Gig Economy: Reshaping Strategic HRM In The Era of Industry 4.0 and Artificial Intelligence

Mano Ashish Tripathi[1], Dr Ravindra Tripathi[2], Uma Shankar Yadav[3], Dr Rajesh Kumar Shastri[4]

[1]Department of Humanities and Social Sciences, Motilal Nehru National Institute of Technology Allahabad Prayagraj India
Orchid id. 0000-0002-3578-8825
[2]Department of Humanities and Social Sciences, Motilal Nehru National Institute of Technology Allahabad Prayagraj India, H.O.D &Associate Professor of Accounting and Finance
[3]Department of Humanities and Social Sciences, Motilal Nehru National Institute of Technology Allahabad Prayagraj India
[4]Department of Humanities and Social Sciences, Motilal Nehru National Institute of Technology Allahabad Prayagraj India,Associate Professor

Abstract:
With the influx of new age platform or sharing economy coupled with artificial intelligence (AI)it is quite imperative that it necessitates new approaches to strategic human resource management (SHRM), and this paper explores how SHRM can help businesses and employees thrive in a world of constant technological change. Using famous platforms like Airbnb, Uber, Ola, Zomato, and Swiggy in India as case studies, this paper explores the use of digital platforms and applications to manage non-standard personnel in the Fourth Industrial Revolution (4IR). To thrive in the terrible new world of AI-based technological disruption that we are all confronting, HR professionals need to master new skills and obtain new knowledge.

Keywords: Gig Economy, SHRM, Industry 4.0, Platform Economy, Artificial Inteligence

1. SHRM and the Disruptive Era

Experts characterise SHRM) as organisations creating and executing HRM practises in order to gain long-term strategic edge via human management(Boxall & Purcell, 2016; Malik, 2018a, 2018b). Human resources and HRM practises may be used to provide a competitive advantage for firms, according to some (Barney, 1991; Cascio & Boudreau, 2012). SHRM is responsible for bridging the gap between strategy and people management practises. Various SHRM theories have emerged as a result of scholars' interest in the link between strategy and HRM practises. Best-practice or universalistic SHRM school (Pfeffer, 1998); best-fit or contingency approach (Miles & Snow, 1978; Schuler & Jackson, 1987; Stewart & Brown, 2009); AMO paradigm (Appelbaum, Bailey, Berg, & Kalleberg, 2000); the inside-out and resource-based view of the company (Barney, 1991; Wernerfelt, 1984); ability-motivation-opportunity (AMO) paradigm; (Boon, Paauwee, Boslie, & Hartog, 2009; Boselie, 2010; Paauwee & Boslie, 2003).

In the best-practice school, which is SHRM's most prescriptive school, labels like high performance work systems (HPWS), high performance work practises, and so on are used to encourage the collective implementation of a set of HRM practises for achieving long-term and sustained high levels of individual and organisational performance (Budhwar,

Varma, Singh, & Dhar, 2006; Ichniowski, Kochan, Levine, Olson, & Strauss, 1996; Pfeffer, 1998). Human resources practises and an organization's selected strategy should be aligned, fit, and consistent, according to the SHRM's best-fit school of thought. Similarly, the AMO paradigm thinks that organisations may boost their employees' AMO to use their knowledge and talents in order to produce high performance through the effective and collaborative deployment of a bundle of HPWSs. A manager's and key stakeholders' HRM practises are also influenced by the larger context and institutional environment in which they are operating. As a result, Kochan et al. (1984) pointed out that employers' capacity to manage their employees and create people management strategies is limited by environmental limits.

These techniques may not be able to continue HR's influence and contribution to long-term growth due to the ongoing disruption of old models of internal strategy, such as platformisation of work and employment as well as AI and other technologies. Human Resources (HR) needs to know how to use this new technology effectively. Thus, instead of focusing on people and their work designs, companies must turn their attention to how ubiquitous technology can live with people while still enhancing their human resources.

Because of the sharing economies' reliance on auto-learning and auto-performing robots, it's imperative that we coordinate machine capabilities to better analyse data and generate enhance systems. Post-digital workers are increasingly being replaced by robots to perform menial and repetitive activities that don't need critical thinking or creative problem solving (Kuhn, 2016). This change will have an impact on human resources management. In comparison to Industry 3.0, decision-making based on employee analytics and insights is more tailored. While no period is perfect,

including Industry 4.0, major ethical concerns have been highlighted about the biases AI-based decision systems will add to the workplace (Aloisi, 2016; Hatch, 2016; Stanford, 2017).

The goal of the gig economy is to allow employers to hire employees from all over the world without regard to their location or time zone (Peetz, 2019). Because talent is no longer confined by allegiance, it may exist anywhere. No comprehensive system of contextually constrained legal restrictions governs talent in this situation (Aloisi, 2016; Hatch, 2016). As a result of this change in dynamics, a slew of new problems and issues arise. When it comes to ensuring long-term success, how may HR package its HRM procedures? Is it possible to foresee the workplace and work environment of the future? (Aguinis & Lawal, 2013) How can HR leaders and line managers come up with innovative strategies to govern and/or reorganise their workforce? Is doing business the old-fashioned way still essential and desirable? These alternate paradigms of flexibility and non-traditional labour are the emerging normative impacts of the gig economy (Kuhn & Maleki, 2017). Would capital owners be as interested in this as employees, given the short time to market and the vast range of thought leadership in the gig economy alternatives?

The great majority of human resources (HR) professionals aren't professionally schooled or qualified, and as a result, they confront significant knowledge gaps and inertia when it comes to learning new skills and competences. There are several instances of how data science and analytics may benefit elderly people, businesses, and society (Agrawal, Schaefer, & Funke, 2018). Employers who want to remain competitive are increasingly relying on technology like artificial intelligence (AI), data analytics, the Internet of Things (IoT), and big data (big data) to aid with HR and other operational decisions (Brunet-Thornton & Martinez, 2018).

SHRM and Disruptive Technology

According to a growing body of data, platform or gig economy businesses have continuously challenged established business models in the hotel, tourist, and allied industries (Peetz, 2019; Townsend, 2019). According to some members of the SHRM research community, new approaches have been developed and used as a result of globalisation, competitiveness, and the resulting requirement for companies' human resource models to be more flexible (Atkinson, 1985; Boxall & Purcell, 2016). Platform or gig economy enterprises have lately emerged as a result of this need for greater flexibility and efficiency in the workplace. When the pay from their regular employment wasn't enough, both employees and independent contractors turned to work-from-home opportunities as a method to boost their income. Our current gig economy and platform firms owe their existence to this economic requirement as well. Algorithmic reasoning is commonly used to manage workers at these firms that have employment that are out of the ordinary, uncertain, and unstable. Gig economy growth is further supported by the shifting demographics of most countries, as developed nation economies are ageing in comparison to rapidly growing young populations, such as those seen in several Asian nations. Work-life balance and more money are essential to each of these factors.

We believe that cultural and regional pressures have intensified as the Asia Pacific area has developed in terms of the value and number of services delivered. India and China's transition as global service and industrial centres may also be responsible for the rise in average family income (Coe, Jones, & Ward, 2010). Consequently, the demands to balance work and life have become bigger and more severe than in the past. Workers are increasingly arguing that productivity should not be measured just by the amount of time spent entering data, but also by the amount of time saved as a result of advances in technology such as artificial intelligence (AI) and machine learning. Because of a transformation in the nature of labour, India has become a fast-growing industrial economy with a strong services backbone because to a shift in the definition of productivity. As a result of this significant transition, many people are being driven to look for new techniques to being more efficient and fully participating in the gig economy. Participating in the gig economy allows many people to earn a decent pay while still contributing to society (Jansen, 2017). With the rise of the "gig economy," people have greater freedom and may participate in a wide range of opportunities, unlike prior social and economic shifts (Peetz, 2019).

As a result of technological advancements, firms are now able to conduct real-time bidding and transparent service sales through platformisation. This type of employment arrangement exposes workers in the gig economy to a higher level of danger (and expense) than would otherwise be the case (Peetz, 2019). There is a need to assess if Uberisation or a libertarian attitude to work and employment will lead to a move away from existing employment patterns and the removal of traditional work ties (Peetz, 2019). It will have a significant influence on how SHRM sees and defines its function if this change occurs. The only way to know for sure, in my opinion, is to wait.

Although some businesses are reorganising internal and external activities in order to better connect with varied stakeholders, others are undertaking significant structural changes as they implement AI-based automation to manage their internal and external value chains (Agrawal et al., 2018; Wilson, Daugherty, & Morini-Bianzino, 2017). When it comes to adding new IT skills to their arsenal of talents and capabilities, HR managers have a problem that goes beyond

just providing back-up support. People and machines will coexist in the workplace of the future, thanks to the use of artificial intelligence in human resources management. This issue has received a lot of media attention and policy attention since Hawking's warnings (Hawking, Russell, Tegmark, and Wilczek, 2014), in which he projected that these technologies might lead to the demise of mankind. Are the guest editors of this book correct in their assessment that HRM 4.0 is a possibility (Stock & Seliger, 2016), a fad, or a calamity waiting to happen? In this chapter, we offer examples from our HRM and AI research to solve some of these issues (Budhwar & Malik, 2019; Malik, Budhwar, Srikanth, & Varma, 2019; Malik, Srikanth, & Budhwar, 2020).

SHRM and Gig Economy Platforms
In developing countries, the rise of the "gig economy" isn't confined to a select few. Although to varying degrees, developing economies such as India are also riding this wave. For example, in India, a fast-growing economy, young and technologically savvy customers of platform economy services like Uber, Ola, Swiggy, Zomato, and Airbnb have boosted their usage of these services. This firm has created more jobs, but the majority of those working are self-employed, meaning they have little or no control over their work and hence no legal protection (Wood, Graham, Lehdonvirta, & Hjorth, 2019). To put it mildly, these platform companies have considerable power over the people who work for them. In this regard, let's take a look at how freelancers or independent contractors working in the gig economy or platform companies may still be exposed to control difficulties that afflict workers in the gig economy.

In the gig economy, individual performance and the way the issue statement is phrased may be essential. Individual freelancers, agencies, and self-employed resources define the gig economy (Aguinis & Lawal, 2013; Coe et

al., 2010; Jansen, 2017). This individual is the one who gets the most attention since they are the one closest to the problem. To minimise danger and reduce knowledge asymmetry, the work must be meticulously decomposed (Kuhn & Maleki, 2017). All activities and efforts are usually project-specific because of the one-off nature of the task. It is the gig economy's small-scale, distributed activity that keeps it going. This workflow description is challenging to apply in companies that use traditional or standard work forms. Task repetition, not affection, is the primary motivator for effort and output. In order to ensure repeat business, the agent or person is more worried about the quality of the delivery because it is their own brand that is staked in a very visible manner (Rosenblat, 2018; Rosenblat, Levy, Barocas, & Hwang, 2017; Rosenblat & Stark, 2016). Maintaining control over how work is planned and done is essential for long-term success of a corporation (Wood et al., 2019).

Talents and expertise. Individuals that work at the coal face of this industry are looking for a little more security and protection when it comes to the foundation of knowledge they need. The newcomers to this sector lack the necessary education (Meijerink & Keegan, 2019; Wood et al., 2019). The many forms of transactions are a reflection of the various types of workers. In India, for example, the fleet operators of Uber and Ola accept cash, but this is not the case in other countries. Encouraging participation in this type of work may be accomplished in part by making transactions as simple as possible. OLA or Uber drivers in India who are well-educated are more likely to ask pertinent questions of the companies they work for. More educated individuals inquire about an algorithm's reward patterns. Entry-level jobs like reading a digital map aren't as demanding as those requiring higher-level talents like software developers who build the algorithms used by these companies.

The bulk of Uber drivers are unskilled and unqualified, and they wouldn't have a job if it weren't for the gig economy (Van Doorn, 2017). Platform firms target these people since they are at the bottom of the food chain. The difficulty is also practical, since most gig or platform firms refuse to divulge details regarding their algorithmic processes. Algorithmic management's theory and how the algorithm works were commonly denied or even punished for workers who questioned or inquired about the algorithm's logic (Meijerink & Keegan, 2019; Mohlmann& Zalmanson, 2017). In a few severe circumstances, employees have sued the service provider to court and obtained monetary damages, although they have failed to understand algorithmic reasoning. When clients want to know yet organisations have a significant degree of information asymmetry, it seems like an urban legend (Rosenblat & Stark, 2016; Wood et al., 2019).

Intermediate communication and customer service skills are required. Taxi drivers' success depends on a wide range of skills and assessments they get from customers, as well as their ability to establish personal connections with them. If you maintain a high rating, consumers are more inclined to return if you are more presentable or behave properly in front of them, as well as if you take excellent care of your vehicle and its value-added amenities. If you are a self-employed individual, this seems like a terrific way to get paid because it is dependent on how well the client was served and carried. So it goes, and it's all based on the opinions of different customers.

Evaluation of one's performance.
One of the most comprehensive and open methods of evaluating employee performance is provided by these platforms (Aguinis & Lawal, 2013). The views of both passengers and the drivers of those passengers are taken into account when evaluating a driver's performance. When dealing with high-volume service systems and huge workforces, this kind of approach often needs strict self-discipline. There is no better way for people in the gig economy to express their thoughts and ideas than to speak with someone other than their direct supervisor (Rosenblat & Stark, 2016). The algorithm that produces future task assignments subsequently optimises this performance score, particularly if the performance evaluations are insufficient (Keller, 2017; Meijerink & Keegan, 2019; Wood et al., 2019). Due to the system's two-way feedback mechanism, operators are being compelled to evaluate its openness. These people can observe at any given moment, as well as the impact of their ratings on their current and future workflow, how these ratings are changing. Individuals in the gig economy may become more self-aware and demonstrate leadership and responsibility to make an impact as a result of their experiences. In order for a user to keep their input confidential, it is impossible (Mohlmann & Zalmanson, 2017). While performance targets may be fudged in a traditional workplace, multistakeholder management skills are necessary in the gig economy to stay on top of your game.In order to keep a good rating, developing talents rely heavily on appealing to all of the people they serve. Furthermore, if you were to select an Airbnb service provider, the goal would be to guarantee that every item in the home is utilised to its fullest extent. There are personal issues, such as cleaning and evaluating which assets are most valuable, as well as the possibility of part-day leasing or other ways of producing and capturing value in the system, that must be taken into account. Do you think a service provider could rent the house for an extra two hours, say? A more basic degree of behaviour is required by Airbnb. Someone else has smelled the sheets and the room you're renting, for example. Because of this sense of semi-permanent ownership, it may skew one's perspective. As a result, as compared to other service experiences, transparency is

high and tolerance is low. It takes a long time and a lot of work to measure and submit assessments to the platform. Operators face a variety of social, emotional, and financial difficulties as a result of the pressure to perform at a high level.

It's all about Gig Economy incentives and rewards. As a result of the incentive structure, gig economy workers are constantly striving to improve their performance and give better services to customers (Aguinis & Lawal, 2013; Rosenblat & Stark, 2016). Transparency and high-quality feedback, like with any other system, are key components of the incentive mechanism. As a result, the administrators of these programmes have the ability and freedom to quickly alter the algorithms (Meijerink & Keegan, 2019; Mohlmann & Zalmanson, 2017). People's everyday performance is influenced by their average ratings, and this information is readily available. If you're constantly accurate, what does a five-star rating mean? It is conceivable for the AI system to update their evaluations in a new method or to move the task to someone else if someone is an outlier. Can we assume that individuals denied service have a four-out-of-five rating for their honesty? Other parameters must be searched for by the app, is this necessary? In order to ensure that the best drivers and operators continue to profit from an increasing number of high-value assignments, these are critical factors in defining the advantages and incentives that an AI application may give It is possible to support the company's optimization by experimenting with settings and adjusting the algorithm to maximise income from each active operator in the system while penalising those who only complete brief value assignments. In nations like India, where the quantity of services is large but the cost of consuming them is low, there is room for difference. Uber and Ola rides are extremely common in cities like Bengaluru. Some people are stranded due to heavy traffic. As a result, we'll need an algorithm that says that an operator will be rewarded by being transferred to another high-value region if they continuously achieve a 5 or higher rating. As they decline, so will the structure of the operator's pay.

Every company's success depends on the quality of its employees' training and growth. Operators are simply given a basic education (Aguinis & Lawal, 2013). They are encouraged to seek out self-help or to master basic customer service skills through self-study or peer learning. Operators in the gig economy or platform companies need to quickly understand this and keep current in order to maintain high ratings and a steady flow of business. The job's insecurity and the low level of talents characteristic of those in this area of work are both emphasised by the absence of progression chances. Customers are at the centre of everything. The customer experience is emphasised in the HRM practises listed above. Additionally, huge hotel chains are becoming increasingly popular as a way to enhance the customer experience and reduce customer-facing costs. If you're a member of a major hotel chain, like Marriott, you may use your smartphone as a key to your room once you've activated automated check-in using your loyalty programme or members' app. Security codes are sent to users' registered cellphone numbers when they log in and get a passcode. They might use their phone as a key to get into your room. For every item consumed at the property, all of your accounts are analysed and you can opt to have an automated check-out and tax invoice delivered to your preferred/registered email address. During a recent service engagement, the writers saw this firsthand. For the organisation, the idea that technology might mediate the client experience resulted in considerable cost savings and increased customer service, which could have an effect on repeat business.

The impact of the Gig Economy on HR.
One crucial takeaway from the discussion is that existing SHRM theories may not adequately address the dynamics essential for managing people in the gig economy. With the evolution of working methods, several old notions have become outmoded. Do platform businesses, which create new jobs and specialisations, necessitate ideas from other fields to help us deal with these developments in a new way? It is possible that the need to integrate multi- or cross-disciplinary understandings such as marketing, technology-mediated customer encounters, data science and multiple stakeholder management skills will be necessary to maintain high performance through technology-mediated HR and business practise. However, each gig economy organization's approach will continue to set the tone for individual contributors and system operators. After all, in a platform economy, you can't just sit back and wait for opportunities to come your way; you have to be constantly searching for new ones. Most systems will have to be continually upgraded or optimised in order to be effective. When a system's talent engine stops learning, entropy sets in. To achieve the goals of lifelong learning, greater employability, and creating an atmosphere that supports continual learning and growth, companies cannot have a talent saturation point or knowledge saturation point at any particular moment. People need an environment where they can learn and grow while still being productive, and that's HR's duty. Prior learning efforts, which were skill-based and driven by business requirements, will have to be shifted to strategic leadership.

SHRM and Artificial Intelligence
Recent years have seen a dramatic increase in the amount of research exploring the influence of AI on labour, employment, and HRM. As technology futurists point out the negative consequences of AI on employment and the loss of jobs (Huang &

Rust, 2018), executives and decision-makers are being challenged to build strategies for realising value through AI applications (Stone, Neely, and Lengnick-Hall, 2018; Townsend, 2019; Vincent, 2017). (Stone, Neely, & Lengnick-Hall, 2018; Townsend, 2019; Vincent, 2017). Suggested citations: Stone, Neely, & Lengnick-Hall (2018), Townsend (2019), Vincent (2017a). It has been shown that (Kiron and Schrage 2019; Sanders & Wood, 2019) Artificial Intelligence (AI) may be used to improve the efficiency of labour and work practises, as well as to keep ethical, social, and economic considerations in mind (Daugherty & Wilson, 2018). There is a growing need for cross-disciplinary collaboration between data scientists and human resources professionals to allow humans and computers to communicate, produce value, and evolve together (Barro & Davenport, 2019; Davenport, 2018). As technology has improved, human career management interventions have given way to AI-enabled career counsellors (Budhwar & Baruch, 2003). When it comes to complex organisational issues, Strohmeier and Piazza (2015) offered a technology-task-fit logic that could be used to handle a wide range of issues, and they provided a conceptual framework for the identification of many domains where AI-HRM solutions may be developed. Jia, Guo, Li, Li, and Chen (2018) described many strategic and operational components of human resource management, as well as how each of these roles may be tied to various AI technologies accessible in the wider area of AI and deep machine learning. Another important aspect of AI's acceptance and implementation in HRM is change management (Barro & Davenport, 2019; Fountaine, McCarthy, & Saleh, 2019; Kiron & Schrage, 2019). In order to accomplish a long-term technological transformation programme, this research stream aims to establish new change models that incorporate multidisciplinary

collaboration between HR and other functional areas. Incorporating and deploying new AI approaches is becoming more common among multinational companies (MNCs) (Daugherty & Wilson, 2018). HR-focused artificial intelligence (AI) solutions are being developed and deployed internationally by multinational corporations (MNCs) such as Accenture, IBM, Amazon, Google, and Hitachi, to mention a few.

Human resources (HR) professionals must develop a new set of competencies and skills.

Applying these techniques has resulted in several types of micro-HRM AI systems. Human resources professionals are expected to possess a number of core competences in order to be successful in their roles, according to Tarafdar, Beath, and Ross (2019). For the authors, the future of HRM and employment relations depends on its ability to offer next-generation employee engagement as well as strategic business partner responsibilities. Data science skills, corporate architecture understanding, operational IT backbone, and digital inquisitiveness were cited as critical competencies for developing clear use cases for AI-HRM solutions adoption and deployment.HR professionals in the new world will need to be digitally aware, data-literate, and able to train, mentor, or counsel, according to our study and interviews with HR practitioners who are using AI and other disruptive technologies in their workplaces. It is essential to be able to look at a variety of systems and data and mix them to gain new insights. attribute-matching algorithms are used on most marriage websites, for example. When it comes to hiring, why hasn't anyone in human resources or talent management turned to computational reasoning? Systems must be created for large candidate pools and matching on predetermined selection criteria, with present behaviours that are essential and

desirable being filtered out and those who do not suit requirements being excluded in both situations. Recruiting jargon refers to this as a 19/20 difference in attributes, which refers to the fact that there is little room for error in many of these characteristics. As large organisations may have 6,000 major skill sets and an additional 7,000 basic skill sets, HR professionals face massive permutations and combination scores when it comes to matching talents. The matching algorithms of these algorithms are based on linear theory. This could be seen as an example of digital awareness for HR professionals. It is possible to model this skill using a variety of industrial efforts and to apply it to a variety of activities and job categories.It is also possible for people to designate the degree of escalated demands, as well as time markers for mission-critical talents, vs those that the acquirer can hold off on for longer to find a better fit with generic attributes, as is common in entry-level recruiting.. The same reasoning may be utilised in the context of one's competence. HR may be able to help a manager acquire a certain skill set in as short as 90 days. If their needs differ, the price can be lower. As a result, digital success is defined as the capacity to conceptualise and implement a transparent, agile, iterative, and attentive end-user experience.Other than data fluency, this is a crucial ability. Data fluency may be described as the capacity to deal with emotions and make judgments based on data. Irrational and reasonable concerns will constantly be brought up in discussions. Mathematical thinking is essential in recognising and solving realistic situations. If we can solve a reasonable problem using mathematical reasoning, we should invest in solving other problems. The "why me?" dilemma is the most common concern when it comes to illogical difficulties. Emotional and behavioural issues are often communicated verbally. Whether we like it or not, we have to monitor their

performance through mentoring, counselling, and coaching in order to address these problems. Bots and applications that use this type of problem-solving reasoning can help with a wide range of communicative learning challenges. While they now work in a limited area of artificial intelligence, their expansion and dissemination will necessitate further learning and training for people and computers alike.

2. CONCLUSION

In light of the foregoing reasoning, there are several possibilities and difficulties for SHRM to successfully address platform business problems. A number of problems are raised by AI-led disruption, such as how to cope with disrupting established business models employing platform approaches to employment and implementing AI-focused solutions at their workplaces, among others. These new organisational forms in business and employment raise ethical, moral, and legal concerns that have not yet been effectively addressed. In our institutional structure, there exist regulatory gaps that need to be filled, yet the activities taken to implement these changes are either delayed or incomplete. It is imperative that HR professionals think on how quickly they can provide the new fundamental skills and competences required by the disruption this disruption is producing. No matter what type of change is being implemented, those who are responsible for overseeing it must be able to maintain it. How much freedom should employees have in developing AI solutions in the workplace? Humans and humanoids may or may not coexist in the workplace, but what are the key facilitators for a cultural shift in that environment? It's time to rewrite some of the game's rules. For new business models, what are the new drivers of value co-creation and value co-capture? It's important to ask ourselves these kinds of probing inquiries as an industry so that the HR profession can remain relevant,

while also enhancing employee satisfaction and boosting productivity by strategically managing human and technology resources.

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