4 Compensation Benefits

The introduction of new algorithmic technology has had a significant impact on the compensation and benefits duties of human resource departments. Indeed, Cheung and Hackett's (2019) study reveals how algorithms facilitate the tracking of employee performance and estimate the value-added of individual employees (as well as their likelihood of leaving). However, when it comes to increasing the remuneration offered to gig workers, these technologies are identical in their ability to achieve the same goals as previously. While corporations may believe that acquiring contingent personnel is more cost-effective, this is dependent on the organization's unique circumstances. De Stefano, Bonet, and Camuffo (2019) say that having a high turnover rate can be disruptive, and that the expense may not be worth it if the employees are paid very little (p. 73).

Employing new technology to promote "gamification" of labor, which is the application

of game design principles to non-game situations, is another option that organizations can pursue (Deterring, Dixon, Khaled, & Nacke, 2011). While this technology does have implications for employee monitoring, it is primarily intended to be used as a motivational tool for learning. You may have played "sales floor" games before (like Darr, 2019). This is a more sophisticated and subtle version of those games.

According to Küper, Klein, and Völckner, the gamification of work has significant implications for the attractiveness, motivation, and retention of workers in the workplace (2019).

When it comes to job redesign (for example, through gamification or other comparable procedures), human resources must be included because these decisions have an impact on how employees' performance is handled in terms of compensation and training possibilities.

The gamification of work can be useful to both gig workers and full-time employees. The company doesn't have to worry about being sued because traditional training programs can make it hard to tell who an employee is and who isn't. Instead, the company can let employees learn on the job without having to worry about being sued.

2.5 Job Design

Human resources has a critical role to play in the development of acceptable job designs for all positions within a company. For crowdsourced work, as Bush and Balven (2019) point out, this is also a critical factor to consider. As previously stated, work characteristics (e.g., task characteristics, meaningfulness) play an important role because gig workers' engagement cannot be encouraged through close relationships with supervisors or long-term employment relationships, as can be the case in traditional employment situations such as permanent positions.

As an added bonus, Bricka and Schroeder (2019) demonstrate how job crafting can be used to create a job that is tailored to the needs and personal preferences of the gig worker by using case studies.

The goal, despite the fact that there will be limitations on what tasks can be performed, is to

create a work environment that is both naturally inspiring and productive.

Popper, Power, and Stanton (2013) say that the use of outside labor to improve an organization's agility is becoming more common.

According to a Deloitte report from 2017, the ratio of external to internal employees in larger U.S. companies was approximately 40:60. Human resource departments should consider their appropriate roles in the recruitment and selection of non-employees and contractors, even though some may consider the use of gig workers to be a substitute for the recruitment and selection of a flexible internal labor market of employees who will work within the organization.

Instead of relying on individual managers to determine which activities are appropriate for gig workers and which digital platforms to utilize, human resources departments should establish standards or guidelines for determining which activities are appropriate for gig workers and which digital platforms to utilize. According to Popper and colleagues (2013), most businesses have a short-term job execution system as well as an in-depth system for perceiving and responding to the market, which is used for long-term strategic planning. Even for the most agile of businesses, the task of maintaining the deep system is far too important to leave to a third-party contractor.

To maintain a healthy balance between different types and levels of labor, human resource departments should keep track of the continuous use of non-employees. For example, depending on the tasks at hand, it may be more efficient for a large corporation to hire a single permanent employee rather than a series of gig workers (Fisher & Connelly, 2017). Depending on how the company is set up, the human resources department may also be able to assist some gig workers in transitioning to more traditional contract work or full-time employment opportunities.

3. Avenues for future research

The findings reported thus far compel us to recommend that future research investigate how and when human resource systems are used to promote disparities among employees of varying social statuses. An important part of the research on HR procedures and employee-

employer interactions has taken a management-oriented approach, which may have overlooked or undervalued the contributions of different types or degrees of employees (Liao, Toya, Lepak, & Hong, 2009). It is true that this strategy is useful, but it fails to take into account the growing prevalence of gig labor (Corporaal et al., 2019), opting instead to focus on a smaller and frequently "higher status" group of employees who receive a distinct and higher quality set of human resource perks. Researchers are urged to recruit a diverse group of people in order to gain a better understanding of the modern, digitalised workforce as a group.

Furthermore, academics disregard the reality that various categories of workers are exposed to different types of H.R. by presenting an organisation's H.R. practices as a unified H.R. system. Future studies should focus on specific H.R. practices to understand who benefits from them, who is impacted by them, and how organisations promote these designs (Joshi, Liao, & Jackson, 2006; Wright & Boswell, 2002). Investigators may seek to investigate basic aims and reasons of these H.R. differences across different personnel. It's possible, for example, that not providing benefits to numerical employees is driven solely by budgetary reasons. For organisations like Amazon, Fiverr, Uber, or Upwork, on the other hand, a huge number of employees with a diverse set of talents is likely to be ideal for quick and temporary labour obligations, and hence significant turnover is predicted. As a result, when recruiting gig employees, these organisations may prioritise short-term commitments above organisational commitment.

Conclusion

Datafication and gamification are becoming increasingly prevalent management tactics for a workforce that is on the verge of splitting into two camps: one that is very useful to platforms and organisations, and the other that is marked by commercialisation and likely alienation. The adoption of automated, algorithmic workforce management approaches is on the rise, but it's uncertain if they can remove human bias and offer a pleasant and long-term working environment for employees who are subjected to computational decision-making.

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