

## Impact Of Digitalization On Internal Changes In The Standard Employment Relationship

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### Abstract

*Digital innovations focused at enabling cheap and quick exchange of large amounts of data and information have significantly laid the foundation for rising digital economy and paved the way for the emergence of changed working arrangements thus directing a fast growth of digital labour platforms. Digitalisation is not just about altering the nature of workplaces, skills development, and jobs but also subjecting the way of allocating work and growth is attributed to having the potential of providing work to a large count of people along with offering increased flexibility<sup>1</sup>. Conversely, with digital labour platforms operating across diverse jurisdictions, there needs to be some form of international coordination and policy dialogues for their protection. Focusing on existing literature has highlighted that employees are making a substantial transition towards the gig economy on grounds of relevant motivating factors like autonomy, flexibility, and better-earning sources among others. Despite the benefits, working hours, earnings, regular working scope, social protection, and occupational safety and health pose major aspects that tend to limit their satisfaction. It is also obtained that algorithmic management practices existing in the workplaces of these digital platform companies and the absence of subsequent legislative structures make it challenging for the workers in obtaining better working conditions.*

**Keywords:** Digitalisation; Gig economy; Employee motivation; Challenges.

## INTRODUCTION

### 1.0 Introduction

The world has observed a constant change post the COVID-19 pandemic with many individuals trying a side hustle for getting to work with additional income. This has observed a widespread adoption of digital technologies thus bringing the working world in for a radical transformation. The following has brought about an emerging aspect of digital labour platforms with their indispensable impact on labour forms. This particular chapter of the research directed at emphasising a preliminary overview and problem statement for the formulation of objectives. Through establishing a relevant aim for this study, it is also determined to present the structure to be followed.

### 1.1 Research Background

Digital labour platforms could leverage diverse features concerning the digital economy like asset-lightness data, vocation, mobility, and network effects. These hold the scope of allowing these platforms towards global operation across multiple distinctions irrespective of their locations along with the client, consumer, and worker base. On this note, the count of digital labour platforms on a global scale has witnessed a fivefold increase in the past decade. Among the G20 nations, the number of platforms has been witnessed to spike to 611 from 128 in the last 10 years (International Labour Organisation, 2021). This accounts

for 79% of the global operating platforms as of 2021. Concerning the involved G20 nations, a large concentration of the platforms is identified in the United States of America with 37%. It is accompanied by 22% in the European Union, 10% in India, and 6% in the United Kingdom.

Relevant to the diverse forms of digital labour platforms, there tend to be 3 hybrid platforms in the G20 nations with the facilitation of diverse service types. It is identified that across numerous sectors in the G20 members, the highest performing platform is the delivery sector with 281 accompanied by 251 for online web-based platforms and 76 for the taxi sector (International Labour Organisation, 2021). Some of the significantly prominent location-based digital labour platforms in G20 nations involve Uber (USA), Easy Taxi (Brazil), Zomato and Ola (India), DiDi (China) and Delivery Hero (Germany) among others. Venture capital is identified to have promoted a pivotal role in the rise of digital labour platforms over the last 10 years. This is relevant to the aspect that global investment distribution in these platforms tends to be skewed with 96% of the investments noted to be concentrated in Asia, North America, and Europe (International Labour Organisation, 2021). It is found contradictory to the 4% of investments relating to Africa, the Arab States, and Latin America.

## 1.2 Problem Statement

A major problem associated with digital labour platforms is the question of whether this leverages fair opportunity and decent work for everyone. The identified challenge of unfair competition among all the involved workers along with customer demand and increasing diversification of the marketplace (Karra, 2021). This is accompanied by the aspect that attributed as low skilled employees make these digital labour platforms expose its employees to significantly low earnings. It also holds the barrier of substantially low income in developing nations compared to the developed ones in addition to a considerable gender gap in wage-earning.

## 1.3 Research Rationale

Counting digital gig workers tends to be a tricky task as quantification of the number of online freelance vacancies is believed to be a difficult endeavour. Conversely, estimates for 2020 highlight that there is a global registered user count of 163 million (Online Labour Observatory, 2022). Among this count, 8.6% are found to be active with 2% found to have completed at least 10 projects or have earned at least \$1000. Contrary to this, since online work is attributed as a supplementary income source, labour force surveys often refrain from capturing it. This requires emphasising diverse mechanisms that can help in addressing the issues relating to their working conditions along with the identification of relevant policies. Gleaned from this context, the following study is aimed at addressing these mechanisms and policies to ensure and improve working conditions for workers on digital platforms.

## 1.4 Research Aim

The primary aim of the paper is to shed light on the impact of digitalisation on the respective internal changes in the standard employment relationship.

## 1.5 Research Objectives

- To understand ways digitalisation has influenced the internal changes in terms of standard employment relationship
- To evaluate the motivation of workers in working upon the digital labour platforms.
- To identify the challenges related to digitalisation while influencing internal changes in terms of standard employment relationship
- To recommend strategies related to digitalisation focused at influencing internal changes with respect to standard employment relationship.

## **1.6 Research Questions**

1. How has digitization influenced the internal changes in the standard employment relationship?
2. What motivates workers in working upon the digital labour platform?
3. What are the key challenges related to digitalisation while influencing internal changes in terms of standard employment relationship?
4. What are the strategies related to digitalisation focused at influencing internal changes with respect to standard employment relationships?

## **1.7 Research Significance**

Innovation in terms of digital technologies is found to transform the lives and work of the employees in a prominent manner. Digitalisation is believed to change the classic relationship between the employer and the respective employee which further impacts the rights of participation. New form of work in terms of demand is determined through the active commitment of the part of solving the challenges and optimising the process accordingly. The main significance of the research study has been to understand the influence of digitalisation on the international changes with respect to the standard employment relationship.

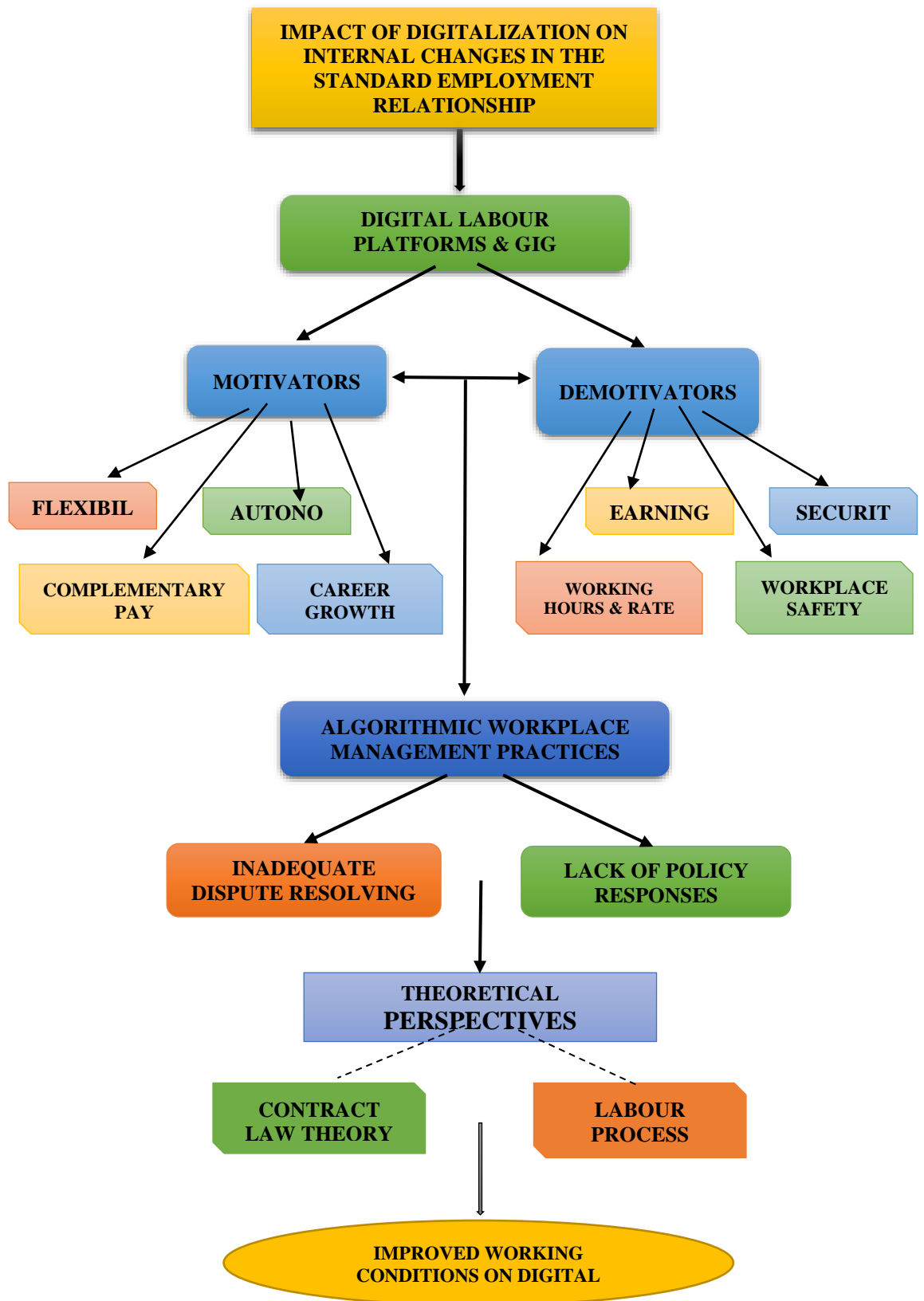
Through the preliminary overview of this topic, it is obtained that more economies are accounting for the widespread acceptance of digital labour platforms. This makes it significantly crucial for putting in place diverse regulatory frameworks and consistent efforts in protecting the platform workers against considerable exploitation.

## **2. LITERATURE REVIEW**

### **2.0 Introduction**

The introduction has shed light on the fact that digital labour platforms have witnessed a significant rise in the potential of providing work opportunities to a large count of people. Opportunities provided by these platforms or this economic type are also accompanied by some challenges that address certain regulatory responses for improved working conditions. The following section is focused towards accessing existing academic sources for detailed insight.

## 2.1 Conceptual Framework



**Figure 1.1:** Conceptual Layout  
(Source: Developed by Author)

## **2.2 Concept of Digital Labour Platforms and Gig Economy**

Digitalisation is not just about altering the nature of workplaces, skills development, and jobs but also subjecting the way of allocating work. Digital labour platforms (DLPs) serve as driving innovation concerning the aspect of allocating different work forms (de Groen et al. 2021). This is significantly correlated with the aspect of the digital economy or the gig economy playing a crucial role in transforming the world of work. The context of digital labour platforms is pivotal owing to their assistance in redefining the means of economic exchange by executing a rapid exchange of labour, practices, and business landscape.

The aspect of DLPs can leverage distinct features concerning the digital economy. It also caters to the organisation and nature of the digital economy in terms of the availability of cloud infrastructure services at significantly reduced costs. Vallas and Schor (2020) asserted that platforms tend to be seen as entrepreneur incubators, accelerants of precarity, digital cages, and chameleons that are constantly adapting to the concerning environment. However, it is argued by the same source that each of the devices has its own limitations that yield the introduction of alternative platform images. As a consequence, the context of platforms represents diverse forms of governance mechanisms that tend to differ from hierarchies, networks, or markets.

## **2.3 Significance of Digital Labour Platforms and Gig Economy on Employee Motivation**

Relevant to the perspective of workers, a gig economy has a potential role in improving work-life balance in comparison to many traditional jobs. Independent workers can select freelance jobs that they tend to be interested in addition to those that provide new opportunities for them. Prassl (2018) pointed out that the gig economy possesses great potential in the matter of improved matching efficiency along with associated algorithms for adding economic value. It is also subject to creating job opportunities and allowing scope for enjoying access to better services and products. The extent of satisfaction gained by employees in transitioning to a gig economy or digital labour platform is highlighted through workplace autonomy.

The concept of digital labour platforms and the gig economy holds the disadvantage of low job security and substantially fewer benefits than structured and traditional employment. Conversely, increased flexibility along with a scope of avoiding toxic workplaces, burnout, and pay grade of traditional workplaces pushes 30% of employees towards the gig economy (Sean, 2022). This source of motivation is found to be existing among those belonging to 45-54 years old and also among those aged 35-44. Meijerink and Keegan (2019) posited that HRM operations concerning the gig economy tend to be designed for governing platform ecosystems through aligning the multilateral exchanges of key actors. These are subject to gig workers, intermediary platform firms, and requesters as a way of ensuring value co-creation. Despite these, ILO highlights workers facing challenges in the matter of earnings, working hours, social protection and working regulation.

## **2.4 Impact of Digitalisation and On-demand Economy on Labour Markets**

The digital labour platform or gig economy accounts for income passing a range of contingent worker arrangements like consultants, freelancers, moonlighters, temporary contract workers, and independent professionals. This also entails contractors in addition to outsourced networks and teams. Graham and Anwar (2019) contended that digital technologies accounting for underpinning online labour markets foster scope for clients to operate trans-spacially and unboundedly. This allows them to reconfigure the geography of their networks at a considerably lower cost. A study in 2019 forecasted that the global gig economy tends to generate a gross volume of \$204 billion with an

expectation of growing by 17% by 2023 (Illuzzi and Tang, 2021). It is accompanied by the fact that about 58% of the global gig economy is relevant to the transportation area with

the remaining section being subject to legal, IT, accounting and finance among others. Although these figures highlight a positive note, workers involved with the gig economy are subject to challenges like a lack of benefits and security.

Companies are accounting for increased creativeness in the hiring of digital labour workers as part of their gig economy. This has involved hiring freelance or temporary staff where decreased budgets cannot accumulate full-time staff salaries. On the contrary, impact on the labour market is found to have certain downsides like limited knowledge transfer and internal capacity development along with barriers to quality and training management. Some of the potential advantages of digitalization and the on-demand economy in labour markets are work-life balance, flexibility, autonomy, career advancements, and job exposures with alternative income streams among others (Illuzzi and Tang, 2021). It is also followed by workers belonging to the generations that prefer living big work as part of being increasingly responsive to their changing appetites and needs. However, the article by Mohanty (2021) argued that the gig economy tends to be a good prospect for companies but challenging for workers as it worsens their financial and social health. It is also found to damage the growth prospects of this economy with worker loyalty and availability posing an issue.

## **2.5 Factors that Motivate Employees to Work on Digital Labour Platforms**

On grounds of the labour market, it is undergoing significant changes in terms of both fields of adaptation and changing requests regarding job search for potential staff. Vasilyeva et al. (2020) propounded that behavioural characteristics and unique structure concerning social ideas play a significant role in Generation Z to shift towards digital labour platforms. Comparative analysis further negates this aspect with evaluations that the level of motivation among workers varies based on the platform type. This is supported by the findings of ILO that are relevant to freelance platforms, 59% of leading motivation is rendered by flexibility. It is accompanied by 43% being subject to complementary pay and 85% accounting for improved skills and career opportunities (International Labour Organisation, 2021). The motivational factors were also found to differ with age basis in terms of 50% of youths aged 18-24 years preferring complimentary pay. It was contradictory to 37% for those aged 25-34 years and 36% for older workers aged 35 years and above.

Job flexibility or working from home is found to be particularly different based on gender in G20 nations. As an example, 32% of women are found to prefer job flexibility in the gig economy compared to 25% of men in the same field. Likewise, a major motivating factor for many of the employees engaged in the taxi and driving sector was inadequate employment opportunities in certain nations like 44% in India and 31% in Mexico among others (International Labour Organisation, 2021). However, for the delivery platforms, the reasons were found to substantially vary depending on the nation in terms of complimenting pay being the main motivating factor with 32% in China while India accounted for better pay in terms of 64%. The costs and benefits of gig platform work among employers, society, and workers tend to be highly contested. Johnston and Land-Kazlauskas (2018) supported this with the advocacy that digital labour platforms have the scope of economically benefiting marginalised social groups including the geographically isolated, refugees, and unemployed. Contrary to this, the same article has identified that jobs in digital labour platforms tend to be structured in ways that negatively impact employees through unpredictable scheduling, unreliable long-term employment prospects, and inconsistent earnings.

High-quality employee motivation is identified to contribute towards the long-term success of an organisation by supporting the performance and well-being of employees. A combination of empirical evidence and theory fosters the scope for research works in

demonstrating the way undertaken by organisations in supporting self-motivation among gig workers (Jabagiet al. 2019). This is carried out through thoughtful designing of the

digital labour platforms along with the integration of pivotal social media tools in the matter of social badging and social networking. The ensuing perspective is again refuted by the findings of ILO that a large proportion of the workers engaged in the gig economy do not have access to basic social protection which serves as a demotivating factor.

Behrendt et al. (2019) Put forward that calling coverage on grounds of social protection for employees engaged with digital crowd work platforms highlights significant gaps. This is based on the fact that the existence of such coverage is often provided through additional or previous jobs of the workers or indirectly their spouses or other family members. It caters to raising questions about the free-riding approach of digital platforms on the traditional economy in the matter of financing social security.

## **2.6 Challenges incurred by Employees Working on Digital Labour Platforms**

The significant challenges encouraged by workers associated with digital labour platforms are their diverse working conditions like working hours, earnings, regularity, social protection, labour rights along with occupational health and safety. This is based on the aspect that although 28% of online web-based platforms and 90% of those in taxi and delivery platforms take this as their main source of earning, it tends to significantly vary based on the country of origin. For instance, workers associated with the gig economy in developed nations earn more in terms of \$4.5 compared to those in developing countries earning \$2.7 (International Labour Organisation, 2021). This disparity is found to be considerably high in developing nations with the workers earning about 66% less than their counterparts in developed nations. Berg et al. (2019) opined that irrespective of the significance of crowd work as a significant source of income, earnings tend to be relatively low particularly given the high educational level of the global workforce. The challenges involved also hold the fact that although digital labour platforms garner the scope of connecting workers with diverse work opportunities, they have the downside of difficulty in finding regular work.

Findings from studies highlight that low earnings among workers associated with the gig economy are attributed to their inability in obtaining tasks regularly. This is also accompanied by challenges associated with digital platform workers in terms of potential occupational safety and health risks. It is addressed that most of the risks tend to be specific to the form of platform work and range from uncomfortable working positions, verbal abuse and lifting substantially heavy subjects (European Agency for Safety and Health at Work, 2022). Among others, challenges also involve harassment and bullying in addition to job insecurity and long working hours. Findings through ILO have obtained that the need for working long hours on online web-based platforms has a negative impact on work-life balance along with increased social isolation and exhaustion. An illustration concerning the taxi or delivery platform includes the long working hours in UK being subject to the highest death rate due to the COVID-19 pandemic. Another challenge highlighted by Wentrupet al. (2018) is the increased mistrust and decreased commitment among digital workers and digital platforms. This is found to be a substantial issue for Uber and is mitigated through scarce and control mechanisms.

## **2.7 Implications of Algorithmic Workplace Management Practices on Employees**

Digital platforms make use of algorithmic management practices concerning the approach of evaluation allocation rewarding and monitoring the employees. This includes matching the workers with consumers and clients depending on a range of indicators and ratings that tend to be critical and decisive for excessing diverse work types. The following approach is opposed to being unhealthy for the employees as any negative feedback or rating by a client gets factored into the algorithms with a significant impact on the workers (International Labour Organisation, 2021). This is supported by the

findings that rejection is quite common on online web-based platforms with 71% reporting

the same among which 36% belongs to the freelance tasks with 85% on the microtask platforms. These findings are criticised on grounds of algorithmic practices based on the aspect that most of the workers with a rejection or negative feedback have complained of substantial difficulty in accessing future work.

The ratings or rejections often tend to be influenced by components like delays, traffic congestion or any form of difficulty in completing the freelance tasks. Although higher rates or acceptance have a significant role in the facilitation of work access, lower ratings are subject to the deactivation of the worker's accounts or reducing their access to work on future grounds. Rani and Furrer (2021) contradicted this with a belief that algorithmic hiring and management approaches tend to be effective as it enables workers to be more productive, earn higher performance ratings, and increased retention rates. This is also found to be effective in faster hiring along with matching quality and potential avoidance of discrimination. Outcomes from Hyers and Kovacova (2018) are instead found to be conflicting based on the aspect that distinctive features of digital platforms tend to have a considerable negative impact on the working conditions of employees. Besides these, another important challenge garnered by algorithm management is preventing workers from completely benefiting from flexibility and freedom.

## **2.8 Strategic Measures and Policy Responses for Improved Working Conditions**

Elicited from this overall concept of digital labour platforms and the significant motivators are demotivators concerning the employees, a major challenge for these workers is the associated regulatory principles. As an illustration, being provided with lower ratings or rejection or deactivation of worker accounts makes them unable to access any dispute resolution mechanism. This is followed by the limitation on microtask platforms in terms of having no communication flow between the platforms or clients and the workers that can be effective in determining and evaluating their work (International Labour Organisation, 2021). The following tends to be much more challenging for taxi and delivery platforms with the dispute resolution mechanisms being significantly complicated owing to not being a part of the local jurisdiction of the workers. Many nations account for the introduction of their own regulatory responses for addressing the working conditions of digital labour platforms. The approaches towards extending labour protections to the platform workers tend to vary and include employment relationships, working time and remuneration, dispute resolution, and social security. This also involves occupational safety and health in addition to accessing data and privacy.

Concerning the growing regulatory concerns, digital platform companies along with worker organisations are substantially addressing the raised issues. To illustrate the same, Spain has maintained an agreement by trade unions and business associations with the “Ministry of Labour and Social Economy” regarding the labour rights relating to its delivery workers, thus serving as a royal decree-law. Additionally, Denmark has involved the integration of a collective bargaining arrangement between the cleaning platform and trade union for facilitating its platform workers to transition towards employee status. According to De Stefano and Aloisi (2018), it is at odds that the inability to apply reinforcement of existing regulations leverages the risk of platform workers being considered by default as a part of the normative vacuum. This is identified to be requiring the creation of a level playing field between digitally-enabled and traditional companies as a way of reaping full benefits.

## **2.9 Theoretical Perspectives**

### **2.9.1 Contract Law Theory**

A contract is required to be solved as an autonomy-enhancing device that gets founded on the fundamental liberal commitment to self-determination. Dagan and Helle (2021) established that grounding worker protections as part of “Contract Theory” tends to have two positive aspects in terms of offering secure protection to workers than relying on



monetary public law and revealing the emancipatory potential of the contracts. Complaints with this theory can be effective for those in non-traditional jobs like that of digital platform work to address the huge coverage gap that tends to have dire consequences on developed economies.

### **2.9.2 Labour Process Theory**

Theoretical context of the labour process tends to be relevant in emphasising the type of work done by people and the ones controlling the work or the form of skills used in carrying out the work. Implementation of the Marxist approach of “Labour Process Theory” can be effective in studying the relations of production concerning industrial capitalism as a way of addressing the gap existing in the gig economy (Gandini, 2019). This stresses the fact that proper encountering between demand and supply of work in mediation with the digital platform along with using ranking, rating, and feedback systems with proper monitoring and managerialization can be productive for the gig economy.

### **2.10 Gap in Literature**

A major gap observed as part of the chosen academic sources in this section is their limited emphasis on regulatory contacts. It is obtained that a significant amount of research work concerning the subject has focused on digital labour platforms along with employee motivation or challenges. Given the restricted emphasis on legislative structures or policy responses by digital platform companies for improving their working conditions, the same is to be addressed in this study.

### **2.11 Summary**

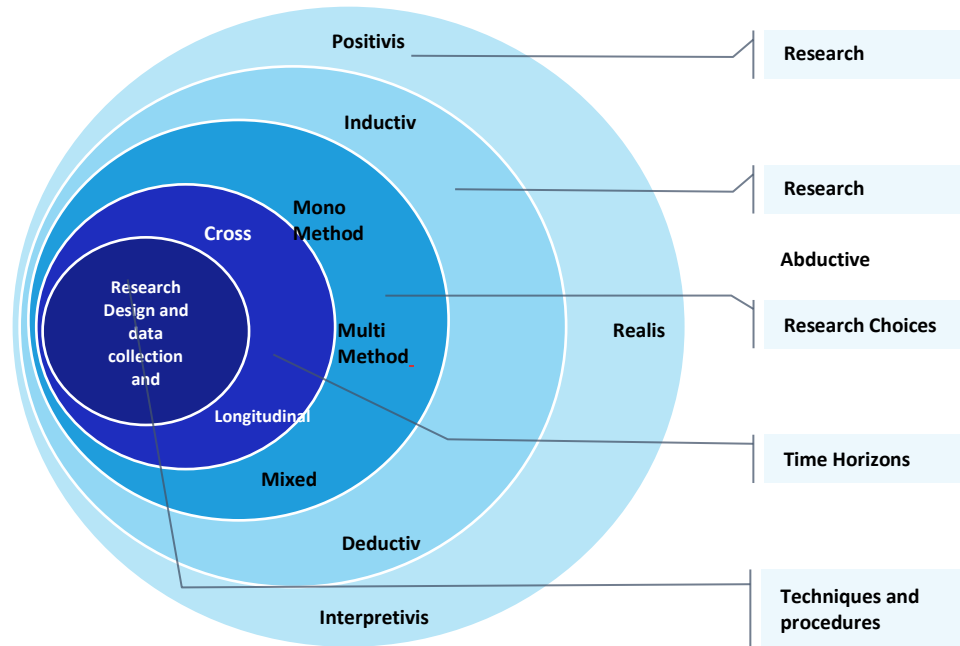
The following chapter has deduced that the gig economy has scope for increased flexibility along with promising income sources in developing nations that pave the way for a new economic type to invest in digital infrastructure and skills. Through the following section, it is concluded that countries face significant challenges in enforcing regulations in particular with regard to online web-based platforms. This is found to be relevant to the aspect that given the fact that clients and workers tend to be located in different jurisdictions, it tends to be substantially challenging for the workers in accessing a dispute resolution mechanism. The following chapter has also identified relevant gaps existing in this literature review and mechanisms to be covered in later parts of this study.

## **3. RESEARCH METHODOLOGY**

### **3.0 Introduction**

The previous chapter has highlighted the key concepts of digital labour platform and gig economy through the help of reviewing the pieces of literature. The research has selected specific philosophy, approaches along with strategies which has helped in selection of mixed methods as a specific choice of research. Both secondary methods of data collection have been followed which helped in the development of research details accounted for on the basis of pre-existing resources. The chapter has also provided a proper ethical dimension of the entire research journey which plays in the development of the rate of research acceptance.

### **3.1 Research Onion**



**Figure 3.1:** Research Onion

(Source: Developed by Author as inspired by Saunders et al. 2019)

### 3.2 Research Philosophies

Research philosophy has been presented focusing upon the beliefs and assumptions of the research used in influencing the type of research information. As per the views of Snyder (2019), research philosophy is accounted as a prominent system of presenting data which is determined on the basis of understanding and beliefs of the researchers. In simple terms, this is categorised into “Positivism, realism and interpretivism” are accounted as prominent types of the research philosophy. The study has incorporated “interpretivism research philosophy” for accomplishing the study. This type of research philosophy is found to claim certain social observations which dealt in focusing upon the aspects of digital labour platform and gig economy. The choice of the research philosophy is being certainly impacted through the proper practical implication of the research. It is used for the involvement of researchers to interpret various elements of study and seek integration of key insights. The research philosophy has been used by the researcher seeking development of an in-depth discussion of the research philosophy that is dependent on the level of study.

### 3.3 Research Approaches

Research approach is considered as a plan as well as procedure which is responsible for the development of wide assumptions accounted on the basis of comprehensive methods of collection. The plan of research approach signifies involvement of several decisions which are needed to be taken for making sense offering attractive presentations of research (Basias and Pollalis, 2018). Research approach is being classified into “deductive research approach, inductive research approach and abductive research approach”. Deductive approach has been used by the researcher for the demonstration of casual relationship in terms of digital labour platform and gig economy. In the research study, deductive research approach has helped the researcher in terms of measurement of existing concepts in a qualitative manner thereby generalising the research findings in terms of prominent context to generate efficient results. It also aims to explore key insights in terms of existing phenomena and seek identification of validity in terms of exploring the knowledgeable insights.

### 3.4 Research Choice

Choice of the research method is being used for seeking collection and utilisation of a key data type throughout the journey of the research. Research choice is being determined in gathering relevant information in acquiring research results (Chang et al. 2020). The research has selected “mono method, multi method and mixed method”. Main types of data turn out to be qualitative and quantitative data which are accounted for on the basis of non-numeric and numeric data. Mono-method has also helped in the research conduction for the maintenance of qualitative type of data only in acquiring successful results after accomplishment of the delivery of research work. In this respect, relevant selection of the research methodology seeks involvement of proper discipline in terms of key aims and objectives. Researchers belonging from the same disciplines aid in following a proper methodological approach which needs to be taken into account.

### **3.5 Research Design**

Research design aids in the demonstration of certain meanings in accordance to the prominent understanding of the various researchers. In addition to this, it is accounted as a prominent “master plan” for conducting the research thereby enhancing proper validity and authenticity (Mohajan, 2018). It also aids in displaying a prominent outline for addressing the research questions and addressing the research objectives. In this research study, exploratory design has been used by the researcher as a key method for the gathering and evaluation of data and information. On the basis of the research purpose, research incorporated “exploratory research design” in generating key insights with respect to the particular circumstances. Considering the key factors, the exploratory research design has been used for evaluating the respective areas to the research study. It also aids in displaying a comprehensive outline to address the research objectives and determine the research objectives which are accounted for in a prominent and significant manner.

### **3.6 Data Collection**

Data collection is accounted as a key process which aids in gathering adequate details from the kinds of relevant sources for finding answers incorporating problem statements of the research and assess the final results. Data collection can be divided into prominent categories such as “secondary data collection method and primary data collection method (Rashid et al. 2019).” Secondary data collection technique is accounted as a prominent type of data collection techniques in which the data is gathered from the secondary sources in terms of published journals, books, magazines and newspapers. In secondary data collection technique acts as a prominent criterion which is needed to be selected in improving validity and authenticity of the research (Beugelsdijket al. 2020). The researcher has incorporated “secondary data collection” to acquire details in terms of existing research papers and studies focusing upon the research study. Secondary data collection method has further helped the researcher in data collection and information from the online sources.

### **3.7 Search Strategy**

Determination of search strategies often are important in research as it offers the finding of journal articles in an easy way within a small period of time. In relation to this, concerned study has also used different beneficial search strategies. Firstly, “Google Scholar” and “Database of Employee Relations and Crisis Management” have been involved in this study for gaining suitable journal articles. Other than this, searching through keywords further has been developed within this context in the following way.

However, binary operations such as “AND” and “OR” have been used for interrelated variables of this research topic.

### **3.8 Inclusion exclusion area**

Enabled Area	Disabled Area
Journal articles that have been released after or in 2018 have been involved in this context.	Secondary sources that have been released before 2018 have been excluded in this study.
<p>Secondary sources, which had relevant following aspects, have been enabled.</p> <p>Influence of digitalisation on the internal changes in aspects of standard employment relationship</p> <p>Demands of new legal policies and frameworks in ensuring minimum employment conditions, minimum wage along with sufficient social protection</p> <p>Engagement of workers within working in “<b>Digital Labour Platform</b>”</p> <p>Issues that are faced by companies in case of digitalisation within influenced by internal modifications and standard employment relationships.</p>	

**Table 3.1: Enabled and Disabled Area**

(Source: Created by Author)

### 3.9 Data Analysis

Data analysis is also an important factor within research for finding discussions, key findings and conclusions. Based on the analysis of Wasserman (2018), “**Statistical**”, “**Thematic**” and “**Descriptive**” are three classifications in data analysis. This study has involved “**Thematic Data Analysis**” for investigating role of digitalisation in internal modifications within standard employment relationships. Other than this, specific data analysis has assisted in gaining accurate information in this research for generating appropriate conclusions. This research has involved four themes, which have been constructed through the emergence of research objectives.

### 3.11 Summary

“**Interpretivism Research Philosophy**”, “**Deductive Research Approach**”, “**Mono Method of Research Choice**”, “**Exploratory Research Design**”, “**Secondary Data Collection**” and “**Thematic Data Analysis**” have assisted in developing accurate research outcomes. These also have helped in meeting aim and objectives of this research properly.

## 4. DATA ANALYSIS

### 4.0 Introduction

Thematic analysis is a method that aids researcher for analysing data, which has been collected from various types of data sources. Researcher has discussed gathering data through developing themes by aligning with research objectives. This had helped in identifying different procedures of digitization process, which would help in understanding unfair competition in market. Online working methods have been in trend ever since start of pandemic. This also speeds up process of digitization with a lot of business. Thus, it has assisted researcher to understand that there are developments in relevant policies since start of online working methods as in “**Work from home**”. Diversity is also implemented in business and its working method so that there is balance among employees, which would help in meeting business goals faster.

### 4.1 Thematic Analysis

**Theme 1: Some of the internal changes that influences digitalisation in standard employment relationship**

Digitalisation has a massive influence over the standard of employee relationships. It has increased productivity and differentiated traditional working with advanced technologies. As per the views of Malik (2018), the **“human resource department”** has established an advanced way of working through digital tools. Sharing important information has been easier than before due to digitalisation and it enhanced the culture of collaboration to a greater extent. Employees feel motivated and a part of the organisation through collaboration. In the context of **“human resource management (HRM)”**, digitalisation helps to make informed decisions as well as strategies that are driven by valuable data. As opined by Nedyalkova et al. (2021), HRM department plays a vital role in establishing positive employee relationships and to provide a positive working environment. In this regard, digitalisation helps organisations to work together as well as share information for achieving **“shared goals”**.

Digitalisation provides agility as well as supports employees for accelerating career growth. The main reason behind career growth through digitisation is its capability to provide free online lessons. Moreover, employee training became easier due to massive digitalisation and innovation in advanced technology. As mentioned by Morgan (2019), **“investment and leadership support, training, skill development as well as policies”** are influenced by innovative technologies that help employees to develop standard employee relationships. Digitisation leads to more **“empowered company values”**. The traditional hierarchy of leadership is eliminated due to digitalisation and internal communication enhanced that enhanced employee engagement as well as empowerment.

**“Cloud based systems”** increase the efficiency through allowing business to choose service according to its requirements. Moreover, it helps to establish a huge business network that allows everyone to monitor the business process. It improves employee performance and chances of error reduced due to frequent monitoring (Iskamto, 2020). In context to standard employment relationships, the impact of digitisation decreases chances to develop a **“legal link”** between employees as well as employers. Innovation or installation of advanced technologies enable HRM department to keep a track for all employees that was difficult in the traditional way of management. Besides, traditional management leads to several **“loopholes”** that increase chances of corruption to a greater extent. However, all the negative impact has been eliminated and security has become strict and monitoring employee performance as well as keeping track of their working become easier. Coordination became evitable after massive digitalisation that helps to connect each employee with higher authorities that enhance communication.

## **Theme 2: Aspects of Digital Labour Platforms that motivates workers**

Main challenges that are faced by workers incorporating digital labour platforms are worker’s diverseness and its working conditions. As per views of Wong et al. (2020), these diverse working conditions are **“working hours, earnings, regularity, social protection, labour rights like occupational health and safety”**. Occupational safety and health (OSH) risks period while working on online platforms and its different working scope. Thus, specific type of working range and its implications has created issues in developing effective ideas on ways to regulate digital labour platforms properly. For instance, most delivery workers face **“verbal abuse and inappropriate behaviour”** from their employers, which creates issues in proper working methods. As suggested by Rand (2019), workers face inappropriate behaviour from their employers but they are also motivated by money they are getting paid. Low line workers are mostly motivated by working methods through **good salary**, which creates and serves their own mentality in solving issues of inappropriate behaviour of employers.

Cross border jobs in digital platforms have many opportunities like **“IT programming, graphic design, copywriting and routine clerk tasks”**. Through research it has been identified that workers that prefer performing valuable laboured jobs for any

successful company, often work with a low wage or without any job security, which would help in regulating a proper employee relationship. As influenced by Wood and Lehdonvirta (2021), workers tackle this unfair wage by working two jobs at once to manage low wages and unsecure posts.

### **Theme 3: Problems of digitalisation that indulge internal changes by considering employment relationship**

Internal changes in digitalisation have given scope to the development of policies and different working conditions but it was not as effective. As opined by Almeida et al. (2020), low line workers in digital labour platforms faced troubles with behaviour of employees, which created issues in safe working conditions. Therefore, “**bullying, verbal abuse and harassment**” has negatively affected an employee’s motivation in working conditions. As per views of Balsmeier and Woerter (2019), lack of financial support has made these workers put up with this behaviour. It created circumstances for developing better infrastructure for business and its negative impact created issues for developing better employment relationships. Thus, digitisation is needed in development of effective criteria on understanding many factors of inappropriate behaviour, which has created a negative working environment.

Lack of a digital transformation strategy considering social aspects such as employment was a major challenge for developing effective criteria. It has given major problems for developing proper installation of technological aspects in digital laboured platforms. This criteria has given new perspective to understand verbal inappropriate behaviours that have created internal conflicts among employers and employees. As opined by de Lacerda Carelli et al. (2021), internal conflicts among employees have created problems in digital transformation and its negative impact has created issues with low line workers. Social considerations combined with technological knowledge is important for developing effective criteria such as, “**developing software, understanding customer service and work from home benefits**”. These criteria can be fulfilled with technological skills of employees and by hiring skilled candidates with fair wages. “**Harassment and inappropriate behaviour**” creates issues in employee motivation and it affects negatively on their working productivity. Technological help is beneficial for developing a company’s brand value and brand recognition. It creates effective criteria on developing a company’s brand image and its assistance would help in overcoming barriers in properly working to meet customer needs.

Digital infrastructure creates more opportunities to develop more advanced working methods for employees. Thus, a policy for protecting employees from any misbehaviour is essential to develop a company’s brand value. It would be beneficial for implementing right decisions for understanding different methods for a positive working environment, which would increase employee motivation in workplace environment.

### **Theme 4: Initiatives that are taken to improve working condition**

Improving working condition of employees is essential for developing a company's positive remark in market. Therefore, understanding issues in digital infrastructure that need to be eliminated in business has given ideas for developing strategies. As suggested by Aloisi and De Stefano (2022), first initiative that is taken by employers and HR to improve working conditions is to embrace diversity in work culture. Embracing diversity in workplace by implementing strategies focused among others at promoting diversity work culture would help in eliminating barriers in culture preference. Based on an analysis of Anner (2020), diversity helps in understanding different cultural backgrounds,

which would help in identifying barriers of communication. Thus, understanding barriers in communication among employees would help in having team meetings. This would help in increasing communication among employees and employers, and establishing common

ground, which would resolve issues like internal conflicts, encouragement issues of workers and communication barriers.

Second initiatives that are taken by digital labour platforms to improve on working methods are to implement new work policies. New work policies like “**Protecting rights of employees, misconduct policy and data protection**” need to be implemented in workplace to make employees feel safe (Nurprihatin et al. 2019). It would help employees to feel that they are valued in workplace, which would help increase work efficiency and productivity. Work policies are important to protect rights of employees and their needs, which would help in increasing employee motivation to work properly and finish tasks on time (Ariyani and Hidayati, 2018). Workplace policies help in identifying unfair treatment towards employees, which helps in creating a safe and balanced workplace environment.

Another initiative that is taken by companies to develop a better working condition for employees is to understand employee mental health. Therefore, implementing workplace counselling would be beneficial for a company's workplace conditions. As opined by Tvaronavičienė et al. (2022), it would also help in identifying different factors of association that are directed towards helping with different infrastructure. This would help in accomplishing that there are many factors in counselling assistance, which would help resolving persona; issues of employees. Thus, implementing this strategy would help in identifying an employee's need for assistance that would help in creating effective marginal criteria to have assistance on different methods for accomplishing in a positive working method as work culture in a digital laboured platform. Workplace counselling helps in resolving issues that are affecting their working method, which would create issues in accomplishing and completing their tasks properly. Thus, it is essential that workforce counselling would help in assisting on different particles, which would help in identifying different factors that would assist in completing work on time with efficiency.

## 4.2 Key Findings

Researcher has been able to identify many factors, which would be beneficial in understanding digital laboured platforms more efficiently. Throughout research it has been identified that employee motivation is mainly related to wages. Fair wages are needed and for that low line workers tolerate misbehaviour of employers, which helps in developing effective criteria on assurance of all sorts of correlation and embed them in digital infrastructure with different infrastructure. Motivation is essential for employees and having effective criteria on understanding different factors of all sorts of issues faced by the employees would benefit to employers. It has given effective assistance to understand that there is lack of knowledge among employees, which would create issues in development of all sort of understanding of different criteria and it has given scope in creating more opportunities for issuing different variations in creating better management.

Key issues that were identified among employees are misbehaviour of employers towards workers. Employers have been able to take positive initiatives to tackle these issues therefore, many policies in workplace identified as “**Corporate responsibility**” has helped in presenting a positive workplace environment. Thus, workplace counselling has also been implemented to identify negative aspects in workplace environment. Employee mental health is important so that they would be able to understand their flaws and point of views, which would help them to understand different factors of agitation, lack of motivation and stress. Embracing diverse cultures in workplace would help in identifying different issues that are faced by companies regarding biased nature of employers. It would help in retention of employees that are creating negative aspects of work culture and treating employees with negative behaviour. Diverse nature helps in being flexibility, which would help in mitigating any issues of internal aspects in a company.

## 4.3 Discussions

Many key aspects of digital labour platforms have been designed based on innovations of different working methods. Therefore, understanding all factors, which would identify

issues that are faced by employees due to senior staff misbehaving. It helps in understanding that a negative workplace environment creates issues in an employee's confidence while working on different factors. Thus, it is essential for understanding different factors of workplace policies, which would enhance working experience of a company. This given advanced nature of all sorts of criteria for understanding factors, which would create more understanding of all sorts of factors given approval of implementing workplace counselling.

This counselling would identify different factors and issues that are faced by workers and its counsellors would help them to guide them through understanding and responding to issues. This would help them to feel safe while working and it would help to boost confidence so that they would be able to complete tasks on time. Working method becomes faster with understanding employee issues and resolving it by helping them to cope up with stress and by relieving that stress. Thus, workplace counselling is a major infrastructure, which would help in identifying issues of employees, which is later solved by employers and assistance of counsellors are necessary. Diverse culture is important in workplace to give importance to every employee's perspective regardless of their gender culture and background. Regardless of gender and culture a workplace needs to be free and its impact on employees need to be effective. However, ensuring different manners of employee motivation is needed and its impact on embracing disparity is essential.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.0 Conclusions

Due to COVID-19, digitalisation has been adopted within majority of companies as well as digital labour platforms also have been introduced. Therefore, it can be stated that after improvements and increments of digital labour platforms, employment has been improved within countries. Digital labour platforms can be defined as the platforms which allow workers to serve for several clients as a part time work instead of a full time working within particular workplaces. Therefore, ride shares and delivery can be considered as activities of digital labour platforms. In compliance with this, there are different advantages of digitalisation within labour market for addressing internal modifications due to COVID-19. Digitalisation also develops proper ability in improving career growth in employees.

Henceforth, employees can develop proper leadership and management practice and thereby employee engagement and empowerment due to proper digitalisation and internal communication. On the other hand, in theme 1, this study further has discovered that “**Cloud based systems**” further has induced efficiency of businesses by enabling it in selecting its services.

Working from home is the most preferable factor of employee motivation in terms of female employees within part time jobs. Apart from that, it can be stated that long-term success within organisational performance also can attract part time employees in working within digital labour platforms. However, inappropriate behaviour and lack of digital transformation strategy in securing employee's employment rights are the most crucial challenges of digitalisation in maintaining digital labour platforms. Finally, arranging training for managing diversity, establishment of new working policies and adopting counselling within workplace are effective recommended strategies for digital labour platforms in terms of internal changes. Taking these into account, these can maintain the wage of labourers and thereby motivating them towards digital labour platforms.

### 5.1 Linking with Objectives

#### 5.1.1 Linking with objective 1

“To understand ways digitalisation has influenced the internal changes in terms of standard employment relationship”



Objective 1 has been met in data analysis and findings (Theme 1). In relation to this, it has been found that digitalisation often has provided major internal changes in organisations for increasing efficiency and productivity of employees.

### **5.1.2 Linking with objective 2**

**“To evaluate the motivation of low line workers in working upon the digital labour platform”**

Objective 2 has been found in literature review chapter (2.5) and data analysis, findings chapter (Theme 2). In this account, in literature review, it has been discovered that high job flexibility or working from home environment is one of the important motivations of female line workers with relation to digitalisation. Other than this, long-term success of organisations, which support well-being and performance of employees are another motivational factors for these employees. Furthermore, from theme 2, this research has depicted that security within a job; good salary and general data protection are the main aspects of digital platforms that influence low line workers.

### **5.1.3 Linking with objective 3**

**“To identify the challenges related to digitalisation while influencing internal changes in terms of standard employment relationship”**

Objective 3 has been discovered in literature review (2.6) chapter and data analysis, findings (theme 3) chapter. In literature review chapter, irregular working hours, low earning, regularity and occupational health, safety has been found. Other than this, in theme 3, it has been acknowledged that inappropriate behaviour and lack of digital transformation strategy in securing employee’s employment are the main challenges of digitalisation.

### **5.1.4 Linking with objective 4**

**“To recommend strategies related to digitalisation while influencing internal changes with respect to standard employment relationship”**

Objective 4 has been found in literature review (2.8) chapter and data analysis, findings (Theme 4) chapters. In case of literature review chapter, this research has stated that introduction of own regulatory responses within countries and dispute resolution mechanisms can help in bettering digital labour platforms. Other than this, it has been discovered that embracing diversity, implementing workplace counselling and developing new work policies can improve digital labour platforms in relation to standard employee relationships.

## **5.2 Recommendations**

Determination of recommendations often are essential for improving digital labour platforms in relation to standard employee relationships. In recent times, low line workers are facing major problems within digital labour platforms. Diverse working conditions, earning disparities within different countries and difficulties in finding work are the main challenges of digitalisation in case of internal modifications within employment relationship standards.

### **5.2.1 Recommendation 1: Arranging inductive training for digital labour workers**

Diverse working conditions like differences in working hours, regularity in work, wage and of occupational health, safety often create problems in developing employees’ performance due to the digital labour platform. Therefore, it would be recommended for trade unions to organise trainings for workers helping them in developing proper flexibility for handling

diversity of digitalisation. In accordance with this, diversity management often can help low line workers in ensuring stability by managing different aspects within a distinct working environment. Arranging training for digital labour workers will additionally have a major contribution in encouraging employee motivation within digital labour platforms. Ensuring effective training and development activities will help to improve the process of information sharing among individuals and increasing flexibility or freedom in working. Additionally, delivering training on inclusive workplaces can help platform workers to deal better with cultural limitations that they may face during their working life. Understanding barriers of communication among employees would be effective to embrace working diversity in internal working culture. Overall, implementing effective training and development activities for potential or digital labour platforms can support at some scale the improvement of working conditions. It would also be effective to resolve consequences like internal employee management conflicts and encourage complexities among workers in working.

### **5.2.2 Recommendation 2: Establishing new working policies for digital labour workers**

Development of new working policies by digital labour workers shall be considered by companies in order to mitigate major challenges that workers are facing such as ensuring sustainable work along with appropriate wages as well as to take some preliminary steps and prepare for the new legal regulations, standards that are expected to come into force during the following years. Human Resource Management department needs to develop effective working policies, acknowledging individual perspectives as well as challenges of working through digital platforms. Enacting digital platform working policies within the workplace will also facilitate the legal classification of workers by specifying their obligations and rights. In light of this, effective leadership policies within workplace by HRM department would be effective in maintaining freedom as well as flexibility in digital platform-based working.

### **5.3 Future Scope**

In spite of different limitations of this research, this study can have several future scopes. Primarily, inclusion of detailed description of digital labour platforms and Gig economy can help readers in developing a basic idea regarding these. As a result, it can be stated that companies can be benefited by motivating low line workers within digital labour platforms. Other than this, discussions related to digital labour platforms as well as Gig Economy within employee motivation can assist in sustaining employee engagement in crisis situation of digital transformation. Furthermore, legal framework and policies related analysis can aid in developing sustainable business practice within companies by digital labour platforms and Gig economy. Finally, challenges and recommendation related discussions for digital labour platforms can provide benefits to low line workers in gaining high wage by fulfilling their demands within workplaces. It further can be used for maintaining occupational health and safety among labours.

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