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Ukrainian-American Concordia University
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Management in gig economy
(on the basis of SolarGaps Inc.)

Bachelor's student of
Field of Study 07 – Management
and Administration
Specialty 073 – Management
Educ. program – IT Management

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(signature)

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Abstract

The gig economy is a free market system in which firms engage independent workers for short-term commitments and temporary labor is common. Temporary and flexible positions are common in the gig economy, and organizations prefer to recruit independent contractors and freelancers over full-time workers. Such employment disrupts the conventional economy of full-time workers, who are frequently concerned about their professional advancement. People work part-time, temporarily, or as self-employed contractors. The gig economy experienced a massive surge as gig workers delivered essentials to consumers' homes and those who were frustrated turned to part-time and contract jobs to make money. Many factors significantly influenced the growth and influence of the gig economy. Still, in the future, it will only develop more strongly, and more and more companies will refuse to hire employees whose competencies can be closed easier and cheaper.

This work deeply analyses the gig economy from a theoretical perspective, looks at ways this trend has impacted business development, studies its competitiveness, and suggests ways of implementing gig workers in the framework of the company's business activities.

Keywords: gig, economy, business, development, employee.

Гіг економіка — це система вільного ринку, в якій фірми наймають незалежних працівників для короткострокових зобов'язань, а тимчасова праця є поширеною практикою. Тимчасові та гнучкі посади поширені в економіці концертів, і організації вважають за краще наймати незалежних підрядників і фрілансерів, ніж штатних працівників. Така зайнятість порушує звичайну економіку штатних працівників, які часто турбуються про свій професійний розвиток. Люди працюють неповний робочий день, тимчасово або як самозайняті підрядники. Багато факторів суттєво вплинули на зростання та вплив гіг економіки. Але в майбутньому він буде розвиватися тільки сильніше, і все більше компаній відмовлятимуться наймати співробітників, чий компетенції можна закрити легше і дешевше.

Ця робота глибоко аналізує гіг економіку з теоретичної точки зору, розглядає, як ця тенденція вплинула на розвиток бізнесу, вивчає її конкурентоспроможність та пропонує шляхи впровадження гіг працівників у рамках бізнес-діяльності компанії.

Ключові слова: гіг, економіка, бізнес, розвиток, працівник.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: 073 “Management”
Educational Program “IT Management”

APPROVED

Head of Department _____

“ ” _____ 202__

**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Sofiia Erik

1. Topic of the work

**Management in gig economy
(on the basis of SolarGaps Inc.)**

Supervisor of the work

Associate professor, Dr. Nataly Amalyan

Which approved by Order of University from “22” December 2022 №22-12/2022- 3c

2. Deadline for bachelor’s qualification work submission **“16” May 2022**

3. Data-out to the bachelor’s qualification work

Materials received during the internship and consultations with the representatives of the company SolarGaps Inc.

4. Contents of the explanatory note (list of issues to be developed) There are three main tasks for the thesis:

- Interpretation of fundamental problems of gig economy in general and gig economy management – specifically;
- Investigation of the different styles of gig economy management in different countries
- Analysis of the company SolarGaps Inc.
- Study of the impact of the gig economy on global trends in hiring, management, and engaging employees.

5. List of graphic material (with exact indication of any mandatory drawings)
 Figure for Key communication channels and the content distributed,
 graphic illustrations on the statistics for gig economy and its management

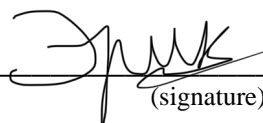
6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Nataly Amalyan		
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7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	
2.	II chapter	14.03-10.04.2022	
3.	III chapter	11.04-24.04.2022	
4.	Introduction, conclusions, summary	25.04 – 01.05.2022	
5.	Pre-defense	06.06.2022	

Student _____  _____
 (signature)

Supervisor _____
 (signature)

Conclusions: The bachelor qualification work was designed according to the requirements: it contains all necessary parts of scientific research with the practical recommendations. The paper was written on the basis of thorough analysis of gig economy and its management in different countries, as well as of specific aspects of the operations of the company SolarGaps Inc. (the base of internship). The author demonstrated in-depth knowledge of the problems of gig economy management, but had an excessive fancy for illustrative material.

Nevertheless, the problems of gig economy management were highlighted and the practical recommendations for the company SolarGaps Inc. were formulated correctly.

Supervisor _____  _____
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INTRODUCTION

Today, we see a growing trend changing how we work. It changes not just every decade, but every year, and some moments - every month.

We see many examples of this phenomenon, influenced by various trends, force majeure (such as COVID-19), the threat of global warming, and people's general interest in work and education.

Ten years ago, the average manager could not imagine using cloud services and working on an electric scooter instead of Excel. He would not have believed it and that meetings can be remote, in a shirt and underwear instead of the usual suit. Everything changes and these changes easily take root in our ordinary lives, allowing us to be more flexible in our schedules and prioritize our tasks.

As soon as it became clear that it was possible to work from home and not sit in the office, many companies switched to remote work. Setting tasks in notebooks is becoming outdated, so people changed them to online platforms. When bosses got tired of running after employees, they began to monitor the completion of tasks through cloud services for managing teams and projects. Suppose we discard banal examples, like the appearance of a calculator for calculations. Accountants no longer use the post office but send letters and sign documents online. Even the role of the office manager has now become somewhat vague and consists more of tasks such as ordering, notifying, and conducting online.

Companies realized that it was not profitable to keep some employees for full-time jobs, and part-time employment appeared. It also became unprofitable for employees to work half the working day, and then they start to hire freelance workers for specific tasks. Thus, we smoothly moved to the gig economy, which is now the foundation for building many companies and the lifestyle of a whole generation.

The object of my research - gig economy, the subject of the study - management of gig economy.

The main purpose of this study was to identify the strengths and weaknesses of the gig economy, the possibility of implementation in the current situation of the company in which I did my internship, and the management of gig workers.

Additionally, as the management of gig workers are highly dependent on the culture, I conducted an analysis based on the development of the gig economy in different countries, which was also combined with my course work, in which I similarly painted different management styles in different countries and cultures.

The company where I did my internship works closely with partners from different countries, and I have always needed to take into account the peculiarities of communication with people from different cultures in order to manage and interact more effectively with them.

CHAPTER 1. THE THEORETICAL AND METHODICAL BASE OF THE GIG ECONOMY NOWADAYS

The gig economy is a free market system in which firms engage independent workers for short-term commitments and temporary labor is common. The word "gig" is a slang term for work that takes a certain amount of time. Traditionally, this term defines the engagement that a musician plays. Temporary and flexible positions are common in the gig economy, and organizations prefer to recruit independent contractors and freelancers over full-time workers. Such employment disrupts the conventional economy of full-time workers, who are frequently concerned about their professional advancement. People work part-time, temporarily, or as self-employed contractors. The benefits of the gig economy may leave behind people who don't use tech services like the Internet. Cities tend to have the most developed services and are most developing in the gig economy. Various positions fall into the category of concerts. Jobs range from Uber driving and food delivery to coding and freelance writing. For example, part-time professors are salaried employees, not full-time professors. Universities can cut costs and tailor professors to their academic needs by hiring more associate professors and part-time professors. The United States is on its way to a gig economy and estimating that by 2021 one-third of the workforce will have some bandwidth. Experts predict that the number of such jobs will increase as these positions allow independent contract work, and many of them do not require a freelancer to be in the office. Gig workers work part-time and are more likely to work from home.

The employer also doesn't have to hire anyone based on their proximity so that they can choose from various applicants. In addition, computers have evolved to replace people's previous work or allow people to work from home as efficiently as they can do locally. Working remotely or at home is becoming more common in the modern digital world. During the economic crisis of 2020, this trend increased. The growth of the gig economy is also influenced by economic factors. Employers who cannot afford to engage

full-time staff to complete all of their tasks frequently recruit part-time or temporary personnel during peak hours or for specialized projects. When it comes to employees, people often have to change or take on multiple positions to ensure the lifestyle they want. We change jobs frequently throughout our lives, so we can look at the gig economy to reflect what's happening on a larger scale.

The gig economy experienced a massive surge as gig workers delivered essentials to consumers' homes and those who were frustrated turned to part-time and contract jobs to make money. Employers must plan for changes in the world of work, especially the gig economy, after the crisis is past.

1.1 The Potential of the Gig Economy

The gig economy is part of a changing cultural and business environment, including the sharing economy, the gift economy, the barter economy, and a more flexible workplace. The influence of the gig economy on culture is evolving. The COVID 19 epidemic, for example, has had a considerable influence on employment patterns. COVID 19 began to transform the gig economy in 2020. The Press NORC Public Relations Center, associated with the Harris School of Public Policy at the University of Chicago, conducted a 2020 survey of consumer attitudes towards ride-hailing and delivery services.

According to research, the user base is dividing. High-income Americans tended to use delivery services to reduce their risk of infection. According to the survey, 26% of households with an annual income of \$100,000 or more use these services more often, while only 12% of households with less than \$50,000 do this. Of the customers who used the sharing service before, 63% said they had not used it since March 2020, and 54% chose to use it when COVID-19 emerged.

Here are some other factors that have influenced gig work and work in general:

- Digitalization. AI and other automation technologies are having a significant impact on the labor market. The software replaces some workers, and digitization can reduce the number of jobs available.
- Customer experience and content automation staff.

- More flexibility is needed. External factors put pressure on organizations to hire more gig workers due to financial pressure on businesses, resulting in a more flexible workforce quickly expanding or engaging. Younger workers, such as millennials and Gen Z, are more likely to change jobs than traditional older workers. The gig economy is part of this trend. COVID-19 (new coronavirus infection) Pandemics are also putting pressure on many companies and organizations to continue to solve problems. The growing digital market and the gig economy help here. For example, some traditional physical restaurants that need to offer contactless delivery have added grocery delivery apps like DoorDash over the past two years.

- As a result of the gig economy, virtual restaurants arose. MrBeast Burger, for example, is a virtual restaurant that works from of the restaurant's current kitchen but only accepts orders via meal delivery services. Existing restaurants may also use these virtual enterprises, sometimes known as ghost kitchens or cloud kitchens, to test new menu items without hurting their actual brand.

1.2 Positive and negative sides of employment as a gig worker.

A job that anyone may discover and access through an internet platform that offers such opportunities is an example of a gig economy. Driving ride-sharing services, painting homes, freelancing work, coaching, fitness training, and teaching are all examples of one-time or temporary contract occupations. Positions are exchanged for cash and have no other benefits such as B. Health insurance. The gig economy is a new trend that is being fueled by a variety of sources. The following are the two most crucial factors:

1. The workforce has become more fluid.
2. Work is increasingly being done online via internet platforms.

The workplace and location are separated now, which means freelancers can undertake jobs and projects with their employers anywhere. At the same time, employers can choose the best people for a particular project from a larger pool available for that specific area.

The following graphs show the overall scale of the gig economy:

- In the United States, 57.3 million individuals work as freelancers. There will be 86.5 million freelancers by 2027. (2019, Upwork)

- Working in the gig economy is the principal source of income for 44% of gig workers. () (Edison Research, 2020) (See Fig. 1.1.)
- Through primary or secondary occupations, 36 percent of U.S. employees participate in the gig economy. (Gallup, 2019) (Gallup, 2019) (Gallup, 2019)

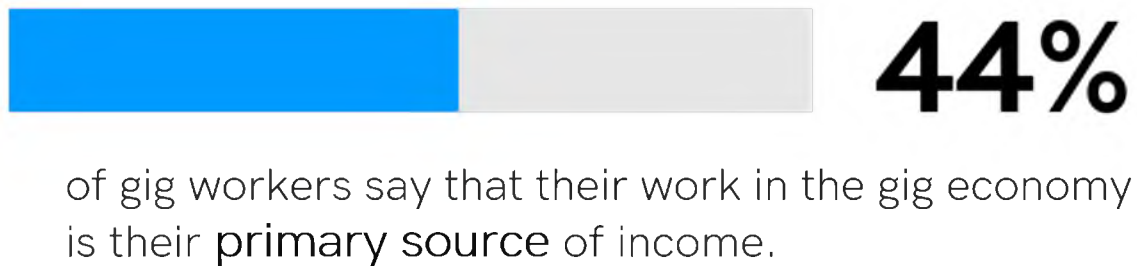


Figure 1.1 The percentage of workers who consider their gig work as a primary source of income.
 Source: "The statistic of gig economy workers income sources", Edison Research, conducted in April 2020

- The gig economy is the principal source of income for 53% of gig workers between the ages of 18 and 34. 2020 (Edison Research)
- Young people are more likely to work in the gig economy, with 38 percent of 18-34-year-olds doing so. 2020 (Edison Research)
- One out of every six workers in typical occupations wishes to be their own boss. (McKinsey, 2020)(Fig. 1.2)



Figure 1.2 Workers in traditional jobs who want to become primary independent workers.
 Source: "Gig employment", McKinsey survey, conducted in April 2020

- The independent workforce is larger than previously thought: currently, 20 to 30 percent of the working-age population in the United States and the EU-15 nations work for themselves. (McKinsey & Company, 2019)
- In 2018, gig economy employees are expected to earn more than \$1.4 trillion in the United States.
 - 55 percent of gig workers work full-time or on a regular basis. 2020 (McKinsey)
 - 19% said they work a gig job primarily to supplement their income or pay day-to-day expenditures.
- In 2017, 10.1 percent of the workforce was employed in nonstandard arrangements, down from 10.9 percent in 2005. 2017 (Economic Policy Institute)



Figure 1.3. The percentage of gig workers who maintain regular jobs.
Source: "Gig employment", McKinsey survey, conducted in April 2020

- The arts, design, entertainment, sports, and media employ the most gig workers (14 percent), followed by sales and allied industries (10 percent .)
- Gig platforms were identified as a source of income by an extra 3% to 10% of workers in mature economies and more than 30% in some developing nations. (2020, BCG Henderson)
- According to Deloitte's newest millennial report, 64 percent of full-time employees desire to undertake "side hustles" to supplement their income. Deloitte & Touche LLP (Deloitte & Touche LLP, 2019)
- The number of occasional independents increased by 16.4% to 14.9 million in 2018, up from 12.9 million in 2017. They numbered about 0.5 million in 2016. (2019, MBO Partners)

- One out of every five full-time independents has consumers from outside the United States. (2019, MBO Partners)

- Globally, the number of contingent workers will rise. Contingent employees will account for more than 40% of the workforce in the United States by 2020. (2019, INTUIT)

- Profits in the transportation industry declined by 53% between 2013 and 2017, while earnings in the leasing sector increased by 69%. (2020, JPMorgan Chase)

- Electronically mediated employees were more likely to be in the prime-working-age category (25 to 54) and less likely to be in the oldest age category as compared to all workers (55 and over.) (According to BLS, 2019).

About 40% of the American workforce currently accounts for at least 40% of income from gig work. As mentioned earlier, appearance is an option. Not for others. The numbers in this section focus only on those who choose this way of life and do not intend to change it immediately.

- 75.7 percent said they would not leave their part-time jobs for a full-time one. (BLS, 2019) (Figure 1.4)



Figure 1.4. The percentage of workers who would not quit their gigs for a full-time job.

Source: "Gig employment", BLS, 2019

- Sixty-four percent of gig workers say they are doing the work they want to do. (Gallup, 2019) (Gallup, 2019)

- Because they don't want or need another job, 60 percent of gig workers don't have one.

- Between the ages of 21 and 38, 37% of full-time Independents are employed. (2019, MBO Partners) (Figure 1.5)

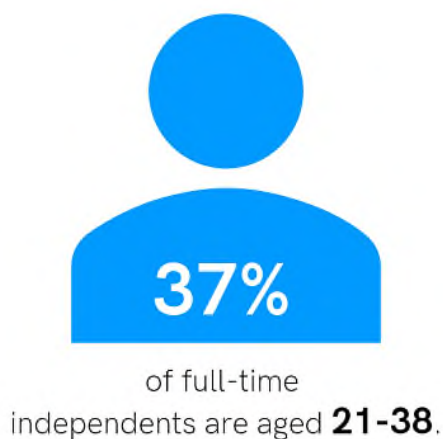


Figure 1.5. The age of gig workers.

Source: "Gig economy", MBO Partners, 2019

- Those who were able to choose their own working style were happier than those who were constrained by circumstance. (McKinsey & Company, 2019)
- In order to finish an ad hoc assignment, 41% of gig workers claim to have unique abilities.
- Over 45 percent said they would want to be self-employed and add customers as required to supplement their income, compared to just approximately 20 percent who said they would prefer to obtain a full-time compensated career. (2019, BCG Henderson)

The top priorities of all types of Gig Economy Volunteer Workers are to devote time to more meaningful and exciting work, be self-reliant, and flexibly adapt full-time work to individual needs. (BCG Henderson, 2021)

- A varied portfolio of clients, according to 63 percent of freelancers, is more secure than a single employer, and they have an average of 4.5 clients every month. (As of 2021, according to Upwork)
- The number of high-earning independents (those who make \$100,000 or more and work in highly specialized sectors) continues to rise. There were 3.3 million of them in 2018, accounting for around 21% of all full-time independents. (2019, MBO Partners) (See Fig. 1.6.)
- Word of mouth is how 44% of full-time independents get work, followed by social media (12%) and online commerce platforms (like eBay, Etsy, or Airbnb) in a distant second or third place. (2019, MBO Partners)

- Only 4% of full-time independents said the best way to get work is to use online employment platforms that connect buyers and vendors of services. (2019, MBO Partners)

In 2018 there were **3.3 million** of high-earning independents—those who report earning

\$100,000 or more.

Figure 1.6. The number of high-earning independents.

Source: "Gig economy", MBO Partners, 2019

- 79 percent of full-time freelancers indicated they prefer working on their own than working in a typical employment. (MBO Partners, 2017)

The advantages of the gig economy

Both the employee and the company profit from gig work. The primary benefit, according to a study of US citizens conducted from August 23 to August 29, 2021, is the ability to save money. (Fig.1.7) However, there are several advantages for businesses. An employer has access to a diverse pool of talent from which to choose. There is no contract to keep the person on if the skill isn't up to par, and there are no concerns with letting them go if the talent isn't up to par. Employers can also hire from the gig economy when it becomes difficult to find full-time personnel. Additionally, because firms do not have to pay for health insurance or other benefits, hiring gig workers might be more cost effective.

Employees gain from the gig economy since they may do many jobs, work from anywhere depending on the employment, and have more freedom and flexibility in their daily routine.

Gig gigs are frequently touted as a great way to supplement your income while also allowing you to choose when and how much you work. In this poll, gig workers voice similar opinions.

Gig workers are more likely to identify financial considerations as important ones, such as saving money or offsetting income volatility. About half or more of current or previous gig workers cite the need to save money (56 percent) or the necessity to cover gaps or fluctuations in their income (52 percent) as main reasons for taking up these tasks in the last year.

Depending on who you ask, the benefits of the gig economy differ depending on whether you're a business, a worker, or a consumer.

Saving up, covering gaps in income, flexible schedules top reasons current or recent gig platform workers cite for taking on these jobs over the past year

*Among gig platform workers who have earned money in the past 12 months on these online platforms, % who say each of the following is a **major reason** why they have taken on these jobs over the past 12 months*

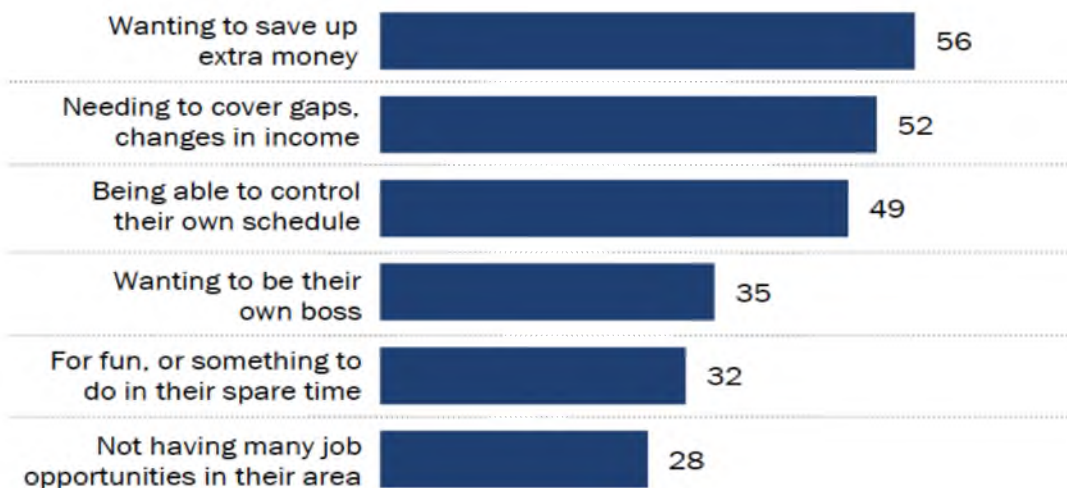


Figure 1.7. Benefits for gig workers.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

The company

Companies save money and resources in the gig economy. They aren't obligated to provide employee benefits like sick leave or health insurance, and they aren't required to provide office space, equipment, or training. A gig model also allows a company to recruit professionals that would otherwise be too expensive to hire full-time for specialized tasks.

The worker

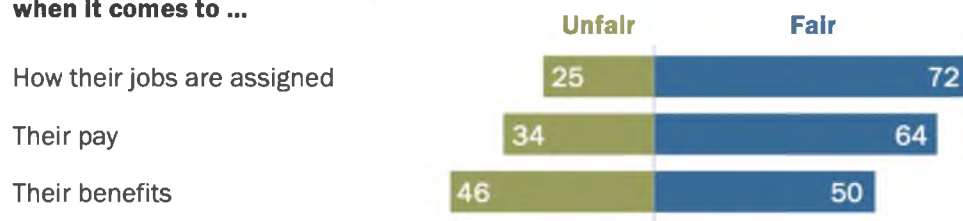
In comparison to many traditional professions, a gig economy can enhance work-life balance for workers. Independent employees may choose freelance work that they are interested in, create new chances, and tailor their schedules to their interests. They don't become caught in a full-time work that they don't enjoy or that doesn't provide them with the freedom they require. This freelancing economy also allows workers to choose when and where they work, allowing them to avoid becoming enslaved or reliant on a single employer.

About two-thirds of current or prior gig platform employees believe their employers are fair in terms of compensation, while a lower percentage believe the same about perks. (Fig. 1.8)

A majority of current or recent gig platform workers say companies have been fair with their pay, assignments, fewer say the same about their benefits

Among gig platform workers who have earned money in the past 12 months on these online platforms, % who say ...

The companies that run these apps or websites have been __ when it comes to ...



They have generally been __ with each of the following on these apps or websites over the past 12 months

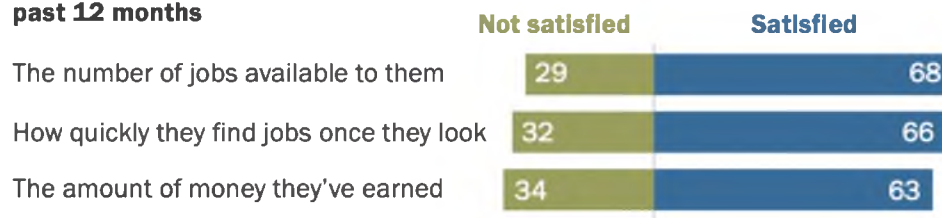


Figure 1.8. Payments in gig platforms.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

Gig platform employees, for the most part, see earning money through these platforms as a beneficial rather than a negative experience. And the majority of individuals who have done this work in the last year say they are relatively content with the quantity of jobs accessible to them, the speed with which they can locate jobs, and the amount of money they have made.

Consumers frequently feel that a gig model provides them with more options and convenience when it comes to personal services. Benefits are frequently of superior quality and supplied at reduced costs. Services provide greater flexibility, with more options for service providers, as well as hours and places of offers.

It is worthwhile for those who work in the gig economy. According to studies, 79 percent of those who work in the gig economy are happier than those who engage in regular occupations.

Companies may now get great talent more easily thanks to the gig economy. This is beneficial to both parties.

Companies save money on employee benefits and office overheads while working with the human resources they require (and most likely don't have on staff) for a given project. Freelancers, on the other hand, may expand their portfolio by adding another firm, so increasing their reputation and brand.

Over the next five years, over 40% of CEOs predict independent employees to make up a larger part of the workforce. (BCG Henderson, 2020)

- When it comes to locating hard-to-find skills, the external workforce is crucial. Gig workers are important in finding talents that are in short supply, according to nearly three-quarters of CEOs, with 91 percent predicting this will remain the case in three years. (SAP Fieldglass, 2018)

- The external labor, according to 62 percent of CEOs, allows them to boost the company's total financial performance. (SAP Fieldglass, 2021)

- Alternative arrangements are reported to be used significantly by 33% of firms for IT, 25% for operations, 15% for marketing, and 15% for research and development. (Deloitte, 2022)

- Businesses are the primary employers of gig workers (53 percent .) (PYMNTS, 2020).

Despite its advantages, the gig economy has its drawbacks. While not all firms like to recruit contract workers, the gig economy trend can make it more difficult for full-time workers to advance because temporary workers are frequently less expensive and have more flexibility in their availability. In other businesses, workers who want a traditional career path and the stability and security that comes with it are being squeezed out.

Work-life balance, sleep routines, and daily activities may be disrupted by certain workers due to the flexibility of working gigs. In a gig economy, flexibility generally means that employees must make themselves accessible whenever gigs arise, regardless of their other obligations, and they must always be on the lookout for the next gig. Competition for assignments has also risen. Unemployment insurance often does not cover gig workers who are unable to find job (the CARES Act of 2020 makes an exception).

Workers in the gig economy are, in essence, more like entrepreneurs than regular employees. While this may provide individual workers more flexibility, it also means that the stability of a steady employment with regular salary, benefits (including a retirement account), and a daily routine that has characterized labor for decades is fast fading.

Despite its many benefits, the gig economy has a number of drawbacks, including the following:

- **Lack of benefits.** This might be the most serious disadvantage. Gig workers often do not have access to health insurance or other benefits that full-time employees get. Companies are also not obligated to pay minimum wage or overtime to temporary workers.

- **Work-life management challenges.** If a person isn't used to having their own schedule, gig labor might be inconvenient. Inexperienced individuals are prone to taking on too many jobs, which can lead to overwork and burnout.

- **Income insecurity and inconsistency.** Having enough work to have a steady income is difficult with gig labor.

- **Work culture.** Temporary employees that come and go from a company make it difficult to build long-term connections with coworkers, bosses, and clients.

- **Effect on the job market.** When temporary positions are available, workers can find establishing and developing their careers challenging.

Finally, the fluid nature of gig economy transactions and connections can damage long-term ties between employees, employers, clients, and vendors. The advantages of long-term trust, conventional practice, and familiarity with clients and employers may be lost as a result.

It may also deter investment in relationship-specific assets that might otherwise be beneficial to pursue, because no one wants to spend heavily in a relationship that only lasts until the next assignment comes along.

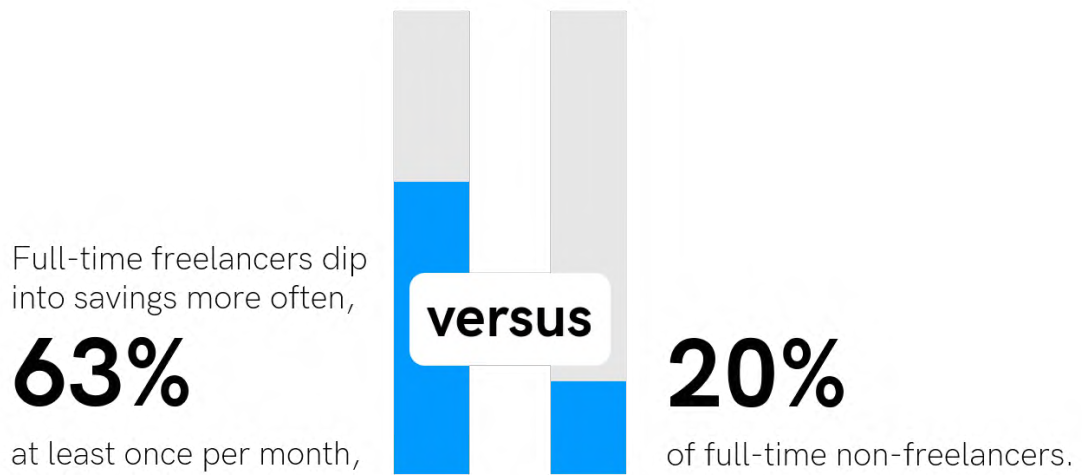
The gig economy comes in a variety of forms. It's not so much a choice for some as it is the only way to make ends meet.

Even though the gig economy's employment arrangements are known for not providing the security that some individuals want, it is the gig economy that allows them to make any money. Well, every cloud has a silver lining.

- Those who rely on gig work as their major source of income would struggle to cover a \$400 unexpected bill, compared to 44 percent of those who rely on gig work to augment their income. (Report on the Economic Well-Being of U.S. Households in 2018)

- An unexpected \$1,000 bill would be tough to pay for 80 percent of gig workers whose gig work is their sole source of income.(Edison Research, 2020)

- Full-time freelancers are more likely to use their savings (63 percent at least once per month versus 20 percent of full-time non-freelancers.) (Upwork, 2021) (Figure 1.9)



Source: Upwork

Figure 1.9. Freelancers in gig economy.

Source: "The state of Gig Work in 2021" by Upwork, 2021

- Only 24% of those employed but not in the gig economy had an Anxiety Index Score over 50, compared to 45 percent of those who rely on gig labor as their major source of income. (Edison Research, 2020)

1.3 The contract relationships

All gig workers aren't the same. (Figure 1.10). They include the following:

- Freelancers get paid per task;
- independent contractors who perform work and get paid on a contract-to-contract basis;
- project-based workers who receive payments for the project;
- temporary hires are hire for a fixed amount of time;
- part-time workers (work less than full-time hours).

A step-by-step guide into the questions Pew Research Center used to determine who gets classified as a gig platform worker in this report

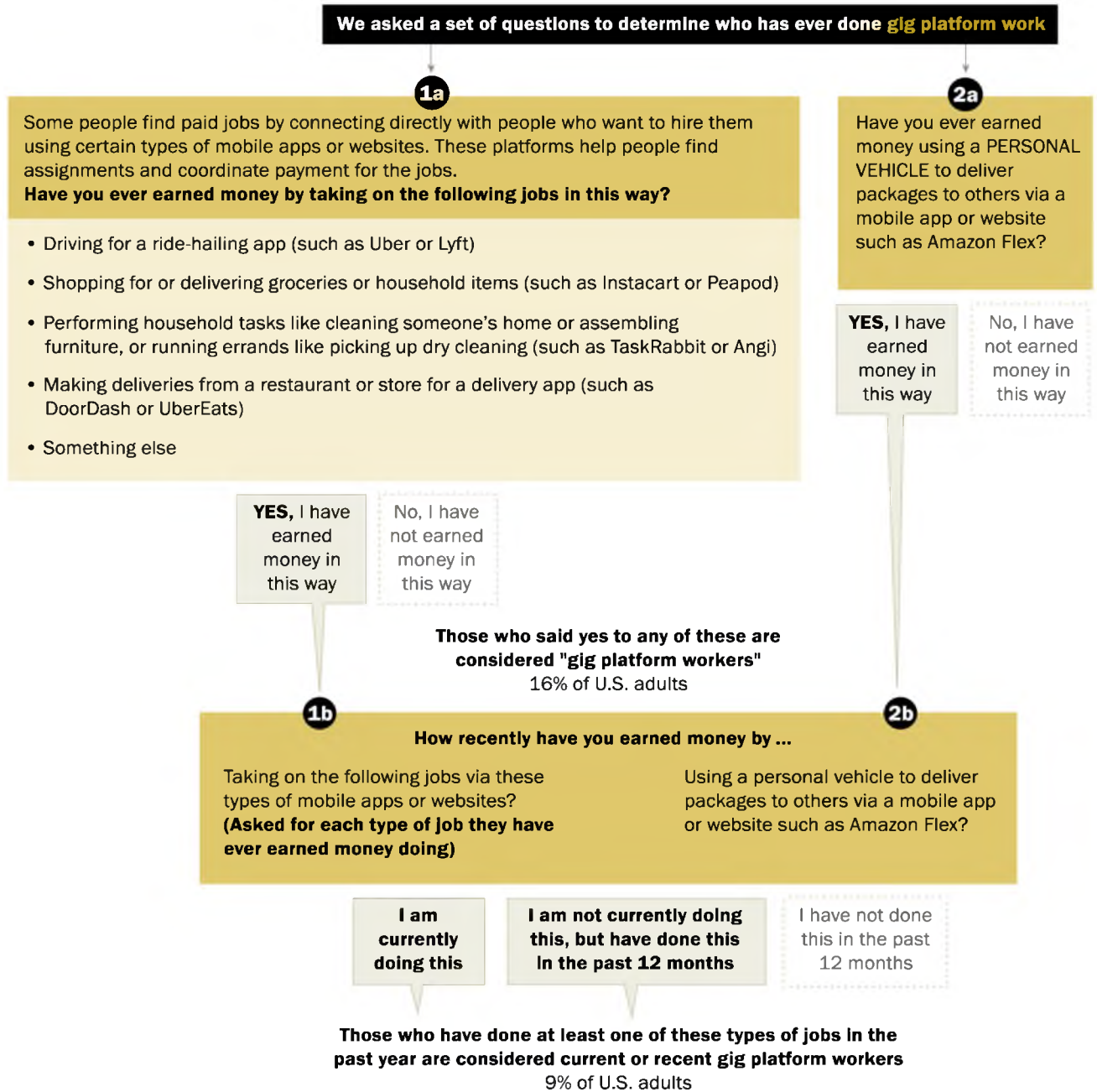


Figure 1.10. Classification of the gig worker.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

Consumers have an alternative to commercial products and industries thanks to the gig economy. For convenience, better service, or both, they turn to the gig economy. Ride-hailing applications like Uber and food delivery businesses like Grubhub are examples of this. Gig applications have also fulfilled customer need in areas where service is scarce or prohibitively expensive. In regions where hotel rooms are in short supply, Airbnb has played a role in making more temporary lodgings accessible, often at reduced costs.

Participants in the gig economy see their gigs as either their primary or secondary source of income. Some are very proficient and choose this job style; others are unskilled and have no other options.

The data we offer here is based on many independent research and covers all facets of the gig economy to illustrate how it looks from various perspectives.

Because there is such a wide range of participants in the gig economy, each research utilizes various language to refer to them:

Several sorts of so-called independents are distinguished by MBO partners.

- a *full-time independent* signifies a person who works more than 15 hours per week and has no intention of changing their work paradigm in the near future.
- *part-time independent* refers to those who work fewer than 15 hours per week on a regular basis and use their side jobs to augment their generally meager monthly income.
- *occasional independents* include those who work on their own infrequently but at least once a month.

None of these titles, however, reflect the sort of labor done by the individual. As a result, a full-time independent may be a freelance management consultant, an uber driver, an independent artist, or a home-grown carpenter selling their work on Etsy.

In Mckinsey's study, for example, the phrase principal independent earner refers to someone who makes their income primarily from independent labor.

As a general rule, the language used in research reflects where the majority of a person's income originates from, not what type of work they do.

Jobs in the gig economy include the following, which may be found in a variety of industries:

- accounting and finance. independent consultants and mortgage representatives.
- administration. administrative assistants.
- art and design. musicians or graphic designers.
- construction. carpenters and other construction trades.
- education. substitute instructors and tutors.
- freelance writing. content writers and copywriter jobs.
- information technology. various positions, such as information security engineers and network analysts.

- media, and communications. technical writers and photographers.
- project management or office manager jobs.
- software development, DevOps engineers, and user experience.
- transportation.
- ride-hailing drivers.

CHAPTER 2. GIG ECONOMY AND MANAGEMENT STYLE IN DIFFERENT COUNTRIES

As we all perfectly understand, the management style differs significantly in different countries and cultures, even if it initially seems that all international companies function similarly.

There are many different management styles. However, it should be remembered that there is no “perfect” style suitable for all occasions. The choice of a particular style depends not only on the personal qualities and abilities of the leader. The traits of each country's culture, as well as the traditions that predominate in this institution, are quite important. At the same time, the nature of the working environment and the unique circumstances have a limited impact on the situation.

A phenomenon of cultural diversity in itself, the study of which can bring us incalculable benefits, both in terms of broader and more lucrative policies and activity, has existed since the dawn of the human era. People of different cultures share basic concepts, but they each see them from their own side and from different angles. And it is the other points of view that make them behave that way and not differently.

However, cultural diversity is more of a plus than a minus. Every culture has clear trends, consistency, and tradition. The reactions of Americans, Europeans, and Asians are the same can be predicted. Focusing on the cultural roots of national behavior as a society and business, we can anticipate and calculate how others will react to our plans for them with a remarkable degree of accuracy. We can make certain assumptions about how they will approach us. Working knowledge of other cultures' main features will give us an understanding in advance and allow us to interact with nationalities with which we had difficulties before successfully.

Determining national characteristics is tricky since there are many exceptions, and it is impossible to fit all people into one element. People also behave differently depending on gender, age, and financial model. However, there is a national norm, and some points can be generalized.

Americans are very different from each other, and there are no two Italians similar. In addition, cultural characteristics and worldviews are not always a national phenomenon.

Comparing national cultures often begins with identifying differences in social behavior. Cultural examples, in this case, are elementary to discern. Shaking hands, bowing while greeting, and blowing one's nose in public are all things that the Japanese dislike. Brazilians create immoral bus routes, wear brown shoes instead of black, and arrive two hours late to cocktail events. When Greeks say no, they look you in the eyes, nod their heads, and occasionally slam plates against restaurant walls. The French wipe their plates with a piece of bread, toss cookies in the coffee, and shake hands with strangers in the bistro. The British knock over bowls of soup, eat peas by flipping a fork and play golf in the rain. The Spaniards throw napkins on the floor in the bar.

These manners cause us to misunderstand and the desire to show that we are different from others, that we are "more regular."

Although the above-mentioned surface public behavior is partially cultural in nature, we can embrace these ways without jeopardizing our basic convictions. Actions are not difficult to imitate, and even different speech variants are replicated. Thought is another matter. We cannot see it; we cannot hear him;

Intercultural problems arise not so much from lack of knowledge. They also don't happen as a result of certain notions because many of them are shared throughout civilizations. We quickly understand the vastness of cultural variety, but we are often unable to accept it.

Isolated civilizations' differing perspectives on time, space, life after death, nature, and reality will have no influence on international trade.

However, they can make a valuable contribution to our morality or philosophy. However, despite the opportunity to observe and learn, we can never fully immerse ourselves in another culture.

2.1 World's cultures classification of management styles

British linguist Richard D. Lewis described cultural differences in his book *Business Cultures in International Business* (originally titled *When Cultures Collide*), first published in 1996. (Figure 2.1)

Lewis acknowledges that difficulties arise because of stereotypes: "Every society cultivates the type of leaders it needs and expects that this leader will adhere to the old foundations and traditions accepted in this society." He contends that these models won't change any time soon: values under tension from reformers, state-run administrations, or transnational aggregates.

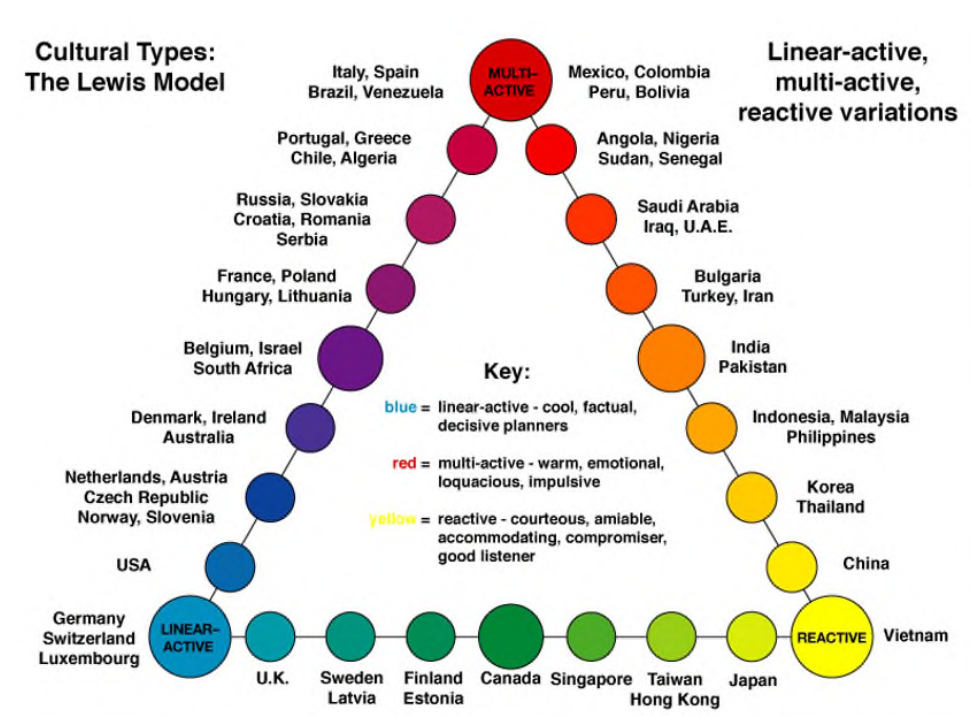


Figure 2.1. Cultural types according to the Lewis Model.

Source: Richard D. Lewis "When cultures collide: leading across cultures"

From an early age, culture is critical in a child's upbringing. Once realizing the almost irreversible nature of this childhood learning, creating a set of values so different from those vaunted in other parts of the world, opportunities for complex or challenging interaction in later life become clear. We can classify the world's cultures into three rough categories:

- **Linear activists.**

People who plan, plan, organize, pursue chains of actions, and do one thing simultaneously can be called linear activists.

Linearly active people such as Swedes, Swiss, Dutch, and Germans devote the maximum amount of time to one task, concentrating only on it. These people think that they are more efficient and do more in this way.

- **Multi-assets**

People with lively facial expressions and a need for communication do many things simultaneously, planning priorities not on the schedule but depending on the relative severity or importance.

Multi-taskers aren't really concerned about scheduling or timeliness. When people from linear-active cultures collaborate with people from multi-active cultures, both parties become irritated. If one side does not adapt to the other - and they rarely happen - there will be constant crises. Why are the Mexicans always late? inquire of the Germans. "Why don't they show up for work on time?" So, what's the plan? "The Mexicans are asking, 'Circumstances have changed! Why stick to a deadline if we rush to produce and lose quality? Why try to sell that amount to this buyer when we know they are not ready to buy yet?'"

- **Reagents**

Those cultures prioritize politeness and respect, listening quietly and calmly with your interlocutors, and carefully reacting to others' side suggestions.

Japan is a reactive or listening culture that seldom initiates action or conversation, choosing to listen first and establish the other's perspective, then respond and construct your own.

Contrasting public societies regularly starts and distinguishing contrasts in friendly conduct. Social models for this situation are straightforward to recognize. The Japanese challenging care for shaking hands, bow when welcoming, and don't clean out their nose in the open. Brazilians structure insidious transport courses, favor earthy colored shoes over dark, and are two hours late for mixed drink parties. Greeks look at you without flinching, gesture their heads when they mean no, and here and there crush plates against the dividers in eateries. The French wipe their plates with a slice of bread, throw treats in the espresso, and warmly greet outsiders in the bistro. The British push over soup bowls, eat peas by flipping a fork and play golf in the downpour. The Spaniards toss napkins on the floor in the bar.

These manners cause us to misunderstand and the desire to show that we are different from others, that we are "more normal."

Although the above-mentioned surface behavior and attitude is partially cultural in nature, we can embrace these ways without jeopardizing our basic convictions. Actions it is not difficult to imitate, and even different variants of speech can be replicated to some extent. Thought is another matter. We cannot see it; we cannot hear him;

Intercultural problems arise not so much from lack of knowledge. They also don't happen as a result of certain notions because many of them are shared throughout civilizations. We readily acknowledge that cultural diversity is enormous, but we are often not ready to accept it.

Different ideas about time, space, life after death, nature, and reality held by isolated societies will not impact international business. However, they can make a valuable contribution to our morality or philosophy. However, despite the opportunity to observe and learn, we can never fully immerse ourselves in another culture.

2.2 Major leadership types

Research has shown that pioneers' independent direction, correspondence style, and clouded side inclinations are affected by the topographical district where they work. The following are introduced significant administration types that show a portion of these discoveries.

Decision Making

The synchronized leader.

In places such as Northeast Asia (e.g., Mainland China, South Korea, and Japan), Indonesia, Thailand, the United Arab Emirates, and much of Latin America, it is vital to be seen as initiative material (Mexico, Brazil, Colombia, Chile). To raise the authoritative positions, such pioneers should look for agreement on choices and drive others through a sharp interaction direction. Be that as it may, when all partners are locally available, the arrangement needs to close quickly or there is a hazard of imperiling the understanding. Synchronized pioneers will quite often be reasonable and are more centered around possible dangers than remunerations.

The opportunistic leader.

In Germanic and Nordic Europe (Germany, the Netherlands, Denmark, Norway), the UK, and Western countries on which the UK had significant cultural influence (the United States, Australia, and New Zealand), and Asian countries that based their governing and economic institutions on the British model, leaders who self-initiate and demonstrate flexibility on how to achieve a goal are more desirable (India, Singapore, Malaysia, Hong Kong). These leaders thrive amid ambiguity, whether they are more or less individualistic. However, checking in with team members on a regular basis is recommended to ensure that everyone is aware of any changes in plans. Leaders who seize opportunities are often ambitious risk-takers.

Communication Style

The straight-shooting leader.

In certain districts, workers anticipate that their leaders should defy issues directly. In Northeast Asia and nations like the Netherlands, inordinate correspondence is less engaging in the initiative positions — individuals simply need you to quit wasting time. Likewise, task-situated pioneers are liked. Extemporaneous execution audit gatherings with direct reports happen all the more generally in these areas, and pioneers address unwanted practices from colleagues when they are noticed. Straight-shooting pioneers will quite often be less relationally touchy.

The diplomatic leader.

Interpersonal refinement and precise messaging are vital not just for getting along but also for going successful in some nations. Employees prefer to work under managers who can maintain business interactions pleasant and cordial in nations like New Zealand, Sweden, Canada, and much of Latin America. Empathy is required while engaging in constructive conflict. During discussions and meetings, leaders in these places are required to constantly monitor audience emotions. Direct communication is considered as overly

harsh by these types of managers, so they alter their wording to make the conversation friendly. Diplomatic leaders are often kind and accommodating.

2.3 Dark-side tendencies

The “kiss up/kick down” leader.

At the point when associations accentuate rank, arising pioneers will generally foster interesting adapting abilities. Pioneers must carry out commands from above with lower-level workers. Whenever abused, this strength can prompt a "boot-lick up/kick down" authority style, portrayed by inordinate regard or abrupt scrupulousness when revealing up, and giving blazing orders or declining to think twice about directing subordinates. However never something worth being thankful for, this derailer is endured more in specific nations, like Western Asia (Turkey, India, UAE), Serbia, Greece, Kenya, and South Korea. "Boot-lick up/kick down" pioneers will more often than not be persevering and obedient with their supervisors yet exceptional and ruling with their reports.

The passive-aggressive leader.

Some chiefs become critical, doubting, and in the end secretively safe, especially under pressure. These responses as a rule happen when the individual is compelled to seek after a goal or do an undertaking without being prevailed upon or without even a trace of strong reasoning. However being clearly agreeable while keeping a degree of suspicion can be useful in social scenes, these practices can likewise impede execution. Pioneers with this style are all the more generally acknowledged in Indonesia and Malaysia, where it doesn't appear to block their headway. Uninvolved forceful pioneers will quite often be basic and angry. Amusingly, their abhorrence for struggle regularly creates a lot of contention.

Undoubtedly, it is feasible for any person to change their initiative style to fit the significant setting. Be that as it may, it requires a lot of work to conflict with one's normal inclinations, and propensities are difficult to break. Consider the way of life of the association, which requires a considerably more granular degree of examination to distinguish the characteristics that advance and repress achievement. At the point when senior pioneers succeed, they regularly rethink culture in a way that is their very own

immediate impression of the character. In this manner culture is for the most part the amount of the qualities and convictions of compelling past pioneers.

2.4 Gig economy in different countries

India

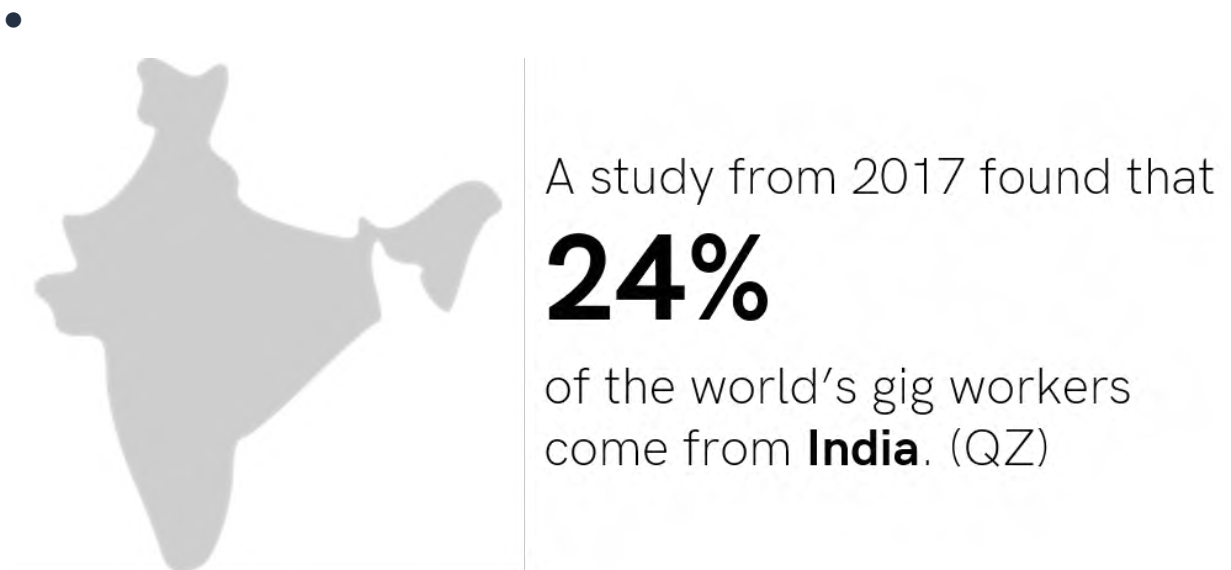
Relatives are one of the cornerstones of Indian leadership. The family occupies an important position and works closely together. The policy is also dictated by professional organizations such as fruit traders and jewelers. These associations work closely together, often building relationships with personal connections and facing each other for help in difficult situations. Undoubtedly, the spread of the gig economy is a global phenomenon, and the number of participants is essential in almost every country in the world. Statistics below focus only on the Indian market but reflect a wide range of trends characteristic of other developing countries.

- In 2018-19, multinational corporations and specialized service organizations accounted for 72 percent of all gig projects, up from 52 percent two years ago. (The Economic Times India, 2020)
- In the six months leading up to March 31, Delhi recruited 560,600 individuals to its gig economy, up from 298,000 in the first half of FY19. The gig economy, which is dominated by food delivery companies Swiggy and Zomato, as well as ride-hailing companies Uber and Ola, survives largely uncontrolled, with drivers and delivery boys working with minimal job stability and entitlements. (Livemint, 2021)

The gig economy in India, which involves employees receiving no social security, insurance, or other benefits, expands India's irregular economy, which has long been common and uncontrolled. (Livemint, 2021)

- In 2018, 70% of firms hired gig workers to tackle organizational difficulties at least once or twice. (The Economic Times India, 2020)
- NobleHouse, a platform that links organizations with qualified human resources expertise, discovered that 73 percent of respondents preferred freelance employment to a traditional full-time job in a 2019 research. (QZ, 2022)

- According to a 2017 EY research on the "Future of Jobs in India," India accounts for 24 percent of the nation's gig workers. (QZ, 2022)(Figure 2.2)



Source: QZ

Figure 2.2. The percentage of gig workers in India.

Source: A EY study "Future of Jobs in India", 2017

- India has the world's second-largest market of freelance professionals (about 15 million), accounting for almost 40% of all freelance employment generally available.

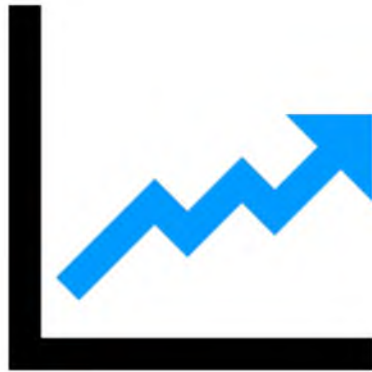
(ICRIER *Future of Work in the Digital Era: Potential and Challenges for Online Freelancing and Microwork in India*)

- Software development and technology have the biggest percentage of online employment in India, according to the online labor index projects, followed by the advertising and digital industry. (EY)

India has emerged as the third-largest online employment market.

According to the 2016 Online Labor Index Survey, India-based employers provided 5.9% of all projects/tasks posted to the 39 online workforces, 45% of which were in software development and technology projects. bottom. This trend indicates that the type of employment in the IT-BPM sector is evolving. This tendency was confirmed when 45 percent of respondents identified new ways of working as a freelancer as a major

megatrend influencing the sector. India is now the world's third-largest online labor market. (EY)(Figure 2.3)



India

is emerging as the **3rd** largest online labor market.

Figure 2.3. India is emerging as the 3rd largest online labor market.

Source: A EY study "Future of Jobs in India", 2017.

United Kingdom

Strong diplomatic skills, willingness to help and compromise – how we can characterize British managers. They strive to be fair, although they may be ruthless. Unfortunately, their devotion to tradition can lead to misunderstandings of other people's views.

The gig economy, or the economy of free earnings, and speaking in the old-fashioned way - piecework has involved 4.7 million Britons in labor relations - this is twice as many as just three years ago:

- The gig economy in the UK is quite diverse, however it mostly consists of the following sorts of jobs:
 - Customers are transported in automobiles by drivers using ride-sharing applications such as Uber and Lyft.
 - Cyclists use delivery apps like Deliveroo and JustEat to bring takeaway meals to residences.
 - Through freelancing marketplace sites like Fiverr and PeoplePerHour, digital workers provide skills such as copywriting, graphic design, and web development.

- On construction sites, manual employees give labor to people or corporations.

A growing number of people are seeing freelance e-services as a viable alternative to full-time contracts with an employer, but the Congress of Trade Unions is sounding the alarm that the gig economy is killing the social safety net that unions have fought for decades.

According to government estimates, 7.25 million individuals will be in gig work in 2022 if the gig economy and UK employment data continue at current steady pace. (Figure 2.4)

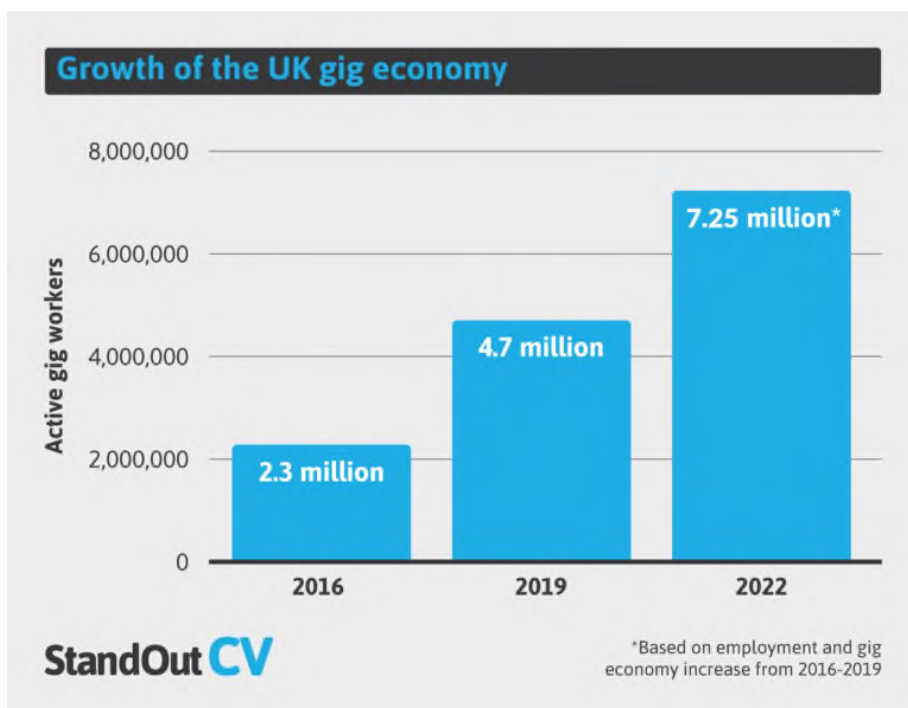


Figure 2.4. Growth of the UK gig economy.

Source: University of Hertfordshire, "Platform Work in the UK"(2020)

Platforms for the gig economy in the United Kingdom

In terms of the platforms used, there are several possibilities for gig workers in the UK, but the most popular is Uber, which employs over 90,000 drivers as of the beginning of 2022. (Figure 2.5)

Deliveroo, dubbed "the Netflix of food delivery," is fast booming in the United Kingdom, aided by statewide pandemic lockdowns, with total app transactions rising 64.3

percent in 2020. The corporation responded by announcing intentions to employ an extra 50,000 drivers.

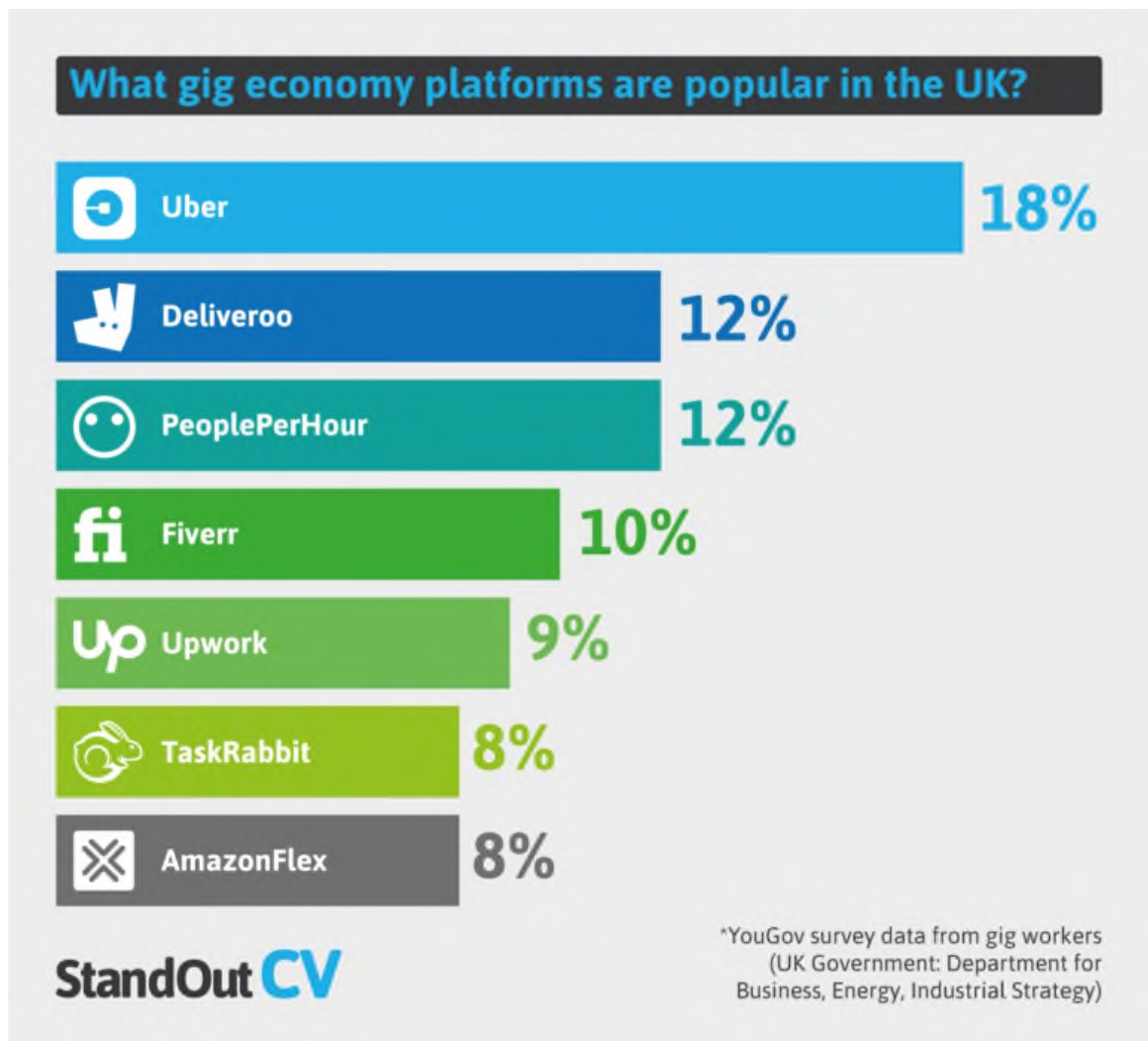


Figure 2.5. What gig economy platforms are popular in the UK
Source: the University of Hertfordshire, "Platform Work in the UK"(2020)

PeoplePerHour is another popular gig network, with 12% of the gig economy workforce using it to find gig employment for a variety of online tasks including graphic design, writing, and promotion.

Other prominent gig work networks in the UK include (in order of popularity):

- Fiverr (10%)
- Upwork (9%)
- TaskRabbit (8%)
- AmazonFlex (8%)

Who relies on gig work in the UK for their income?

The usual gig worker does not work full-time in this industry; it is a means to supplement their income. Gig income accounts for less than half of the wages for more than two-thirds of gig employees (71.5 percent). Only 9.4% of gig workers rely on this form of employment as their only source of income, while 28.5 percent make up more than half of their income.(Figure 2.6)

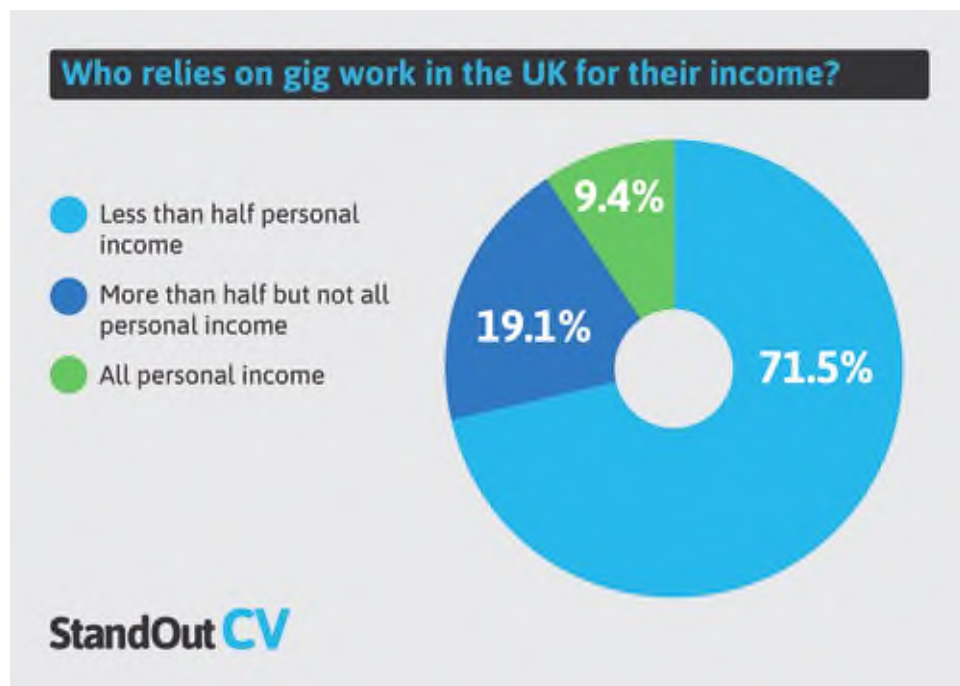


Figure 2.6. Who relies on gig work in the UK for their income?

Source: the University of Hertfordshire, "Platform Work in the UK"(2020)

In the UK, over half of all gig workers (48.1%) are employed full-time, 12.4 percent work part-time, 10.7% are self-employed, and 11.3 percent are students.

The percentages are comparable among intense gigs providers (those who perform gigs at least once a week), with 52.8 percent working full-time, 12.8 percent part-time, 9.3 percent self-employed, 3.5 percent full-time parents, 3.2 percent retirees, and 11.4 percent students.

51.9 percent of individuals earning at least half of their income from gig labor work full-time, while 14 percent work part-time.

Who works in the gig economy in the UK?

Men are more likely to undertake gig economy jobs than women. An estimated 16.5% of the UK's male population are involved in the gig economy versus 14.1% of British women. Among all gig workers women make up around 46.5%

Gig workers can be found in all age groups, but it is fair to say the gig economy is driven by young people. Those aged 16-24 make up 31.5% of the workforce, followed by 25-34 years old (16.4%).

Participation in gig activities clearly declines with the age. Among 45-54 years old, only 13.4% do some sort of gig. Such a pattern may not be so surprising, as many gigs require good health and condition – climbing hundreds of stairs delivering parcels or cycling miles delivering food can be physically demanding. (Figure 2.7.)

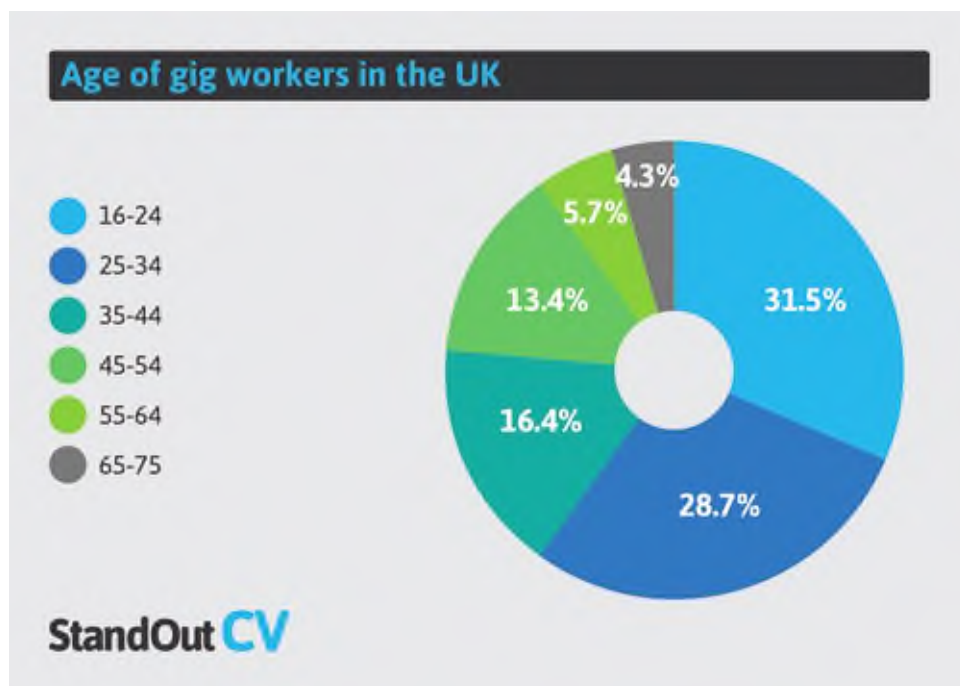


Figure 2.7. Age of gig workers in the UK.

Source: the University of Hertfordshire, "Platform Work in the UK"(2020)

Where are they located?

Gig workers may be found all around the country, but London is where the gig economy is centered. Over one-fifth (21%) of the working age population in the capital works on a regular basis. (Figure 2.8.)

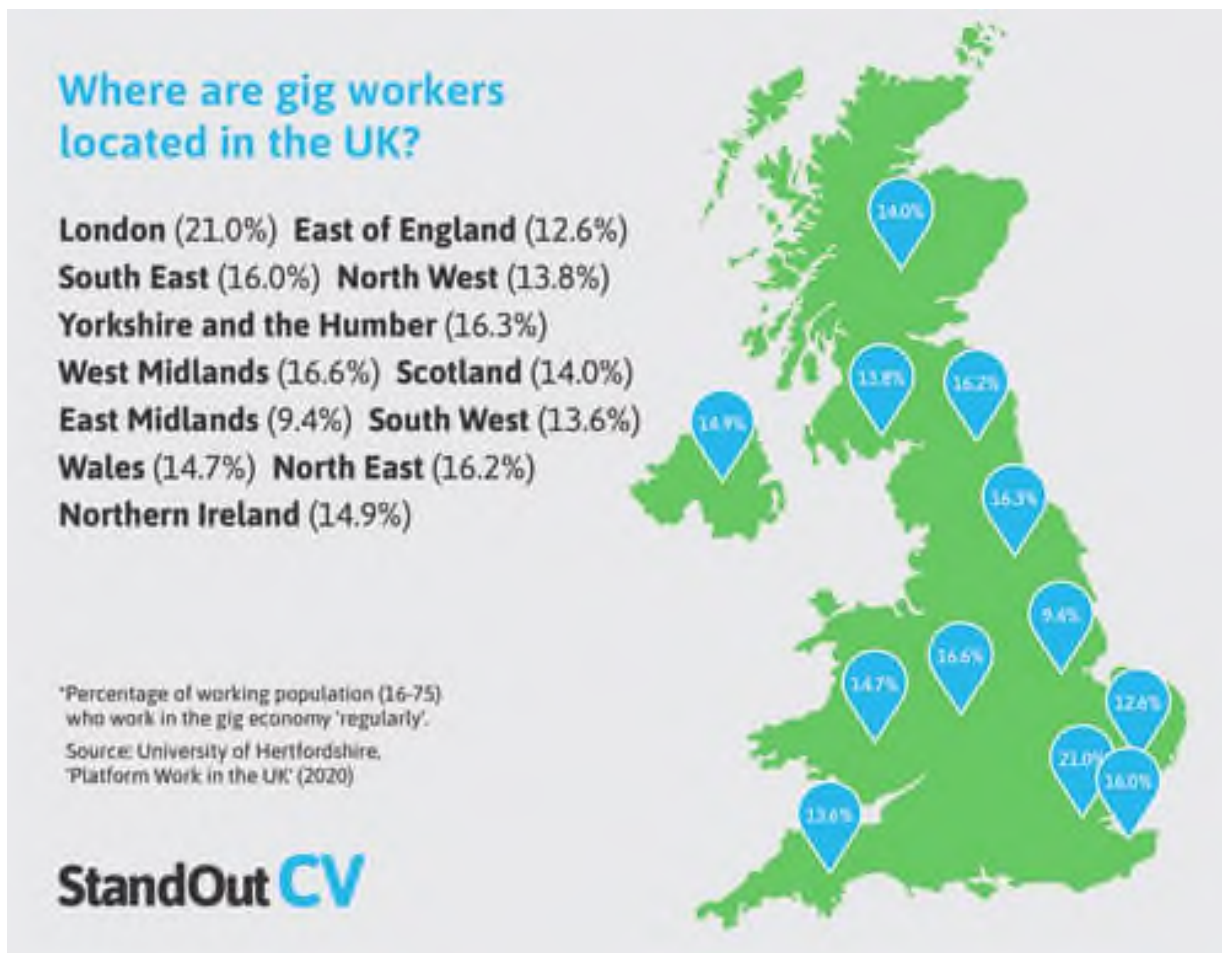


Figure 2.8. Percentage of the working population (16-75) who work in the gig economy "regularly".
 Source: University of Hertfordshire, "Platform Work in the UK"(2020)

In the United Kingdom, what kind of job do gig workers undertake?

Gig workers do a range of jobs, but the most common are online office work and delivering services in other people's homes. Following that, in order of priority, comes driving and delivery tasks, followed by errands. (Figure 2.9.)

The list consists of some of the tasks that gig workers in the UK perform on a regular basis, along with the proportion of gig workers that do them.

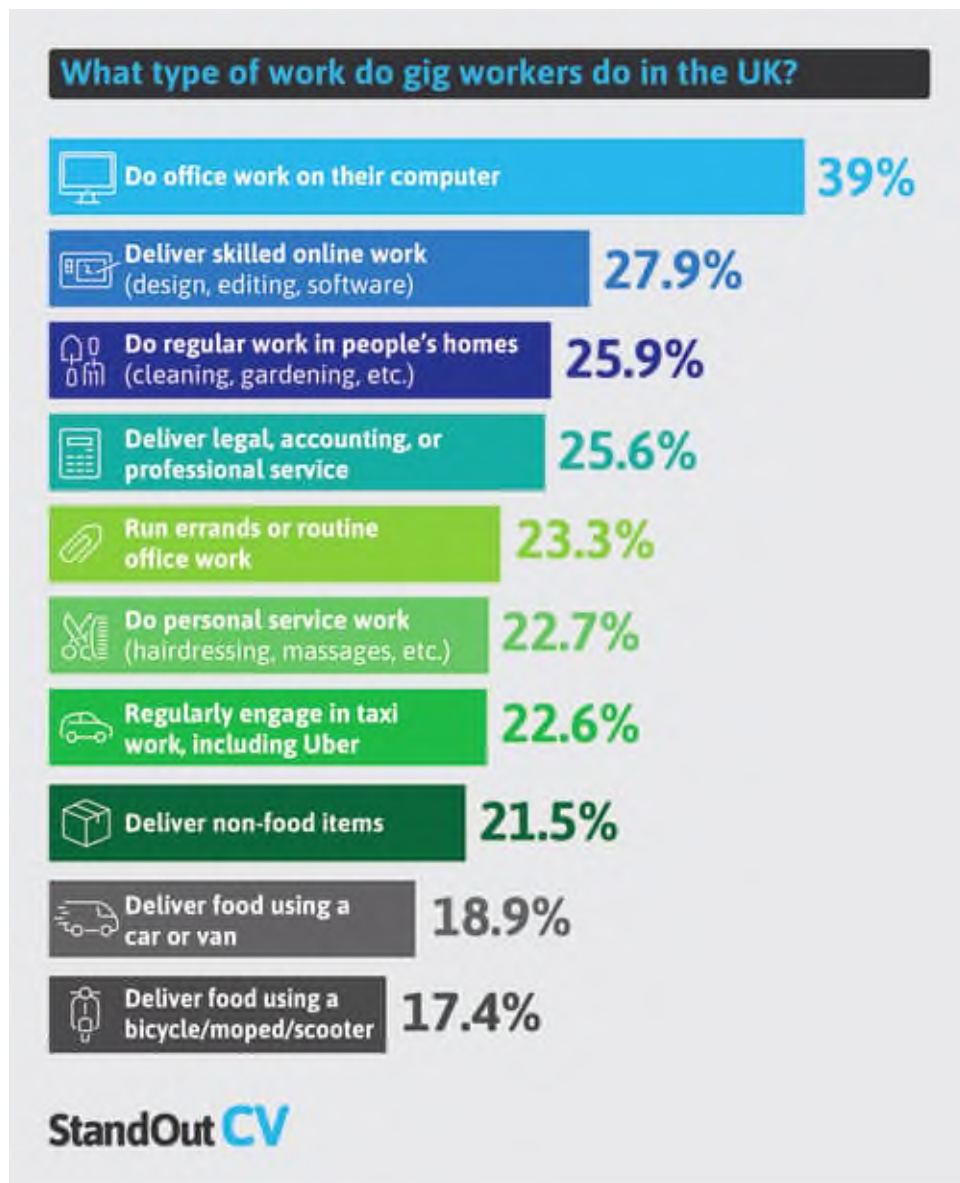


Figure 2.9. What type of work do gig workers do in the UK?

Source: the University of Hertfordshire, "Platform Work in the UK"(2020)

For how long have individuals been working in the gig economy in the United Kingdom?

Other investigations, on either hand, have looked at gig workers and how long they've been in the business. The graph below summarizes the statistics, but it reveals that more than half (51.5%) have served for 3-12 months, demonstrating that the company is recruiting new employees, with the minority (22.6%) having worked for 3 years or more. (Figure 2.10)

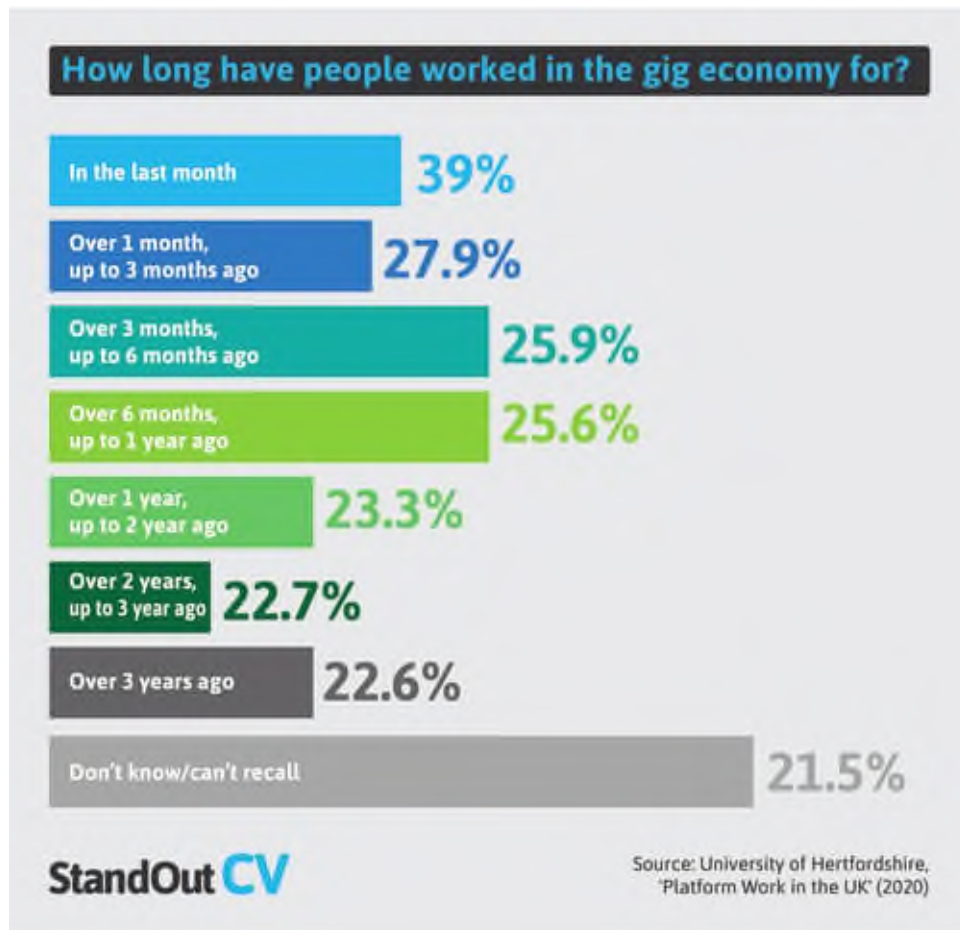


Figure 2.10. How long have people worked in the UK gig economy?
 Source: the University of Hertfordshire, "Platform Work in the UK"(2020)

Developments in UK legislation affecting the gig economy in 2021

The lack of enforcement to protect gig workers is becoming increasingly problematic. Gig workers are typically not supplied with sick pay, holiday pay, or other benefits. When a worker suffers an accident or becomes extremely ill, such a circumstance might have disastrous implications.

Even as the majority of individuals who work in the gig economy grows, so does public interest in legislative assistance.

Despite defeating a legal battle in the Supreme Court in 2021, Uber chose to grant all of its UK drivers employment status, with all of the advantages that entails, such as a minimum salary, pension system, and holiday pay. This historic ruling sends a clear message to all other gig platforms: "missing value" of their workforce will no longer be

accepted; if gig workers do the same tasks as regular employees, they should be classified as such.

The future of the gig economy in the United Kingdom

According to one poll, 18 percent of UK Human Resources Directors believe gig workers would account for 75 percent or more of their workforce within next five years.

"It appears certain that the gig economy will continue to develop rapidly in the future."

According to some analysts, more firms may follow Uber's lead and offer their gig employees permanent contracts or at least certain perks, such as sick pay and vacation time. During a challenge initiated by the unions, the courier business Hermes agreed to offer drivers guaranteed minimum salaries and vacation compensation.

People who consciously chose employment in the economy of free earnings or were forced to agree to such conditions due to the inability to get a full-time job with a guaranteed minimum wage are left face to face with the risks of financial insolvency. Platform developers, in turn, refuse to provide social guarantees, citing the fact that they are not employers but only provide a technological shell for direct information of the interested customer and the contractor.

United States

Assertive, aggressive, focused, confident, energetic, optimistic, and ready for change is how managers work in the US. They value individual freedom, but also embrace teamwork and corporate spirit. Their first interest is their own career advancement. (Figure 2.11)

Approximately 36% of US workers work in the gig economy, either as their main or supplementary employment. (Gallup, Statista)

16% of Americans have ever earned money via an online gig platform; adults under 30, Hispanic adults and those with lower incomes especially likely to do these jobs

% of U.S. adults who say they have ever earned money by ...

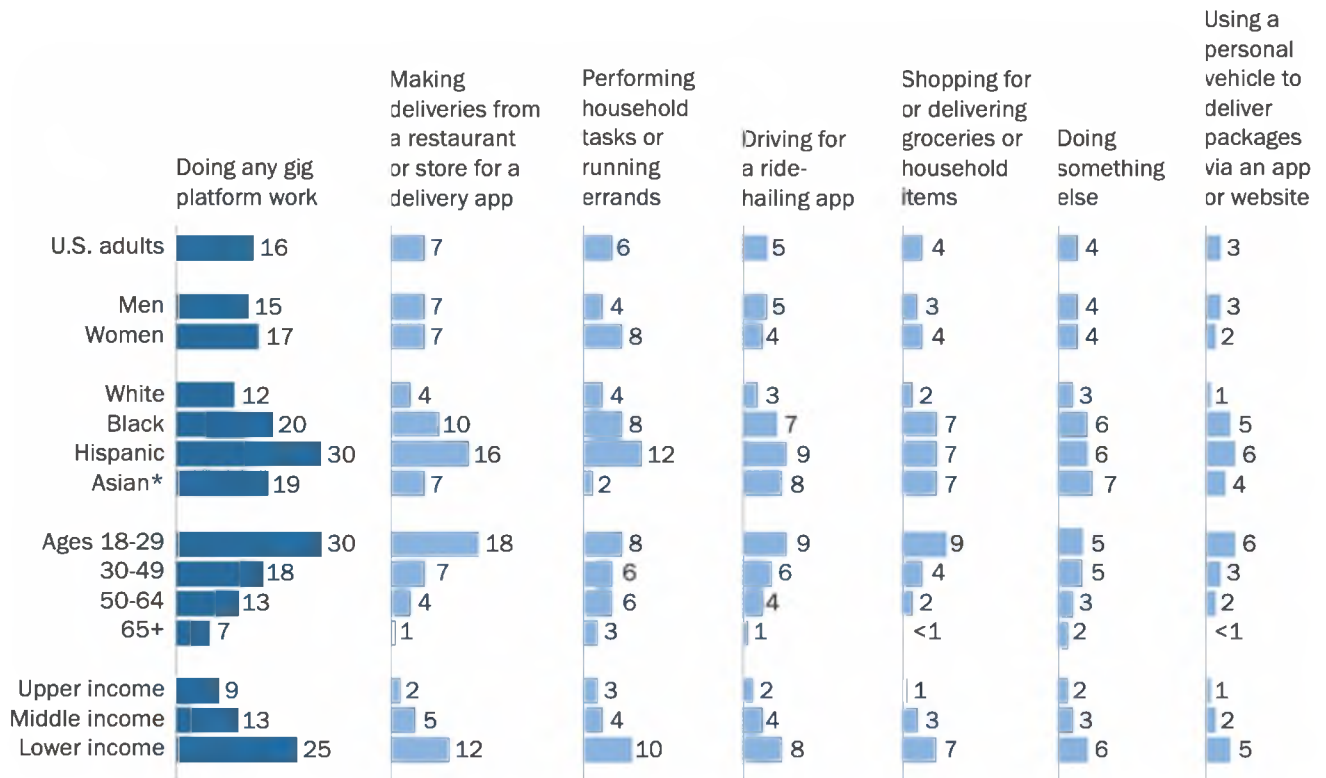


Figure 2.11. Americans who ever earned money via an online gig platform.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

So, what is the size of the gig economy in the United States? It's difficult to say for certain, especially when individuals work freelance in addition to their regular jobs. The fact that we define gig employment differently will not really help matters either.

Statistics provided by the Bureau of Labor show 55 million US gig workers in 2017. The latest and most reliable data comes from the Gig Economy Gallup survey presented in a company survey on the gig economy and alternative arrangements. According to the study, more than one-third of all US workers, about 57.3 million, were employed as independent workers before the global health crisis. When the COVID 19 pandemic began, 52% of the world's gig economy workers lost their jobs due to the recession. On the other hand, 26% had to be satisfied with the short work.

According to the latest Gig Economy Index data, about 40% of US workers earn 40% of their income from freelance work. This shows how many people are economically dependent on the gig economy, as many are forced to do gig work and their regular work

to achieve their goals. Many people earn their living by driving for Uber or other leading platform economy firms. The number of freelancers continued to grow until the COVID 19 pandemic. (Wonolo, MBO Partners, 2018)

Among current or recent gig platform workers, about three in ten say it's been their main job over the past year; majorities rely on this income to meet basic needs. (Figure 2.12)

The total number of freelancers in the United States climbed by 4.2 percent in 2017 from 1.3 percent in 2015, according to Wonolo data. However, as shown in a report from an MBO partner, the number of full-time and part-time employees whose primary clients are consumers declined by 34% at the onset of the global health crisis in 2020.

Four thousand four hundred forty-four independent US workers spent more than a billion hours of freelance per week before COVID 19. (Upwork, 2021)

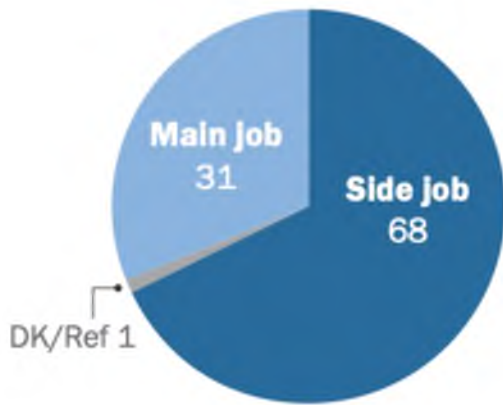
According to a report from the freelancer industry provided by Upwork and Freelancers Union, employee monitoring data showed that freelancers totaled 1.07 billion hours a week before the pandemic. The gig economy is growing three times faster than the entire US workforce. (Upwork, 2021)

According to Upwork, the number of independent workers is rising three times faster than the total workforce in the United States, indicating that the gig economy has a promising future. Furthermore, independent workers are better prepared to withstand the coronavirus storm than non-freelancers. In 2020, freelancers in the United States contributed \$1.21 trillion to the American economy. (MBO Partners, 2018)

According to the MBO State of Independence study, the money generated by both full-time independent employees amounted to around 5.7 percent of US GDP last year. This is due in part to technological advancements and interconnection, which allow freelancers to access markets all over the world. Microbusinesses run by freelancers produced \$2.4 trillion in revenue in 2013. (AEO, 2018)

OVER THE PAST TWELVE MONTHS ...

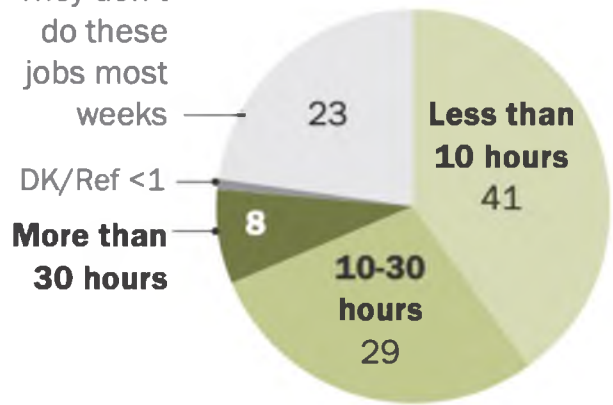
This type of work has generally been their ...



They have spent ___ doing these jobs in a typical week, including the time they spent waiting for assignments

They don't do these jobs most weeks

DK/Ref <1
More than 30 hours



The money they have earned from taking on these jobs has been ...

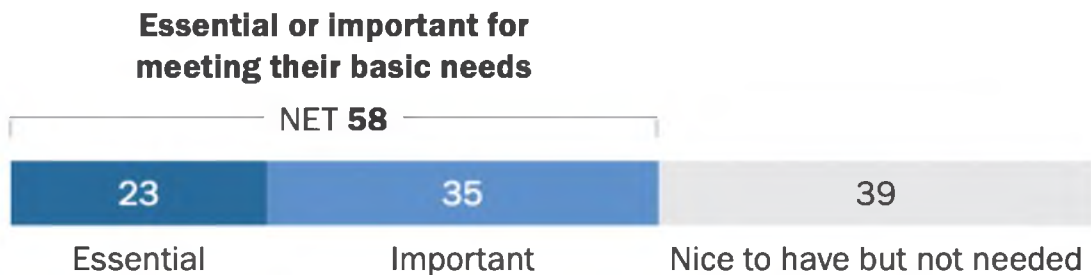


Figure 2.12. Americans who ever earned money via an online gig platform.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

The Association for Enterprise Opportunity's freelancing workforce data show how much freelancer-owned firms contribute to the US economic. More and more independent workers say they are becoming more and more comfortable in the gig economy and about 56% feel more economically safe. (MBO Partner) The 2020 Gig Economy Statistics provided by the MBO Independent State show that more than half of full-time independent workers think that they are financially safer than traditional work. Financial stability is one of the essential factors in employment, but work safety and health insurance are often a significant concern for freelancers. 51% of freelancers return to their traditional jobs without spending money. (Upwork, 2021)

An Upwork survey titled "Freelancing in America" found that more than half of freelancers are very optimistic about the future and will not return to traditional employment no matter how much money is provided.

11 Millennials, who account for 33% of all freelancers, are driving the expansion of freelancing work. (MBO Partner). Between 2011 and 2020, millennials grew from just 12% of the independent workforce to a full third. Baby boomers occupy another 26% of freelance work in the United States, and Generation X accounts for 25% of independent workers.

Generation Z accounts for only 16% of the total but is expected to establish itself as the most enterprising generation to date as the latest generation to enter the workforce. 84% of freelancers have a lifestyle they like, compared to 54% of those who work in traditional jobs. (Upwork, 2021)

Currently, most workers seem to prioritize lifestyle over income. Finding the right balance seems much easier for freelancers than for full-time employees. Gig workers are happier than regular workers in 78 percent of cases, and they are healthier in 68 percent of cases. McKinsey Gig Economic Research also shows that freelancers feel happier and healthier than full-time freelancers. When it comes to income security and social benefits, freelancers are just as satisfied as traditional employees.

One in six traditional employees wants to be self-employed. In his independent work-study, McKinsey wants many conventional workers in the United States and five other countries to become the primary earners of self-employment. Meanwhile, according to an Upwork report, 64% of freelance-leading professionals are increasingly self-employed. This data is only to highlight the growing popularity of freelance work. People who work voluntarily in the private sector are the happiest group of workers. (McKinsey, 2018) (Figure 2.13)

The McKinsey survey investigated the satisfaction of different employee groups. The primary criteria were whether they were conventional or independent employees, as well as whether their participation was voluntary or required. Of all the demographics covered, self-employed people who voluntarily switched to the gig economy were most satisfied with their working conditions. Because of the freedom that working independently

provides, 59 percent of male gig workers and 74 percent of female freelancers say they prefer it. (MBO Partner, 2018)

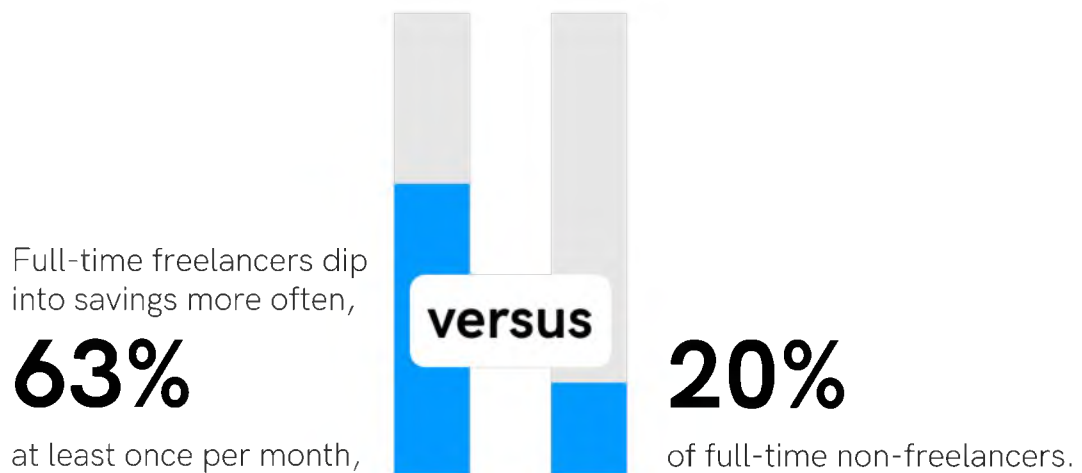


Figure 2.13. Americans who ever earned money via an online gig platform.

Source: Survey of US adults conducted Aug. 23-29, 2021, "The state of Gig Work in 2021"

- Only 24% of those employed but not in the gig economy had an Anxiety Index Score over 50, compared to 45 percent of those who rely on gig labor as their major source of income. (Edison Research, 2020)

If we will take a look at the basis of my work - SolarGaps Inc., we can see that the usage of gig economy fundamentals can strongly influence the company's situation.

2.5 Management in the gig economy.

Since gig workers and full-time workers are two very different types of employees, the management of each group is certainly different. Much of managing these groups and their differences is to set and stick to realistic expectations for everyone.

Gig Economy is to keep everyone honest about deadlines. According to a 2013 Harvard Business Review article, the dirty little secret of project management (which requires registration) is that "everyone knows that the schedule is a joke." In the gig economy, schedules are no longer a joke. Since the availability of gig workers is fixed, you need to fix the project deadline. While many managers today are accustomed to set annual goals, the Gig Economy is responsible for getting more specific and step-by-step

goals to keep projects on track and on schedule. And in case you have to finish the project? Please agree in advance with your gig workers and full-time staff on how to exceed the deadline. That way, everyone on the team knows: It is important for the manager to implement the onboarding, offboarding, and reboarding processes and coordinate people and project management. Not only does this help keep you and your team productive, but it also ensures you're up to date with top giants.

Talent stays competitive. According to a recent Deloitte survey, most companies plan to dramatically increase their reliance on contracts, freelancers, and gig workers over the next few years. Whether or not the gig economy hits you hard, as experts predict, by preparing to lead a new type of team, you and your organization can prepare for everything that comes next. increase.

Managing a gig employees properly is difficult. A complete understanding of the gig economy helps organizations integrate policies and processes into a company's strategy and structure. The three most important aspects of Gig's workforce management, as well as the best approaches to deal with them, are outlined below.

Depending on how the gig worker is managed in the workplace, the employer runs the risk of being managed as if the worker were a W2 employee. Even if the hiring manager is familiar with the difference between an employee and a contractor, the manager can treat the contractor as a W2 employee. This may be a costly blunder. An employer may be prosecuted with misclassification even if it was inadvertent.

Employees can submit a petition with the Department of Labor or their federal labor authority if they think they have been misled. Misclassification may typically be prevented by engaging with a compliance-focused MSP, RPO, or entire workforce solutions provider.

In a gig economy, the quality of labor might be measured differently. If the employer does not check the previous work experience and background of all potential employees, they can never know the quality of the employees they are getting. By working with MSP providers and reputable dispatch companies, organizations can be confident that they have properly screened employees to meet their needs. In addition, if your employees do not meet your company's standards, you can work with MSP or a dispatching company to find and hire better employees.

Someone in the company needs to be in charge of making sure the gig worker follows the contract. Some businesses lack the necessary infrastructure to manage big groups of contractors and initiatives. By assigning employees to monitor gig workers, organizations can ensure that projects are on track and that employees are fulfilling their promises.

For many organizations, the HR requirements for recruiting and managing the organization's traditional workforce can impede the ability of gig workers to take on similar responsibilities. RPO partners can help in two ways:

- Provides a complete end-to-end talent acquisition, retention, and utilization solution for the short-term work requirements of your organization's recruitment program.
- It provides the skills as well as software you need to employ and manage freelancers.

Gig workers are generally not typical employees, so companies will provide minimal management instructions, Pilnick said.

"They do a quality job and you will continue to use their services, or they will do a job you are not interested in and you will not renew your contract. The downside is that they will be yours. If you do not live up to expectations, you are bound by a contract for that period. "

It may be more appropriate for an independent contractor's customer or client to evaluate the latter job. Compliance with background check company Hire Right. "Let's talk to people who use the services of gig economy workers."

Corporate managers shouldn't discipline gig workers like regular employees, Pilnick said.

Another area where gig worker management can differ from traditional worker management is the care and future planning.

"There really isn't a career path for gig workers in a particular organization," said Mark Thoreau, head of Deloitte's HR shared services. "Gigworker coaching is optimized for the duration of the contract, as opposed to contributing to the task or project at hand, or developing a long-term career, skill, or experience."

Gigworker is skill development and mentoring. , And may benefit from Forgo. Chrysler gives as much autonomy as possible to the social support that accompanies his

tenure, "encouraging the building of a network of similarly deployed gig workers inside and outside the organization."

"Don't detain them or force them to follow unnecessary procedures or rules. This will probably deny the positive qualities of the job and make them resent it. They will resent them. Hope to engage with passion for the benefit of themselves and the company."

Managers are regular to gig workers It is important to be careful not to do anything that looks like an employee. If managed in the traditional way, the law may characterize them as traditional employees, at which point the company may be responsible for providing benefits such as health insurance and 401 (k). I have.

Finally, Martinez remembers that gig workers are not traditional employees, but they work within the organization and represent the organization to clients and clients.

"Consumers generally cannot distinguish between Gigeconomy workers and your direct employees," he said. "Gig economy employees not only have access to their customers, however, they frequently have access to the same workplaces and copyrights as normal workers. In some cases, you may be held liable for their negligence.

"To make sure that Gig employees are exactly what they say, are qualified to say they have, and can be trusted around your customers that don't match your brand. It is important."

Employees at gigs can usually schedule working hours. And the greater the skill and demand for a worker's expertise, the better the rewards and scope of the project that the worker can undertake.

"They manage their work and income and negotiate wages on a regular basis based on their current value," Chrysler said. You may not need to work in the field on a regular basis, move for work, or deal with internal politics. According to Chrysler, traditional employees do not have to attend meetings and may be late and leave early, complaining or resenting Gig's colleagues who are more likely to earn more than regular employees. There is a possibility of doing so.

"At any moment, people might compare themselves to others, which can lead to feelings of jealousy, anger, or regret.," he said. "The greatest option is to present a broader perspective. ." Yes, Roger earns \$ 200 more a week than you and is allowed to leave at 4:30 to pick up your child. But there's no insurance, 401 (k) play, or work safety. "

Solow said managers could agree on a schedule where regular employees work together to support a balance between work and life. Said there is. “Employee happiness may be improved by open and clear communication, adaptability in business hours and sites, and learning and employment possibilities..”

CHAPTER 3. THE POSSIBILITIES OF THE GIG ECONOMY WORKER'S ATTRACTION TO THE SOLARGAPS INC. PROCESSES.

3.1 HR management

The company gathered a team of highly qualified professionals for the successful commercialization of SolarGaps smart solar blinds. Currently, the company has 15 employees.

Yevgen Erik – CEO and founder of SolarGaps. He is an experienced leader with a proven track record of working in the consumer electronics and commercial real estate industry; skilled in business development and planning, strategic planning, management, and negotiation. Yevgen is a co-founder of another startup project – FeelVR developing an affordable motion simulator for VR direct-drive force feedback gaming wheel.

Denys Galamaga – CTO. Denys has experience of more than 10 years in engineering. He worked with more than 50 startups and for more than 3 years took the leading position in Automotive engineering in a German company.

Oleksandra Matviienko – CFO. Oleksandra has 15 years of experience in financial management; has experience in the valuation of assets and efficiency of investment projects, M&A, and fundraising from international banks and European investment funds. She possesses long-term managerial experience in the Ukrainian holding companies and spent over 5 years as a deputy CFO of DCH Infrastructure&Real Estate.

Iurii Tsvierkun – COO. Iurii has been building up and managing a B2B service company, which under his guidance became the leader in its field and boasts a market share larger than its three main competitors combined.

Ivan Pronchenkov – Head of marketing. Ivan has been working in marketing for 4 years with a focus on performance marketing and product development. His professional skills are based on search engine advertising, analytics, UX design, programming, and content editing. Prior SolarGaps, he launched his own projects and ran international marketing and sales campaigns.

Iryna Savytska – Head of Business Development. Iryna has 7 years of experience in the B2B segment. Her core competencies are project management, business development, market research, energy, and renewables. Iryna lived and worked in Germany and China for 3 years.

Jolee Nebert – Lead Designer. Jolee is an award-winning industrial designer with 7 years of experience bringing products to market. She has worked within design consultancies, startups, and fortune 500 companies to create innovative and robust market solutions.

Our HR department is our boss and the head of sales development. Yet another surveyor is very much integrated into the customer success process, which makes him another decision-maker when looking for and hiring an employee.

Now the workflow consists of recruiting and onboarding, with which the team is very helpful, making sure you understand the responsibilities of other employees and know who will be your peer in completing your job.

Performance management is not as developed as it would be in larger companies since our performance is evaluated almost every day, but in reality - every month and three months too.

When it comes to training and development, I am quite proud of my team as they are always looking for ways to increase their competence on their own, I love to do that too. Yet, receiving support and help from the management is a blessing.

This analysis shows us that the recruitment process is connected only with managers, and does not include specialists who will take care of brand awareness on the global market, as well as hiring personnel. As the company has less than 50 employees, it does not make sense to hire a recruiter or HR manager even for a part-time job position. However, using specialists for a short period should strongly help and save money.

3.2 Marketing development

To raise public awareness about SolarGaps and to promote SolarGaps innovative smart solar blinds the team is building the following communication strategy. Global communication activities are carried out by SolarGaps, while local communication in the priority markets is delegated to the dealers with local insights and well-established connections.

Two key aspects of SolarGaps communication strategy include

1. Raising AWARENESS about SolarGaps smart solar blinds.
2. Assisting the customer in the process of EVALUATION of advantages of SolarGaps smart solar blinds.

The table below represents key communication channels and the content distributed through these channels aimed at raising awareness and assisting in evaluation for different target users. (Figure 3.1)

COMMUNICATION CHANNEL	TARGET AUDIENCE	CONTENT	RESPONSIBLE
SolarGaps website, social media, Google ads, video and photography; preparation of leaflets and email newsletters	B2C and B2B	Explanation of the smart solar blinds value proposition and key parameters, and redirecting to local dealers	SolarGaps
Distribution of leaflets, brochures and other marketing materials	B2C and B2B	Explanation of the smart solar blinds value proposition and key parameters	Local dealers
B2B brochure, case studies, feasibility studies of B2B projects on the website	B2B	Explanation of the smart solar business case, detailed technical parameters and performance capacity	SolarGaps
Workshops with architects, energy consultancy providers and envelope experts	B2B	(Architects, energy consultancy providers and envelope experts will become aware of SolarGaps smart solar blinds and will recommend them to customers)	Local dealers assisted by SolarGaps
Face-to-face meetings with potential B2B customers	B2B	Explanation of the smart solar blinds value proposition and business case, negotiating terms of the deal, delivery, installation and after-sale support	Local dealers assisted by SolarGaps
Sales calls, showrooms	B2C	Explanation of the smart solar blinds value proposition and key parameters, presenting samples	Local dealers
Participation in exhibitions and conferences (detailed list in the WP4)	B2C and B2B	Explanation of the smart solar blinds value proposition, business case, detailed technical parameters and performance capacity	SolarGaps globally, dealers locally
Participation in technology-oriented TV programs	B2C, rarely B2B	Explanation of the smart solar blinds value proposition, presenting samples	SolarGaps assisted by local dealers
Access to research data	The only research developed during the project will be on the technical developments of SolarGaps smart solar blinds. This data will not be made available for commercial reasons		

Figure 3.1. Key communication channels and the content distributed.

Source: "Horizon 2020 Application", 2019

The company hired independent SEO and SMO specialists to check the website and set up the marketing campaign. There is an example of workflow which was done.

Report for the last period of work and plan for the next month. Date range - from 08/01/2021 to 09/01/2021

1. Catalogs

Manual addition to directories.

The gradual addition of the site to the directories contributes to the growth of the reference mass, and as a result, the growth of positions in Google. We are trying to make the link profile more diverse so that in the future it will be safer to place links with the necessary commercial anchors.

SolarGaps catalogs

2. Google Business Optimization

An analysis of the issue was made and the main points that need to be added to the site for better ranking in the local issue were highlighted. Compiled a brief TOR for implementation on the site.

You need to grant access to Google Business Cards. So that we can check all the nuances and fill in the required fields. In the future, this will be important when moving forward.

3. Outreach mailing lists

Create a template to send. We collected the first platforms for shipments. We started contacts. This will provide an opportunity to increase brand awareness and attract additional traffic from new resources. It is important to understand here that the negotiation process takes time and it will be necessary to write materials for certain requirements. When there are first agreements, we will discuss accommodation options.

4. Outreach_SolarGaps

Work plan for the next month:

- Send another 35-40 letters for cooperation
- 10 reviews on third-party resources. Start getting reviews on Google Business Pages
- Analyze adjacent niches (regular panels, maybe something else). See how they move.

- Checking the new version of the site (if ready)
- Blog content (preparation, recommendations, communication)
- Preparation of TOR for materials on outreach sites (depending on needs)
- Add keywords to track

As expected, this solution helped to increase the customer awareness and lead generation.

3.3 Uber case as an example

Based on the Uber case, we can clearly understand the execution of the gig economy.

App-based drivers, such as those employed by Uber and Lyft, are one of the most visible groups of gig workers. Here are some statistics on this group:

- The W-2 equivalent hourly earnings of an Uber driver is generally in the tenth percentile of all wage and salary workers' salaries, implying that Uber drivers earn just under 90% among all workers. (Economic Policy Institute, 2018)
- The app businesses have grown its staff by mostly attracting immigrants who lack a four-year college diploma and also have restricted job prospects. (New School and the University of California Berkeley Report, 2018)
- 60 to 65 percent of New York app drivers work full-time and don't have another employment, and roughly 80% of them bought a car to drive for a career. (New School and the University of California Berkeley Report, 2018)
- Uber drivers earn the average of \$9.21 per hour, only about 90% of all other hourly wages, and less than the minimum wage in 13 of the 20 main metropolitan markets where Uber runs. (Economic Policy Institute, 2018) (Figure 3.2)



Uber drivers earn
the equivalent of
\$9.21
in hourly wages.

Figure 3.2 Uber driver's earnings

Source: Economic Policy Institute, 2018

- Approximately 16percent of respondents of all drivers do not have health insurance. (New School and the University of California Berkeley Report, 2018)

- Between 2014 and 2017, real before-expense hourly earnings for Uber drivers working 50 hours or more per week plummeted by around 30%. (New School and the University of California Berkeley Report, 2018)

Uber aspires to be valued at high to \$100 billion when it goes public. (Wall Street Journal, 2021)

In light of the other statistics, this last one is very intriguing. Uber may have become the world's largest ridesharing firm. Its business concept, on the other hand, is easy to copy, and it lacks any meaningful competitive edge or distinctive assets.

According to surveys, over 70% of drivers working for Uber or Lyft. As a result, it appears that Uber's business model is totally reliant on a huge number of employees who have no reason to remain loyal to the company—either due to the kind of contract or fair compensation. It's no surprise that some argue that the Uber IPO valuation is absurdly high. (Figure 3.3)



Figure 3.3 Uber and Lyft driver positions.
Source: The Rideshare Guy 2017 Reader Survey.

The gig economy isn't a new phenomena, as we've previously established. The trouble is, because to the current technological explosion, it is now available to a large number of individuals.

The statistics below demonstrate how contemporary technology has impacted this business.:

- 15% of self-employed people have made money via a digital platform. These platforms have proliferated in the past few years. (McKinsey, 2021) (Figure 3.4)



Figure 3.4 Digital platforms usage.

Source: McKinsey report, 2021

- Those who sell things are more likely to use digital media, such as listing on e-commerce platforms like eBay and Etsy. (McKinsey, 2021)
- Digital platforms like HomeAway, Airbnb, and VRBO are used by between 25 and 40% of people who generate money independently by leasing properties. (McKinsey, 2021)(Figure 3.5)

Between **25** and **40%**
of those who earn independently
by leasing assets use digital platforms.

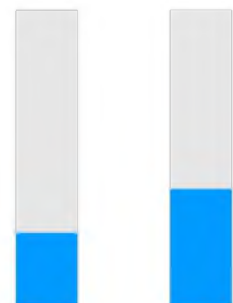


Figure 3.5 Digital platforms usage.

Source: McKinsey report, 2021

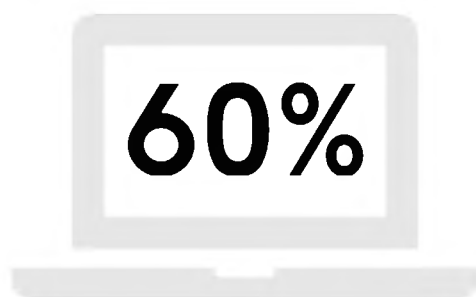
- Only 6% of independent earners in the United States and the EU-15 used media for selling services, such as Uber, TaskRabbit, and Upwork. (McKinsey, 2021)

- 69 percent of gig workers between the ages of 18 and 24 use the Internet to look for work. However, just 42% of individuals aged 64 and up do so. (PYMNTS, 2021)

The core of the market is made up of traditional contingent staffing businesses. Online talent networks, on the other hand, are growing in popularity, and it's believed that they already manage over \$2 billion in outsourced activity, employing hundreds of millions of individuals throughout the globe. (Deloitte)

- Freelancers are finding more work online, with 71% reporting a rise in the quantity of work they have obtained online this year (up 5 points since 2016). (Upwork, 2021)

- 59.1% of gig workers use digital marketplaces to find new opportunities (PYMNTS)(Figure 3.6)



of gig workers use **digital marketplaces** to find new opportunities.

Figure 3.6 Digital platforms usage.

Source: McKinsey report, 2021

- The majority of those who participate in the Online Platform Economy are only active for a few months of the year. (JPMorgan Chase, 2021)

- The majority of those who participate in the Online Platform Economy are only active for a few months of the year. (JPMorgan Chase, 2021)

- Among individuals who made money using transportation platforms at some time during the year, 58 percent made money in just three or fewer months. In the other sectors (non-transport industry, selling, and leasing), engagement was even more intermittent,

with less than 20% of participants earning for more than half of the year. (JPMorgan Chase, 2021)

- During the months that they participate, online platform profits provide a major source of income for families (54 percent). Platforms, on the other hand, are not displacing traditional notions of family income. Average platform earnings comprise around 20% of total observed take-home income in any month among persons who have experience in the Online Platform Economy at any point in the year. (JPMorgan Chase, 2021)

- In-person work was more common among workers whose primary occupation was in the transportation and utilities business. Online work was more common among those in professional and business services and information.(BLS, 2021)

- Although the Online Platform Economy is expanding, there is no evidence that it is displacing traditional sources of income for most people. Even though platform work has the potential to usher in the "future of work," the majority of participants are not putting it to the type of use that would usher in that future. JPMorgan Chase & Co. (JPMorgan Chase & Co.)

CONCLUSION

Leadership style reflects everything - the degree to which the manager delegates his authority, the types of management he uses, and his concern primarily with human relationships or, above all, with the completion of a task.

An authoritarian leader enforces his will through coercion or reward. A democratic leader exerts influence through persuasion, reasonable faith, or charisma and avoids imposing his will on his subordinates.

It is challenging to find wholly authoritarian or democratic styles of personnel management in their extreme manifestations. Leadership styles can be mixed and depend on the situation, i.e., adaptive. It brings more results than adherence to just one type.

Nevertheless, in general, the main emphasis in leadership should be on socio-psychological, economic administration methods, and a democratic management style. The command method is not suitable because, in my opinion, it is impossible to force new ideas and non-standard approaches to solving problems to be born at the behest, just because the boss wants it.

Relying on a democratic style, it is necessary to give employees maximum freedom to perform their tasks. At the same time, it is needed to determine control points for checking and possibly adjusting the study's progress. Subordinates not understanding the ultimate goal can solve the assigned jobs in the wrong direction.

Thus, the most effective style in today's rapidly changing world is the adaptive style, i.e., style-focused on reality.

The gig economy has drastically altered the modern corporate scene, and a new law has been enacted to control the process.

Despite the fact that it is notoriously difficult to quantify, it attracts an increasing number of people, becomes more accessible globally, and opens up new options for businesses to attract and collaborate with top talent on critical projects that require highly specialized skill sets.

Many participants in the gig economy use the gigs to supplement their monthly income. However, other people rely on gigs to make a living; this category includes highly

competent professionals who work with a variety of companies. Finally, there are those in the gig economy who have families to support and no other way to make a living.

Freelancing is increasing, and more people are doing gig work. The gig economy brings significant income to the US economy, and most freelancers seem to be happy with the market conditions. The coronavirus pandemic has only hastened the expansion of the freelancing market, as our gig economy statistics demonstrate. The gig economy will continue to grow at a rapid pace if the current trend continues. It may soon supplant the existing labor market.

In this report, I analyzed the gig economy's impact on global trends in hiring, management, and engaging employees in certain duties and tasks. Based on the data I have given, shortly, the popularity of workers in the gig economy will only increase, which will also affect the management style in companies since such employees require a certain approach in terms of financial and personal motivation.

More and more companies adopt a blended workforce of contractors and permanent employees, and it is increasingly important that the two work well together. In today's competitive market, it's challenging to hire and retain highly competent freelancers, therefore it's in an employer's best interest to keep their finest gig workers on board.

Gig workers do not have similar employment rights to permanent workers, so HR and People teams are just involved in their recruitment and onboarding, not handling legal requirements and contractual obligations. HR and People teams can also help managers in how to manage gig workers, and how to obtain the best results.

To increase efficiency, gig workers should feel as important as usual workers in the workspace.

Moreover, I also concluded that the attitude to the gig economy and management of gig workers is very different in different countries and cultures, and it can only be assessed from different angles, adapting to local markets and needs.

Using the example of the company where I did my internship, SolarGaps Inc., I found an opportunity to implement the gig economy trend even in companies that initially work according to the standard procedure, hiring full-time employees only.

This allows reducing the cost of employees, taxes paid by the company, efforts in hiring, maintenance, and remuneration.

Many factors significantly influenced the growth and influence of the gig economy. Still, in the future, it will only develop more strongly, and more and more companies will refuse to hire employees whose competencies can be closed easier and cheaper.

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