

**GIG WORKERS: THE MODERN WORKFORCE IN THAILAND
AND HOW TO MOTIVATE THEM**



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**GIG WORKERS: THE MODERN WORKFORCE IN THAILAND
AND HOW TO MOTIVATE THEM**

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ABSTRACT

Gig workers, people who work under nonstandard or alternative job arrangements, are now becoming an important workforce today. These people can be a better fit for the businesses in this modern day by providing the right skills, at the right time, and at the right cost. This study investigated the gig workers' motivations and then emphasized on the job motivational factors prioritization among the Thai workers. Quantitative research had been conducted by collecting data from 103 Thai gig workers who experienced working for gig jobs within the past two years. The results of this study show many insights into their motivations. Earning extra money, however, is the main reason the respondents became gig workers, Thai gig workers see other non-monetary motivations as more important. The top most important factors found are 'freedom on how to work' and 'time and location flexibility'. Further analysis of the gig workers' age, gender, areas of work, and work situations shows different rankings results between groups. These lead to insightful findings on how the different groups of workers value differently. Recommendations for the hirers and managers on how to motivate the gig workers are given.

KEY WORDS: Gig economy / Gig worker / Motivation / Thailand

39 pages

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CHAPTER I

INTRODUCTION

In the business world today, technological advancement has driven a number of new commerce and business activities. We can see many new business models, such as streaming content providers, social influencers, and grocery delivery services, have been established. With such changes, the operations behind the businesses are now becoming more variety and complex. For these reasons, the demand for the workforce has changed too. Enterprises tend to have their particular requirements differently toward the workforce in terms of skill sets, work conditions, and periods of time.

As a consequence, hiring solely full-time employees may no longer be suitable to fully function a business. On the other hand, external on-demand work arrangements can be highly involved in business success. One study reported that about 87% of the global executives have considered external workers to be in the workforce composition that creates value to the organizations. (Altman et al., 2021) A notable case in the study is the software tester company with 400 employees. No single software tester is among those employees. Instead, the company has 700,000 crowdworkers from countries around the world to do the testing tasks. Besides this case, the external nonstandard workers can be also recognized as, for example, part-timers, remote developers, and advisers. These alternative work arrangements are widely considered the 'gig economy'.

It is noticeable that the gig economy jobs are likely to be temporal, and/ or flexible characteristics. At the same time, it can be very beneficial to businesses in terms of getting the right people, at the right time, and the right cost. Thus, acknowledgment of how to manage the gig workforces should be emphasized. In the past, organizational behavior studies usually focused on the standard employees. Job motivational factor is a concept that has been studied to understand the important factors and to drive positive outcomes from the employees. However, there was no concrete research on this concept in the gig workers, where the understanding can be useful to modern-day management.

Therefore, this study aims to find out what are the top important motivational factors among the gig workers.

The main reason for selecting this topic is because of the author's experience working for startup businesses. Today, small businesses with very limited resources can be created and grow more easily than ever. One of the crucial reasons is that they can utilize the resources, such as time, money, and labor, efficiently. Hiring gig workers with the right management is a critical factor to determine the business's success. These workers can be skillful and help save costs without the long-term hiring commitment required. Yet, they seem to have different working preferences from the regular employees, for example, working time, locations, and the reasons they work. In the researcher's opinion, a clear awareness of their motivations could support businesses to hire, manage, and motivate the gig workforces better.

The context of this study will focus on the gig workers in Thailand, who are currently working or experienced working for gig jobs within the past two years. This paper firstly gathered information about the gig economy, gig workers' motivations, and studies about the job motivational factor concept from the literature. Secondly, it developed a questionnaire to collect data from the Thai gig workers, in order to understand more about their background, experiences, and finally their motivations toward the gig jobs. These primary data were analyzed to answer the research question of what factors motivate the workers. Further analysis of the motivation differences between groups of respondents was also provided. Lastly, it summarized the conclusions, limitations, and recommendations for those who are involved in hiring and managing gig workers.

CHAPTER II

LITERATURE REVIEW

This chapter provides relevant literature and studies for the research topic. Firstly, 2.1 explains the definition and characteristics of ‘Gig Economy’ in order to understand what is considered gig workers. 2.2 discusses the concept of the job motivational factors and what factors were used in the previous studies. 2.3 elaborates on the motivations of the gig workers starting from why they have become into the gig economy and what found to be motivating for them. Finally, 2.4 talks about intrinsic and extrinsic motivations concepts which is a well-known topic in the human resources management area.

2.1 Definition and Characteristic of Gig Economy

According to Woodcock & Grahampolity (2020), the word ‘gig’ in terms of the gig economy refers back to the short-term job arrangement among musicians. For example, an aspiring musician might tell a friend that he or she got a gig at a pub. This means they will perform a musical event without a guarantee that they will get hired regularly or just that one-time job. Likewise, Merriam-Webster (n.d.) gave a definition of the word ‘gig’ as a noun as “a job usually for a specified time, especially entertainer's engagement” Also, gave a definition of the word as a verb as “to work as a musician” This could possibly be the origin of the word ‘gig economy’.

Ruyter & Brown (2019) described the gig economy as the latest catchphrase for “flexible working” which is the catch-all term of any practices that deviated from a rigidly defined working schedule and is also linked to work-life balance. As stated by Gig Economy Data Hub (n.d.), there are three different approaches to define nonstandard or gig work. First is the work arrangement that tends to be project-based or temporary. Another approach is legal classification in which tax registrations and employment laws differ from standard work. Last is the nature of job characteristics

such as flexibility, scheduling, and oversight direction. Friedman (2014) cited gig workers as when they are hired with flexible arrangements, and with no long-term connection to the individual or business who pays them, for instance, independent contractors who work only to complete particular defined tasks or for a specified time. These workers typically have relationships with multiple clients to maintain a steady income as the clients' demand for their services can fluctuate (Connelly et al., 2020).

Gig economy consists of both location-based work that requires workers to be physically present, and location-independent work that can completely be conducted and delivered remotely (Huws et al., 2016; Woodcock & Graham, 2020). The first gig work often performs as delivery, transportation, household service, and manual labor. In contrast, the second gig work covers a wide range of digital services from accounting, writing, tech support, software development, consulting, and design. In the literature review, many of gig economy related studies found frequently scope on platforms-based work namely Uber, Upwork, and Amazon Mechanical Turk (Becking, 2018; Berger et al., 2019; Burbano & Chiles, 2020; Goods et al., 2019; Meijerink, 2020; Soriano & Cabañes, 2020). However, on the researcher's observation in the Thai context, a significant number of the gig work arrangements are non-platform types such as referral, and especially, social media. There are at least 50 active Facebook groups, located in Thailand, that are related to freelance and part-time jobs. There are around 10,000 to 200,000 members in each group. This alternative recruitment functions by the job seekers or job requestors posting their needs and conditions on the online communities. Interested people, whether the group members or not, will contact the posters directly via the contact information provided to negotiate or process the hiring.

Table 2.1 Gig work classification

	Location-based	Location-independent
Platform based	Location-based platform gig <i>Find workers to work in certain locations through intermediary platforms. e.g., Uber</i>	Platform remote gig <i>Find workers for remote tasks through intermediary platforms. e.g., Upwork</i>
Non-Platform	Location-based and non-platform gig <i>Find workers to work in certain locations using alternative methods .e.g., referral, and advertisement</i>	Non-platform remote gig <i>Find workers for remote tasks using alternative methods. e.g., referral, social media, and recruiting agency</i>

The gig economy, however, is a new broad term used to identify many types of nonstandard working terms in studies, such as self-employment, freelance, online piecework, crowd work, part-time job, and contract job. These words are highly related with interchangeable characteristics and overlapped definitions to each other and to the gig economy. yet they are slightly different in some angles. For instance, Freelance is addressed as a new form of self-employment (Baitenizov et al., 2019) when an independent individual or a contractor is hired to perform certain assignments without long-term contact (Kazi et al., 2014). Simultaneously, crowd work shares a very similar work arrangement but also specifically involves outsourcing to unidentified people on crowdsourcing platforms (Durward et al., 2016). For these reasons, this chapter includes literature research on the gig economy related terms and contexts to apply for the gig worker study. All workers who work for jobs in the gig economy are considered gig workers in this study.

2.2 Job Motivational Factors

Motivation refers to the inspiration that influences individuals to do something for the purpose of getting their desirable outcomes (Nawaz et al., 2019; Ryan & Deci, 2000). In organizational behavior, motivation is used to enable employees' performance in terms of productivity and efficiency which improve overall organizational performance (Steer, 1994). Ahmed et al. (2010) argued that motivational factors play a critical role to activate job satisfaction which in return, the satisfied workforces can help improve business performance. Motivated employees will perform at their maximum ability, at the same time, demotivated employees will lead to declining productivity, which is costly for the businesses (Kovach, 1987; Steer, 1994). Therefore it is crucial for the management to find what factors that motivate their employees to apply the proper motivations to them.



Figure 2.1 Relationship between motivational factors, satisfaction, and work performance

The concept of motivational factors in the workers was originally used to understand the standard employees. A classic study for this topic is Kovach's ten motivational factors (Kovach, 1987), developed from well-known motivation theory, i.e., Maslow's hierarchy of needs, and Herzberg's two-factor theory. The study surveyed 1,000 employees in the industrial sector. The findings indicated ten ranked motivational factors among employees include: interesting work, appreciation of work done, feeling of being in on things, job security, good wages, promotion and growth in organizations, good working conditions, personal loyalty to employees, tactful discipline, and sympathetic help with personal problems. After all, the study also found that these motivational perceptions can be changed over time. The later motivational factors studies either used Kovash's factors or developed new ones. Yet, all the factors were

found to be very similar and within the standard employment condition. Some of these studies were about the employee's motivation in general (Lorincová et al., 2019), or in specific industries namely, university context (Ahmed et al., 2010), tourism industry (Jigme Norbu, 2017; Negiz & Akbiyik, 2019), and wood-processing industry (Hitka et al., 2017). The summary of motivational factors from the literature review is shown in table 2.2.



Table 2.2 Summary of motivational factors from literature

	Kovach,1987	Lorincová et al. 2019	Ahmed et al. 2010	Hitka et al. 2017
Set of Factors	<p>Interesting work</p> <p>Appreciation of work done</p> <p>Feeling of being in on things</p> <p>Job security</p> <p>Good wages</p> <p>Promotion and growth in organization</p> <p>Good working conditions</p> <p>Personal loyalty to employees</p> <p>Tactful discipline</p> <p>Sympathetic help with personal problems</p>	<p>Basic salary</p> <p>Atmosphere in the workplace</p> <p>Good work team</p> <p>Fringe benefits</p> <p>Fair appraisal system</p> <p>Job security</p> <p>Supervisor's approach</p> <p>Working hours</p> <p>Communication in the workplace</p> <p>Recognition</p> <p>Social benefits</p>	<p><u>Intrinsic Factors</u></p> <p>Recognition</p> <p>Work itself</p> <p>Opportunity for advancement</p> <p>Professional Growth</p> <p>Responsibility</p> <p>Good feelings about organization</p> <p><u>Extrinsic factors</u></p> <p>Effective senior management</p> <p>Effective supervisor</p> <p>Good relation with co-workers</p> <p>Satisfaction with salary and benefits</p> <p>Presence of core values</p> <p>Job security</p>	<p>Basic salary</p> <p>Fair financial appraisal system</p> <p>Job security</p> <p>Free time</p> <p>Fair assessment of job performance</p> <p>Fringe benefits</p> <p>Social care</p> <p>Workplace safety</p> <p>Personal growth</p> <p>Physical effort at work</p>
Context / Industry Applied	General & tourism industry employee	General employee	University employee	Wood-processing industry employee

2.3 Motivations in Gig Workers

Although there are similarities in motivational factors among standard employment studies, some of the factors are varied due to the different working contexts. Also, many aspects seem to be unlikely for the gig economy context where the working environment, work conditions, and the nature of work are different. For instance, good relationships with co-workers, and promotion may not be as valuable to gig workers as they are to the standard employees. It is because such workers tend to work on project-based tasks and are already prepared to work temporally with multiple clients. Moreover, the motivation or reasons why people become gig workers maybe because they value things differently, in terms of motivational factors and priorities, from the standard workers. This section is to provide insight about what are important to those workers and can be used as motivational factors in the study.

A study about the gig economy in the UK identified two most reasons why people turned themselves into freelancers (Broughton et al., 2018). First is the flexibility of the work. This is related to people, mostly women, who have committed to look after their children or the family members who are elderly or sick. Also related to students that are looking for ways to earn extra money while studying, and those people who have a preference for flexibility as they want to manage their own time and be their own boss. The second reason is income. There are people who perceive the benefit of better pay from freelance jobs and people who work in the gig economy as other sources of income such as people who are already full employed, students, and those people with mental or physical health which prevent them from being full-time employed.

The reasons above are highly related to the characteristics of the gig work. In addition, there is more literature summarizing the benefits of the work and how it motivates the workers. George & Chattopadhyayis (2017) cited that there are three potential benefits of such work arrangement to the workers include the freedom to choose where, when, and how to work, the minimization involvement in political issues in organizations, and the enablement of work-life fit, aka work-life balance, as the workers can control over their time. Similarly, Chaudhry (2019) suggested the advantage of the gig economy to the gig workers as work-life balance, flexibility, and more opportunity to work due to the technology. Also included the financial advantage of transactional cost reduction and additional income streams. These can be the

implication why gig workers are motivated to work in this alternative arrangement. A later study mentioned gig workers' motivation drivers in a similar direction as its benefits in the earlier studies. They are flexibility, monetary compensation, low entry barriers, autonomy, and self-growth (Gusseck & Wiesche, 2021)

Besides these motivations among gig workers, literature suggested the concept of Freelancer Value Proposition (FVP) as value attributes that individuals or organizations offer to their freelancers (Nawaz et al., 2019). FVP developed from the Employee Value Proposition (EVP) concept of defining which values employers can give to satisfy their employees in exchange for the working services. EVP is described as the mix of benefits, characteristics, and ways of work that employees are looking for from the job (Pawar & Charak, 2014). These imply that EVP attributes are factors that motivate the employees to work as well as FVP attributes are to the freelancers in the gig economy. Nawaz et al. (2019) proposed six dimensions of the Freelancer Value Proposition as follows.

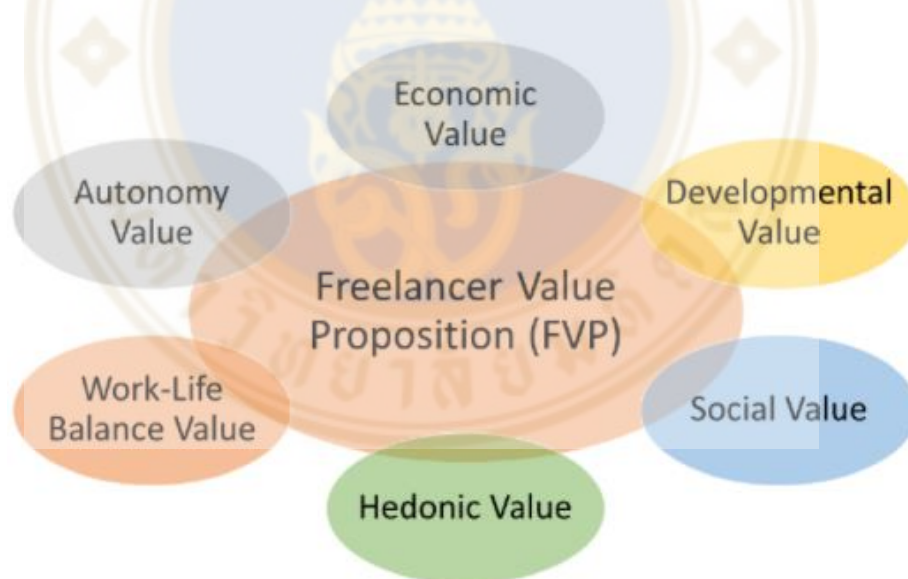


Figure 2.2 Freelancer Value Proposition dimensions (Nawaz et al., 2019)

2.3.1 Economic Value refers to economic benefits which are all the monetary benefits such as salary, bonus, and commission. These benefits traditionally develop a positive attitude and outcomes among employees and now also attract

professionals to contribute to the gig economy. As we can see that freelancers utilize their time, knowledge, skill, and capabilities to earn monetary compensation.

2.3.2 Social Value is the value from social interaction with colleagues or people in the work environment, for example, a good team atmosphere (Pawar & Charak, 2015). Social value is a basic intrinsic need of human beings and has been applied in general employee management. In the gig economy context, it can refer to relationships with the hirers or managers who coordinate with the gig workers. Furthermore, it is also related to the social status of the workers to gain social acceptance and good reputations in the society.

2.3.3 Autonomy Value refers to the degree of freedom in decision-making and work management. Project-based work, such in the gig economy, offers higher flexibility and autonomy compared to standard work. Workers are motivated toward their work as they can choose what projects, when, where, and how to work according to their conditions or preferences.

2.3.4 Work-life balance Value is defined as the ability of an individual to balance all activities in work and nonwork, such as parenting, study, sport, and travel, successfully and satisfactorily (Kalliath & Brough, 2008). According to Nawaz et al. (2019), work-life balance has multiple positive effects on work outcomes i.e. performance, productivity, and satisfaction. In the gig economy where work flexibility, and autonomy to control their own time, are parts of the job advantage, freelancers may consider work-life balance valuable.

2.3.5 Developmental Value is defined as the degree of opportunities in recognition, self-worth, and career-enhancing experience for future employment (Biswas & Suar, 2013). It was identified as an important dimension of organizational attractiveness. The gig economy offers a variety of tasks and challenges which can support the workers' development of their skills and capabilities in terms of both career development and personal development.

2.3.6 Hedonic Value is the combination of enjoyment, pleasure, excitement, fun, and perceiving of benefits a person experiences when performing any activities. In gig workers, it refers to internal motivational factors that drive people to contribute their effort to the gig economy.

From the study, all the six dimensions proposed, except for work-life balance value, showed statistical support and were proven to be the Freelancer Value Proposition. For the gig economy, these dimensions, including work-life balance value, are reasonably consistent with the other literature related to the gig workers' motivations.

2.4 Intrinsic and Extrinsic Motivations

Intrinsic and extrinsic motivation concept (Herzberg et al., 1959; Ryan & Deci, 2000), which is one of the most well-known classification of motivation used in many areas including in human resource management. The intrinsic motivation, or internal motivation, is driven by individuals' inner factors, e.g., passion and enjoyment, that influence them to perform actions for self-satisfaction. In contrast, extrinsic motivation, or external motivation, is controlled by outer factors, e.g., monetary rewards and social acceptance that reinforce individuals to perform actions. This is useful for the organizations to understand and apply in the workers motivating strategies.

Literature explained the importance of both motivations in the same direction as they correlate with positive work outcomes, for instant satisfaction, work effort, and performance (Ahmad et al., 2010; Çınar et al., 2011; Dysvik & Kuvaas, 2013, Fischer et al., 2019; Khan et al., 2013; Rahman et al., 2019). Although some of the studies argued that intrinsic motivation can be more motivating, external motivation is also useful under either the same or different conditions. According to Legault (2016), the external desire to comply with social standards can help promote preferable behaviors even if sometimes the individuals are not intrinsically interesting. For example, it can influence people to do homework or obey traffic laws. However, in organizational behavior, both intrinsic and extrinsic rewards significantly contribute to employees' motivation to work (Herzberg et al., 1959).

Above all, the two motivations are considered to be best when using them simultaneously. A study in creative and innovation output found that adding specific external rewards such as symbolic public recognition and individual praise can be synergistic to intrinsic motivation (Fischer et al., 2019). Similarly, Zaman et al. (2020) suggested that it is important to realize that two motivations are not opposing to each

other and that they are potentially supporting each other to magnify the motivation. For example, an individual spends extra hours working on graphic designing because of the enjoyment and also extra pay for the extra work. Consequently, organizations need to understand and pay attention to the use of these motivational factors altogether.



CHAPTER III

METHODOLOGY

3.1 Primary Data Collection Method

Literature review in chapter 2 demonstrates that motivation in regular employees is a good foundation to understand the motivation in gig workers. However, in the gig economy, the work characteristics give some particular benefits to the workers. People may also get motivated to work for different reasons from regular work. Although the literature provided insight of potential motivational factors for the workers, there was no concrete indication on how much each factor was important to them. Thus, this study adopted the quantitative primary data collection method to further understand the job motivational factors and their priority directly from the workers.

3.2 Questionnaire Method

This study targets Thai gig workers who are working in the Thai context using non-probability sampling methods. The data were collected through a questionnaire survey which was developed based on similar motivational factors studies from the literature. The questionnaire was established in Thai to be comprehended only by Thai workers. Moreover, it included a screening question about their job characteristics to ensure they are within the gig worker criteria.

The respondents were asked to respond to closed-ended questions with the option to add their own answers if not included in the choices in some questions. It took approximately 5-10 minutes for each participant to complete all the questions. The questionnaire was divided into three sections.

Section 1 was about the personal information which were age and gender.

Section 2 was for the respondents' background and experiences as a gig worker, namely, job type, overall satisfaction being a gig worker, and income level.

Section 3 consisted of 5-Likert point scale questions asking to rate each 16 motivational factors related to gig work. On the Likert scale, 1 means least important factor, while 5 means most important. These factors were set to be presented in randomized order to the respondents in order to reduce the response order bias (Israel & Taylor, 1990).

The job motivational factors of the gig workers used in this section are as shown in table 3.1. These were developed by combining employees' motivational factors, the gig workers' motivation and understanding of the gig work job characteristics from the literature review.

Table 3.1 Gig worker motivational factors and the supportive literature

Item	Job Motivational Factors	Supportive literature
1	Good pay	Employee motivational factor (Ahmed et al., 2010; Hitka et al., 2017; Kovach,1987; Lorincová et al., 2019). A reason to become a freelancer (Broughton et al., 2018). Freelancer economic value (Nawaz et al., 2019). Monetary as a motivation driver (Gussek & Wiesche, 2021).
2	Job interesting	Employee motivational factors as interesting work (Kovach,1987), and work itself (Ahmed et al., 2010)
3	Sympathetic help with personal problems	Employee motivational factor (Kovach,1987). Freelancer social value (Nawaz et al., 2019).
4	Passion/ enjoyment in the work	Employee motivational factors as work itself (Ahmed et al., 2010), and freelancer hedonic value (Nawaz et al., 2019)

Table 3.1 Gig worker motivational factors and the supportive literature (Cont.)

Item	Job Motivational Factors	Supportive literature
5	Effective/ good management	Developed from effective senior management and supervisor's approach (Ahmed et al., 2010; Lorincová et al., 2019)
6	Fair appraisal system	Employee motivational factors as fair appraisal system (Hitka et al., 2017; Lorincová et al., 2019)
7	Appreciation of work done by the hirer or manager	Employee motivational factors as the appreciation of work done (Kovach,1987), and recognition (Ahmed et al., 2010; Lorincová et al., 2019). Freelancer social value (Nawaz et al., 2019).
8	Good working conditions (e.g. work effort, and time pressure)	Developed from good working conditions (Kovach,1987), and physical effort at work (Hitka et al., 2017).
9	Enhancing your social reputation	Developed from social benefit (Lorincová et al., 2019)
10	Enhancing career opportunities	Developed from professional growth (Ahmed et al., 2010), and freelancer developmental value (Nawaz et al., 2019)
11	Potential of future hiring from previous hirers	Developed from job security in employee motivational factor (Ahmed et al., 2010; Hitka et al., 2017; Kovach,1987; Lorincová et al., 2019), and financial benefit motivation in gig workers (Gussek & Wiesche, 2021; Nawaz et al., 2019).
12	Good relationship with hirers or managers you work with	Developed from communication in the workplace (Lorincová et al., 2019). Good relations with co-workers (Ahmed et al., 2010). Freelancer social value (Nawaz et al., 2019)

Table 3.1 Gig worker motivational factors and the supportive literature (Cont.)

Item	Job Motivational Factors	Supportive literature
13	Enhancing personal development	Employee motivational factor of personal growth (Kovach, 1987). Freelancer developmental value (Nawaz et al., 2019)
14	Freedom on how to work (Work autonomy)	Freedom to control over the work as a benefit of the gig economy (George & Chattopadhyayis, 2017), and Autonomy as a motivation driver (Gussek & Wiesche, 2021; Nawaz et al., 2019).
15	Work-life balance	Developed from flexibility as a reason to become a freelancer (Broughton et al., 2018). Benefits of the gig economy (Chaudhry (2019; George & Chattopadhyayis, 2017). Freelancer Work-life balance value (Nawaz et al., 2019)
16	Time and location flexibility	A reason to become a freelancer (Broughton et al., 2018). Benefits of the gig economy (Chaudhry, 2019; George & Chattopadhyayis, 2017; Gussek & Wiesche, 2021). Freelancer autonomy value (Nawaz et al., 2019).

3.3 Research Framework

The study used data collected from the literature review to indicate what are the motivational factors of the gig workers. These factors were used in the questionnaire survey to identify how each item is ranked in order of priority. In addition, the questionnaire also collected further information from the respondents including age, gender, area of work, and the working situation. This is because the ranking results may

be different between the group of workers (Kovach, 1977). Finally, the concept of intrinsic and extrinsic motivation (Herzberg et al., 1959; Ryan & Deci, 2000) will be applied to classify each motivational factor in this study as well. It is to help summarize what are the top-ranked internal factors and external factors from the finding in order to satisfy the worker properly. The relationship of the data explained was developed to be the research framework for this study as shown in figure 3.1.

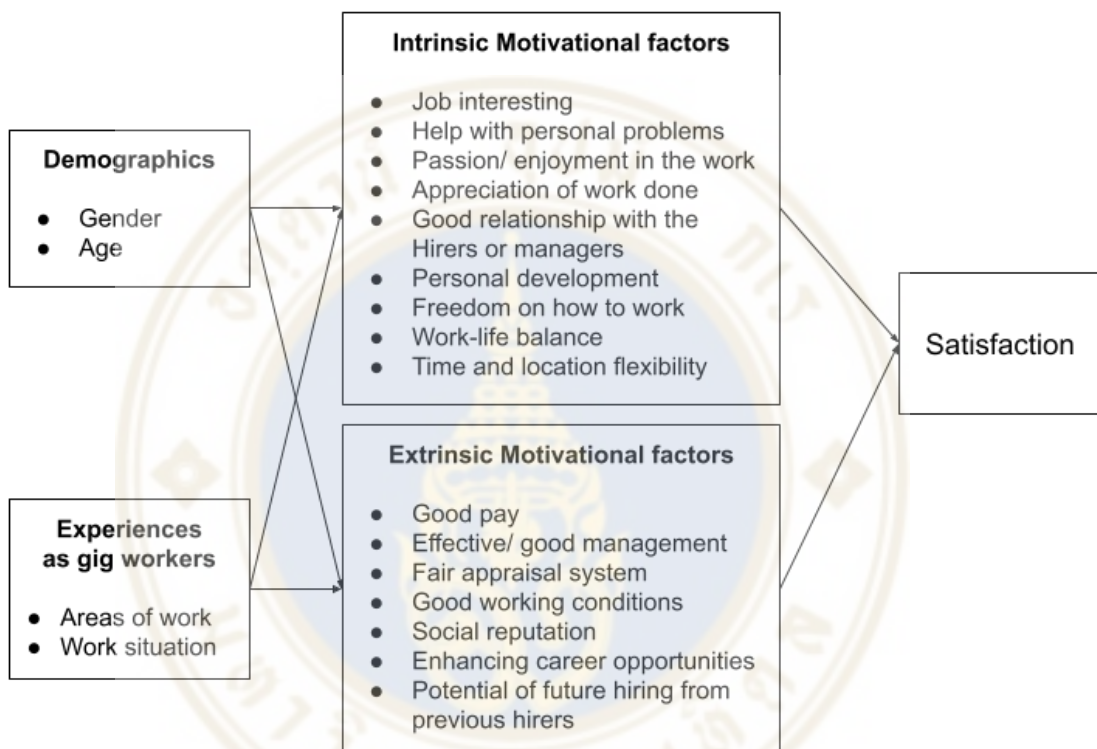


Figure 3.1 Research framework

CHAPTER IV

FINDINGS

This chapter presents the results of data collected and the analysis from 103 respondents to answer the research questions. 4.1 consists of the data about the respondents' demographics and their experiences in the gig economy in Thailand. 4.2 shares the reasons or motivations given by the workers why they work for gig jobs. Lastly, 4.3 provides the data analysis on the importance of job motivational factors among the gig workers in the ranking results.

4.1 Respondents' demographics and experiences

The results in table 4.1 show the basic demographic information of the respondents. The majority of them are female (60.2%) and in the age range of 26-30 years old (66%). Table 4.2 represents the experiences of the respondents as gig workers. 38.8% reported fully working as gig workers. Yet, the majority (61.2%) only partially work for gig jobs along with full-time jobs or study. Around half of them reported working for more than one area of gig jobs. Creative or design-related is the area they work for the most (39.8%). There are more varieties of jobs that fall into unclassified areas namely dancer, model, media producer, web administrator, and voiceover. This is an interesting insight into gig work areas and their trends in Thailand.

Table 4.1 Age and gender of the respondents

Gig work experiences	Total responses	Percentage
Age (n=103)		
Under 18	6	5.8%
18-21	6	5.8%
22-25	11	10.7%
26-30	68	66.0%
31-35	8	7.8%
Above 36	4	3.9%
Gender (n=99)		
Female	62	62.6%
Male	26	26.3%
LGBTQ+	11	11.1%

Table 4.2 Areas of work and work situation of the respondents

Gig work experiences	Total responses	Percentage
Areas of work (n=103)		
Professionals (e.g. Accounting, Lawyer, IT)	19	18.4%
Creative or design	41	39.8%
Customer service	20	19.4%
Writing	23	22.3%
Others	42	40.8%
Work situation (n=103)		
Fully work as a gig worker	40	38.8%
Partially work with full-time jobs, or study	63	61.2%

4.2 Motivation to become gig workers

In addition to the gig workers' background and motivational factors, the survey specifically asked the respondents to indicate the main reasons why they worked for gig jobs. One person could optionally choose more than one reason, and could also give their own reasons. The results are shown in Table 4.3. The most given reason was to earn an extra income (64%) and the second reason was the flexibility from the jobs (48.5%). No alternative reasons were given. The two main motivations to become gig workers found among Thai gig workers in this research are identical to the UK gig workers study (Broughton et al., 2018) from the literature review.

Table 4.3 Reasons to become gig workers

Rank	Reasons	Total responses	Percentage
1	To earn extra income	66	64.1%
2	The flexibility that allows me to manage my life	50	48.5%
3	To improve yourself or gain experiences	39	37.9%
4	I like the job and it just happened to be a gig job	35	34.0%
5	It pays better than the regular jobs	22	21.4%
6	To help people I know (the hirer or manager)	17	16.5%
7	To utilize the free time	17	16.5%

4.3 Ranking of job motivational factors

4.3.1 Thai gig workers in general

Table 4.4 presents a top ten ranking of importance of motivational factors according to the mean scores. The least important factors from the questionnaire are not included in this ranking. The highest grand mean score ranked, which is the most important factor, is the 'Freedom on how to work' (mean=4.4). The second most important factor is 'time and location flexibility' (mean=4.33) and followed by the 'Fair appraisal system' (mean=4.27). The first two factors are intrinsic motivations related to gig jobs' characteristics of work autonomy and flexibility. While the most given reason to work for gig jobs from section 4.2 is to earn extra income, the two most important motivational factors are surprisingly not monetary related. For the money related motivations, the Thai gig workers are more concerned about fairness in the appraisal system and the potential of future hiring (in order to earn steady income) than to just getting good pay.

Table 4.4 Ranking of importance of job motivational factors

Rank	Motivational Factors	Mean	S.D	Type of motivations
1	Freedom on how to work	4.40	0.87	Intrinsic
2	Time and location flexibility	4.33	0.87	Intrinsic
3	Fair appraisal system	4.27	0.75	Extrinsic
4	Passion or enjoyment in the work	4.22	0.81	Intrinsic
5	Potential of future hiring from previous hirers	4.19	0.90	Extrinsic
6	Enhancing career opportunities	4.17	0.88	Extrinsic
7	Good pay	4.15	0.87	Extrinsic
8	Personal development	4.10	1.01	Intrinsic

Table 4.4 Ranking of importance of job motivational factors (Cont.)

Rank	Motivational Factors	Mean	S.D	Type of motivations
9	Good relationship with the hirers or managers	4.40	0.87	Intrinsic
10	Job interesting	4.06	0.92	Intrinsic

4.3.2 Differences between groups of workers

The study further categorized the motivational factors rating results into a group of age range, gender, area of work, and work situation. The divergent ranking results in this section presented how Thai gig workers value differently based on their different demographic characteristics and experiences.

4.3.2.1 Age group

From the ages of the respondents, this study grouped the age results to make the findings more comprehensive analysis in terms of human life stages. There are three groups of ages workers under 22 years old, 22-30 years old, and above 30 years old. Table 4.5 displays the ten most important motivational factors between the age groups of the respondents. Workers under 22 years old value personal development the most. This can imply that young gig workers in the studying age are motivated to work because they want to learn and improve themselves. Job and income stabilities are not major for them compared to people in the working-age group. In the early years of work life, gig workers who are between 22 to 30 years old value most for freedom on how to work. Although they also value career opportunities, the workers of older ages are the ones who are concerned for work-life security the most. Workers who are above 30 years old see the potential of future hiring from the previous hirers as the most important to them. This could be related to their adult life stage that made them need for stability. In addition to these differences between groups, workers of all ages share time and location flexibility as the second important factor. This implies that even though the flexibility of gig jobs is valuable for them, their life stages play an important role in their motivations.

Table 4.5 Comparison of ranking between age group

Rank	Under 22 years old	22-30 years old	Above 30 years old
1	Personal development	Freedom on how to work	Potential of future hiring
2	Time and location flexibility	Time and location flexibility	Time and location flexibility
3	Freedom on how to work	Enhancing career opportunities	Freedom on how to work
4	Help with personal problems	Potential of future hiring	Enhancing career opportunities
5	Fair appraisal system	Good pay	Passion or enjoyment
6	Passion or enjoyment	Fair appraisal system	Job interesting
7	Good relationship with hirers	Good relationship with hirers	Work-life balance
8	Job interesting	Personal development	Fair appraisal system
9	Potential of future hiring	Effective or good management	Effective or good management
10	Enhancing career opportunities	Appreciation of work done	Good pay

4.3.2.2 Gender

The freedom to work is the top motivation for workers regardless of gender. Time and location flexibility is in the second rank for the male and LGBTQ groups and the third rank for the female group. Fair appraisal system and passion or enjoyment in the work are fairly important to all. A few key differences between the female group and the rest genders are found as follows. First, female gig workers focus moderately on good pay while the other two genders consider money less important. Contrastingly, males and LGBTQ+ are more motivated when the jobs can help enhance their career opportunities

while females show less concern about it. On top of that, females are also the only group that has personal development ranked in the top ten motivations. The summary of the rankings of all genders is presented in table 4.6 below.

Table 4.6 Comparison of ranking between genders

Rank	Female	Male	LGBTQ+
1	Freedom on how to work	Freedom on how to work	Freedom on how to work
2	Potential of future hiring	Time and location flexibility	Time and location flexibility
3	Time and location flexibility	Fair appraisal system	Potential of future hiring
4	Fair appraisal system	Enhancing career opportunities	Enhancing career opportunities
5	Good pay	Passion or enjoyment	Fair appraisal system
6	Passion or enjoyment	Job interesting	Good relationship with hirers
7	Personal development	Good working conditions	Passion or enjoyment
8	Enhancing career opportunities	Good pay	Good working conditions
9	Good relationship with hirers	Potential of future hiring	Good pay
10	Effective or good management	Good relationship with hirers	Effective or good management

4.3.2.3 Areas of work

In terms of the work area, people working for creative and design jobs value time and location flexibility the most and followed by freedom on how to work. Gig workers work for professional jobs, customer service, and writing areas value the most for work autonomy. All these three groups rated time and location flexibility as the second most important factor, except for people working in customer service.

Despite the similarities in the high ranks, there are interesting findings when looking at the differences. Customer service workers have unique preferences as they have much less attention to work flexibility, and career opportunities compared to other groups. These people also have higher preferences for personal development, good pay, and good working conditions. In the creative and design area, workers care more about relationships with their hirers or managers who work with them compared to other areas of work. People in professional jobs and writing rated this factor as least important to them. This may be because of the independent job characteristics of these jobs.

The other motivational factors seem to be ranked in the same direction in each area, yet they are slightly different. See table 4.7 for the full comparison of ranking results.

Table 4.7 Comparison of ranking between areas of gig work

Motivational factors	Creative or design	Professionals	Customer service	Writing
Time and location flexibility	1	2	8	2
Freedom on how to work	2	1	1	1
Fair appraisal system	3	3	2	3
Good relationship with hirers	4	12	6	15
Passion or enjoyment in the work	5	9	7	6
Enhancing career opportunities	6	5	11	5

Table 4.7 Comparison of ranking between areas of gig work (Cont.)

Motivational factors	Creative or design	Professionals	Customer service	Writing
Potential of future hiring from previous hirers	7	6	12	4
Good pay	8	7	4	7
Personal development	9	4	3	8
Effective or good management	10	10	14	12
Job interesting	11	8	9	10
Appreciation of work done	12	15	15	9
Good working condition (e.g. work effort)	13	13	5	11
Work-life balance	14	11	10	13
Help with personal problems	15	14	13	14
Social reputation	16	16	16	16

4.3.2.4 Work situation

Gig work situations can imply whether the workers considered gig work as their full-time career. The commitment between people who mainly work for gig jobs and people who partially do it may also differ, thus leading to different job motivational factors prioritization. Passion in the jobs and finding the tasks interesting are the key motivations in the former group. This can explain why they decided to be gig workers in the first place. Good working conditions, such as work effort and time pressure, only ranked into this group. We can imply that when people commit to the gig career for living, they do weigh the work effort required for each job. On the other hand, people in the latter group tend to do such jobs to earn some extra income and enhance their career opportunities for the future. Therefore, they pay attention more to the appraisal

system. Some other factors are similar in the two groups of gig workers. Work autonomy, and work flexibility remain in the top two ranks of them as usual. Potential of future hiring, and good pay are in the moderate priority for both groups. Table 4.8 represents the summary of ten motivational factors among these people.

Table 4.8 Comparison of ranking between gig work situations

Rank	Fully work as a gig worker	Partially work with full-time jobs, or study
1	Freedom on how to work	Time and location flexibility
2	Time and location flexibility	Freedom on how to work
3	Passion or enjoyment in the work	Fair appraisal system
4	Job interesting	Enhancing career opportunities
5	Potential of future hiring	Passion or enjoyment in the work
6	Fair appraisal system	Potential of future hiring
7	Good pay	Good pay
8	Good working condition (e.g. work effort)	Personal development
9	Personal development	Good relationship with hirers
10	Good relationship with hirers	Effective or good management

CHAPTER V

RECOMMENDATION AND CONCLUSION

5.1 Conclusion

Gig workers, people who work under alternative job arrangements, reported to have different job motivational factors and degrees of importance from the standard employees. The two factors weighted as most important for the Thai gig workers are ‘freedom on how to work’ and ‘time and location flexibility’. An interesting point is that even though the main reason people became gig workers is to earn extra income, the firstly job motivational factors for them are not monetary related. Indeed, the next factors in order of importance are fair appraisal system, enjoyment in the work, and potential of future hiring from previous hirers. This means there are many more crucial factors than just money, to focus in order to drive job satisfaction among gig workers.

As stated in the literature review, people should be motivated best when they are provided with both intrinsic and extrinsic motivations simultaneously. Figure 5.1 concludes the top motivational factors into two types of motivations according to the study framework. It gives a comprehensive picture of what offers should be prioritized when hiring gig workers, while also helping maintain attention to both the intrinsic and extrinsic factors.

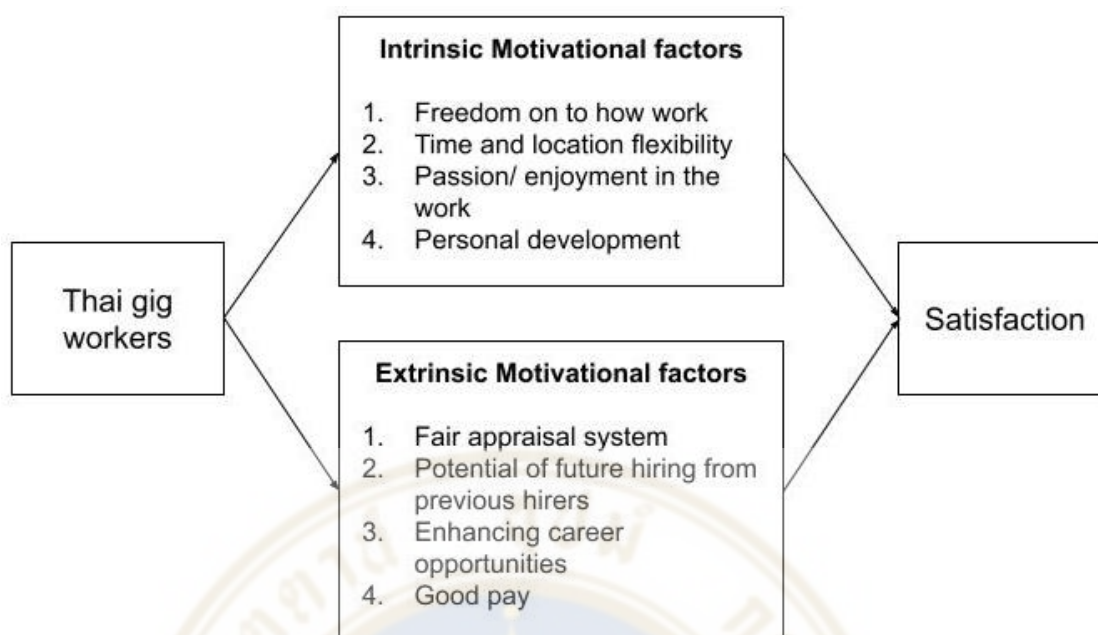


Figure 5.1 Top intrinsic and extrinsic motivation factors of gig workers

Further to the rankings result in general, this study found that Thai gig workers value factors differently based on their age, gender, areas of work, and work situations. Above all, regardless of any of these 4 variants, ‘freedom on how to work’ and ‘time and location flexibility’ are the only two factors that always remain at the top ranks. A summary for the work situation is that people who fully work as gig workers because they have passion for the jobs and find those jobs interesting. People who partially work as gig workers pay less attention to these factors but more to the appraisal system and the career opportunities.

Age group and work areas are the two variants that gave notable findings. It demonstrated that the most important factors vary among the workers’ age group. In the studying age, under 22 years old, young workers are most motivated by personal development opportunities from gig jobs. At the same time, workers in early working age favor the most to work autonomy. On the contrary, older adult workers, who age above 30 years old, put the opportunity to constantly get hired first. Even though they choose to work for jobs with high autonomy and temporal characteristics, there is a high concern for job security.

In terms of work areas, the rankings clearly show that workers in different jobs have unique preferences. Although all the gig workers have shared similar

motivations in general, the area of work should be considered to motivate them properly. For example, professional gig workers pay highly attention to personal development, and career opportunities, whereas creative workers are more motivated to have good relationships with the hirers and enjoyment. Another interesting insight is that there are many other alternative types of jobs in the Thai gig economy, for instance, website administrator. Therefore, there might be more unexplored areas of gig work to be identified and studied further.

5.2 Recommendations

The recommendations for individuals and organizations, who hire or manage the gig workers, are summarized below:

5.2.1 Design gig jobs that allow high freedom and flexibility

Regardless of any worker characteristics, the hirers should be aware that gig workers are always motivated by high autonomy and flexibility in jobs. Any gig work should be well designed so that the workers can manage their time and control the tasks by themselves. Therefore, to ensure acceptable outcomes from the work, the managers have to first know for certain what they need from the gig workers before allocating the tasks with clear objectives to them. However, for some specific job characteristics that require a strict schedule, e.g. customer service, workers can have less motivation toward flexibility but still be more motivated to work autonomy.

5.2.2 Ensure the workers with the fair appraisal system

Although the gig workers came into the gig economy mainly to earn money, they are highly concerned about the appraisal system. Especially when looking from the areas of jobs aspect, the fair system was ranked as the second or third most important factor to all workers in the 4 areas, including creative, professional, customer service, and writing. The hirers should arrange a fair, solid, and transparent compensation system for them. It is a good way to build trust and satisfy the workers rather than just promising good pay or any other opportunities.

5.2.3 Motivate the young workers with personal development opportunities

Gig workers under 22 years old are the only group that didn't rate for good pay within 10 important factors. Businesses with low budgets but high learning opportunities may benefit from this group of workers. To hire and motivate these people, the hirers should make sure that the gig tasks will let them learn new skills. This can be, for example, offering training or knowledge sharing sessions, and allowing them to manage projects where they can learn a variety of new things. Still, freedom on how to work, flexibility, and sympathetic help with personal problems are the top priority factors to provide to them as well.

5.2.4 Provide job and income security to the adult workers

Although the gig workers seek freedom and flexible careers, they still need security in life. Adult workers from age 22 and above prioritized many jobs and income stability related factors as highly important. This doesn't necessarily be only direct monetary compensation. Instead, they are looking for career opportunities and potential for future hiring. The hirers may support these by offering help to refer them to other customers, or offering jobs that help strengthen their professional profiles. Well-known organizations can be attractive to them too. Moreover, the hirers can motivate adult gig workers by proposing the opportunity to continuously hire them in the future. The practice can be useful, especially to the hirers with long-term demands for the gig workforces. For instance, a clothing store may offer a short contract to a photographer to take its new product pictures once a week. This may require the business to prepare a better working schedule than when hiring once in a while whenever it wants. Yet, it helps the company work smoother with the person who already understands its working style. And at the same time, it satisfies the worker to be happy with the job.

5.2.5 Consider using internal and external motivational factors together

Whilst the gig workers' job motivation results came out in order of priority, the lower important factors may not be ignored. In some cases, such as the young gig workers and the full-time gig workers, many intrinsic motivations may be ranked higher

than extrinsic motivations. Nevertheless, hirers or managers may not motivate them solely with internal factors. For example, offering freedom, flexibility, development opportunities, and personal help to the young workers but also giving unfair assessments or compensation to them. All the workers should be motivated best when provided with proper motivation simultaneously.

5.3 Limitations

Although this research gives a better understanding of the Thai gig workers, there are a few limitations in the study. The first limitation is the small sample size of 103 survey respondents. The findings may not fully be generalized for the whole gig economy in Thailand. The higher number of samples could give more concrete results and interesting insights to the study. Secondly, the majority of respondents fall into the female and the early working age group. Even though those workers possibly are the majority in the gig economy, the study results may be dominated by them. Thirdly, the different results between genders are not enough to give a significant conclusion. Many unknown factors such as marital status, income, or responsibilities, could be the real influencer behind these results. Moreover, for the LGBTQ+ group, there are varieties of them rather than just to summarize the results for the whole group. Therefore, more data from many angles should be considered for this topic. Lastly, the results of the work areas in the study are limited. Only a few types of work were classified. As it is a crucial variant that impacts the motivational factors preferences, certain work areas or industries should be emphasized in future studies.

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