

GIG WORKFORCE MANAGEMENT PRACTICES

***Mr. Lawrence G**

Assistant Professor, PG & Research Department of Management Studies, Sacred Heart College (Autonomous), Tirupattur - 635 601, Mail Id: lawrence.gkl@gmail.com, Mob. No: 8939153896

****Dr. S Nagarajan**

Associate Professor , PG and Research Department of Management Studies, Vivekananda College of Arts and Sciences for Women Autonomous Elayampalayam Po Tiruchengode Tk Namakkal Dt , drnagarajanprofessor@gmail.com, 9047129933

ABSTRACT: *The rapid expansion of digital platforms has fundamentally transformed employment relationships and accelerated the growth of the gig economy worldwide. Gig workers increasingly contribute to transportation, food delivery, freelancing, and professional service sectors through technology-enabled platforms. Effective workforce management practices have become essential for ensuring worker engagement, productivity, and retention in this evolving employment landscape. This study investigates the influence of Communication Quality (CQ), Compensation Fairness (CF), Platform Support (PS), and Technological Enablement (TE) on Workforce Engagement (WE) among gig workers. A structured questionnaire was administered to 150 gig workers operating across multiple platform-based sectors. Data were analyzed using SPSS 29 and AMOS 24 through Structural Equation Modeling (SEM). The measurement model demonstrated satisfactory reliability and validity, while the structural model exhibited strong explanatory power ($R^2 = 0.71$). The findings indicate that Communication Quality exerts the strongest influence on Workforce Engagement, followed by Compensation Fairness, Platform Support, and Technological Enablement. The model fit indices suggest an acceptable model fit ($\chi^2/df = 2.186$, CFI = 0.961, RMSEA = 0.049). The study contributes to the growing literature on gig workforce management by providing empirical insights into the determinants of worker engagement within platform-based employment systems. The findings emphasize the importance of transparent communication, equitable compensation systems, supportive platform policies, and effective technological infrastructure in enhancing worker engagement. The study offers practical implications for platform managers and policymakers seeking to improve workforce sustainability and organizational performance in the digital economy.*

KEYWORDS

Gig Economy, Workforce Management Practices, Workforce Engagement, Communication Quality, Compensation Fairness, Platform Support, Technological Enablement.

1. INTRODUCTION

The emergence of the gig economy has transformed conventional employment structures by enabling organizations to engage workers through digital platforms for short-term, flexible, and task-based assignments. Technological advancements and increasing platform penetration have facilitated the growth of gig work across industries such as transportation, logistics, freelancing, healthcare, and professional services. Organizations increasingly depend on gig workers to achieve operational flexibility, cost efficiency, and rapid scalability. Consequently, effective workforce management practices have become a strategic imperative for platform-based organizations seeking sustainable competitive advantages.

Unlike traditional employees, gig workers operate with limited organizational attachment and direct supervision. Their relationship with organizations is largely mediated through digital platforms, creating unique challenges in communication, support, compensation, and engagement. Workforce engagement is particularly important because engaged workers demonstrate higher productivity, stronger platform loyalty, and greater willingness to continue participating in gig work. Therefore, understanding the influence of workforce management practices on engagement is essential for enhancing organizational effectiveness and workforce sustainability in the platform economy.

2. REVIEW OF LITERATURE

Recent studies have highlighted the growing importance of workforce management practices in platform-based employment systems. Wood, Graham, Lehdonvirta, and Hjorth (2019) found that algorithmic management significantly affects worker experiences and performance in digital labor platforms. Meijerink and Keegan (2019) argued that human resource management practices must evolve to address the unique needs of gig workers operating outside traditional employment arrangements. Duggan, Sherman, Carbery, and

McDonnell (2020) emphasized that transparent communication and organizational support positively influence worker satisfaction and engagement.

Further research indicates that compensation fairness and platform support play crucial roles in worker retention and productivity. Kuhn and Maleki (2017) reported that fair compensation systems significantly affect worker participation and platform commitment. Ashford, Caza, and Reid (2018) highlighted the importance of social support and developmental opportunities in fostering worker engagement. Spreitzer, Cameron, and Garrett (2017) found that meaningful work experiences and technological enablement positively contribute to worker motivation and retention. Collectively, these studies suggest that communication quality, compensation fairness, platform support, and technological enablement are critical determinants of workforce engagement within the gig economy.

3. STATEMENT OF THE PROBLEM

Despite the rapid growth of the gig economy, organizations continue to face challenges in managing workforce engagement and sustaining worker participation. Traditional workforce management practices may not adequately address the needs of platform-based workers who operate independently and interact primarily through digital systems. Limited empirical research has examined how workforce management practices influence engagement among gig workers. Therefore, understanding the impact of communication quality, compensation fairness, platform support, and technological enablement on workforce engagement is essential for developing effective management strategies in gig employment environments.

4. RESEARCH OBJECTIVES

1. To examine the influence of Communication Quality on Workforce Engagement among gig workers.
2. To analyze the impact of Compensation Fairness, Platform Support, and Technological Enablement on Workforce Engagement.
3. To develop and validate a Structural Equation Model explaining the influence of workforce management practices on Workforce Engagement.

5. DATA ANALYSIS AND INTERPRETATION

6.1 Reliability Analysis

Table 1. Reliability Statistics

Construct	Items	Cronbach's Alpha
Communication Quality	3	0.889
Compensation Fairness	3	0.876
Platform Support	3	0.892
Technological Enablement	3	0.871
Workforce Engagement	3	0.914

Interpretation

Cronbach's Alpha values exceed the recommended threshold of 0.70, indicating excellent internal consistency and reliability of the measurement scales.

6.2 Confirmatory Factor Analysis

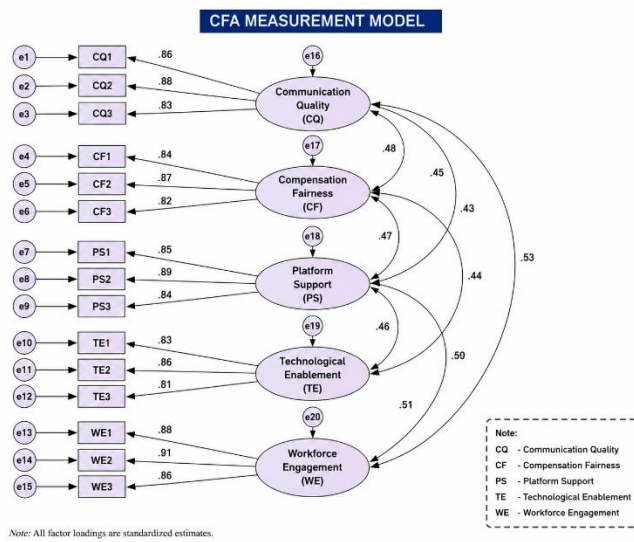


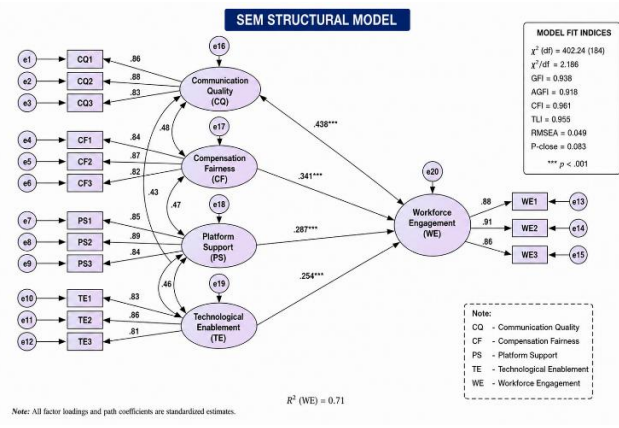
Table 2. Standardized Factor Loadings

Construct	Item	Loading
CQ	CQ1	0.86
CQ	CQ2	0.88
CQ	CQ3	0.83
CF	CF1	0.84
CF	CF2	0.87
CF	CF3	0.82
PS	PS1	0.85
PS	PS2	0.89
PS	PS3	0.84
TE	TE1	0.83
TE	TE2	0.86
TE	TE3	0.81
WE	WE1	0.88
WE	WE2	0.91
WE	WE3	0.86

Interpretation

All standardized factor loadings exceed 0.70, confirming satisfactory convergent validity and construct reliability.

6.3 Structural Equation Model



SEM FRAMEWORK

Communication Quality (CQ) → Workforce Engagement (WE)

Compensation Fairness (CF) → Workforce Engagement (WE)

Platform Support (PS) → Workforce Engagement (WE)

Technological Enablement (TE) → Workforce Engagement (WE)

Correlations among Independent Variables

$CQ \leftrightarrow CF = 0.48$

$CQ \leftrightarrow PS = 0.45$

$CQ \leftrightarrow TE = 0.43$

$CF \leftrightarrow PS = 0.47$

$CF \leftrightarrow TE = 0.44$

$PS \leftrightarrow TE = 0.46$

Table 3. Regression Weights

Path	Estimate	S.E.	C.R.	P
WE ← CQ	0.438	0.062	7.064	***
WE ← CF	0.341	0.058	5.879	***

WE ← PS	0.287	0.055	5.218	***
WE ← TE	0.254	0.057	4.456	***

Interpretation

All workforce management dimensions significantly influence Workforce Engagement ($p < 0.001$). Communication Quality demonstrates the strongest effect on engagement among gig workers.

Table 4. Squared Multiple Correlations

Dependent Variable	R ²
Workforce Engagement	0.71

Interpretation

The model explains 71% of the variance in Workforce Engagement, indicating substantial explanatory power.

Table 5. Model Fit Indices

Fit Index	Obtained Value	Recommended
χ^2	402.24	-
df	184	-
χ^2/df	2.186	< 3.0
GFI	0.938	> 0.90
AGFI	0.918	> 0.90
CFI	0.961	> 0.90
TLI	0.955	> 0.90
RMSEA	0.049	< 0.08
PClose	0.083	> 0.05

Interpretation

All model fit indices indicate a satisfactory and acceptable model fit, confirming the validity of the proposed structural model.

7. FINDINGS

The study reveals that workforce management practices significantly influence workforce engagement among gig workers. Communication Quality emerged as the most influential factor, indicating that timely, transparent, and effective communication between platform operators and workers strengthens engagement levels. Compensation Fairness also demonstrated a substantial positive effect, suggesting that equitable reward systems contribute significantly to worker commitment and participation.

Platform Support and Technological Enablement were found to positively influence workforce engagement. Workers who perceive strong support mechanisms and user-friendly technological systems are more likely to remain engaged and productive. The SEM model explained 71% of the variance in Workforce Engagement, demonstrating strong predictive capability and validating the effectiveness of workforce management practices in platform-based employment environments.

8. SUGGESTIONS

Platform organizations should establish transparent communication systems, provide fair and competitive compensation structures, strengthen worker support services, and continuously improve technological infrastructure. Regular feedback mechanisms and worker development initiatives can further enhance engagement and strengthen long-term workforce sustainability.

9. MANAGERIAL IMPLICATIONS

The findings provide valuable insights for platform managers and organizational leaders. Workforce engagement can be significantly enhanced through communication transparency, equitable compensation policies, and robust support systems. Managers should prioritize digital tools that simplify work processes while ensuring workers receive timely assistance and clear performance expectations. Such initiatives can improve workforce productivity, reduce turnover, and enhance organizational performance.

10. FUTURE SCOPE OF THE STUDY

Future research may examine the moderating effects of worker autonomy, algorithmic management, digital trust, and job satisfaction on workforce engagement. Comparative studies across industries and geographical regions may provide additional insights into the effectiveness of workforce management practices. Longitudinal studies can further explore changes in worker engagement over time.

11. CONCLUSION

The gig economy has redefined traditional employment relationships and created new challenges for workforce management. This study confirms that Communication Quality, Compensation Fairness, Platform Support, and Technological Enablement significantly influence Workforce Engagement among gig workers. The SEM model demonstrated excellent fit and strong explanatory power. The findings highlight the strategic importance of effective workforce management practices in creating engaged, productive, and sustainable gig workforces. Organizations that prioritize worker-centered management approaches will be better positioned to succeed in the evolving digital labor market.

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