

Advertorial

The art of gamifying digital gig workers

A THEORETICAL ASSESSMENT OF EVALUATING ENGAGEMENT AND MOTIVATION

The global Covid-19 pandemic has affected the work patterns found within organizations. Two key trends have emerged at the organization level: employees requesting to leave (primarily within the aviation, hospitality, and travel industries) and employees requesting to work part-time or on a contractual basis (e.g., within the education and healthcare sectors).

In addition to this so-called 'new normal', we are witnessing a rapid growth in the number of digital workforces employed either full or part time by organizations. Thus, theoretically, we aimed to contribute to the literature by exploring this phenomenon through the Swift Trust Theory (STT) and Psychological Contract Theory (PCT) lenses to understand how firms use gamification to engage their digital gig workforces. We collected our data from Organizations that used some form of gamification in the process of engaging their employees and extended our inquiry to understand whether they did the same in engaging their gig workforces. We restricted our data to only those firms that had engaged white collar gig workers

The psychological contract and swift trust of gig workers

Gig workers' perceptions of social support, engagement and job satisfaction have been examined in previous studies. These were focussed on the factors that influence worker performance under conditions of traditional employment, in which psychological (PC) fulfilment is identified as an essential performance predictor.

Recent studies have found that the psychological contract has a positive impact on the swift trust of gig workers, as it increases employee trust in an Organization, which, in turn, affects employee attitudes and behaviours, such as their task completion, commitment and satisfaction. The main objectives of our study were to uncover the mechanisms underpinning worker performance from the perspective of PC fulfilment among white-collar work-

ers and to investigate what other factors, besides work, affect employee's performance. We found that the main causes of stress for both blue- and white-collar workers are roles, relationships and peer support. An occupation can cause unwarranted stress to an employee, whether blue- or white-collar.

Further studies have demonstrated that the role played by an employee within an Organization can be overloaded, causing stress. Relationships have been shown to contribute greatly to the development of unnecessary work-related stress. For example, the relational contract (RC) requires the Organization to provide employees with job-related training, professional development, fair treatment and job security.

However, Researchers have focussed on exploring the mechanism underpinning worker performance from the PC fulfilment perspective, which has been regarded as a crucial predictor of task performance under traditional employment. Employee performance is defined as their ability to accomplish their core job or role-based responsibilities. When considering social exchange theory, which emphasizes reciprocity, it is possible to understand how employees respond to their perceptions of whether the PC is being upheld.

The effect of the relational contract on the swift trust of gig workers

The relationship between a client manager and a contractor is more fragile than that between an employee and a manager in an Organization. We found a strong RC based on the trust developed among gig workers.

Any employee managers' attempts at control are characterized as personal interactions with workers, but also how these relationships unfold within the Organization's established bureaucratic and socio technical structures. Gig workers may also be less able to satisfy their



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social and relatedness needs as part of the gig economy. Gig employers benefit from the on-demand nature of the workforce in many ways, as they are able to achieve more flexibility in staffing and reduce short-term human capital costs. Consumer thus gain access to services they might not otherwise be able to afford. Based on the literature, the relational contract on swift trust of gig workers can be built based on several factors including economic and career instability. Platform providers can also benefit from effectively managing gig workers using platform technologies.

The effect of swift trust on the task performance of gig workers

Our findings indicated a very low beta value for the relationship between Swift Trust and the task performance of gig workers. This implies that, even though digital gig workers engage with different online platforms to fulfil their tasks, employee trust levels are low. Despite some progress in the discussions regarding labour agency in the gig economy, communication and labour Organization among gig workers are still primarily focussed on place-based work - e.g., delivery drivers and taxi drivers, who form communities near restaurants and traffic intersections.

Hence, the concept of labour agency is generally understood through unions and collective bargaining with lack of legal intervention on unethical work terminations

of gig workers. This generally leads to a lack of trust in the job among gig workers. The study of how practices of the gig economy are performed at different levels and in different places provides insights into how workers from low- and middle-income regions negotiate, challenge and reject the gig economy. In our study, we advance the concept of the 'hidden transcripts' of the gig economy, which need to be considered in the spatiality of work to build better work-base relationships.

The effect of task performance on Swift Trust and the engagement of gig workers

We found a very high beta value on task performance on Swift Trust and engagement of gig workers. Digital gig workers had a very high task performance on Swift Trust and engagement of gig workers. The popularity of freelancer has enhanced the appeal for Organizations to manage dispersed virtual teams coupled with accessing talent on demand.

Organizations and individuals alike benefit from these teams, which provide flexibility in work. Virtual teams face a variety of challenges linked to their geographic and cultural diversity, but also to the knowledge that their membership is only temporary. Previous studies indicate that both transactional and relational Swift Trust and engagement of gig workers can contribute to gig worker task performance. These findings are consistent with previous studies in the field of orga-

nizational behaviour.

The gameful experience between the task performance and engagement of gig workers

The gameful experience between the task performance and engagement of gig workers can also be improved in following ways. Global digitalization and automation are having a profound impact on both production and work Organization. The changes associated with the gig economy are referred to as the 'fourth industrial revolution' which appears to be marking the beginning of a new era in manufacturing in Europe. With the goal of promoting the digital single market, the European Union (EU) has undertaken a variety of initiatives, such as funding for research and infrastructure as part of a broader digital single market strategy.

The second highest beta factor was found to be from gameful experience between task performance and engagement of gig workers. In the gig economy, there are both unskilled and skilled workers. The former can be divided into three groups: drivers (Uber, Lyft, Ola), food delivery riders (Zomato and Postmates), and workers who perform basic tasks (TaskRabbit). New opportunities and challenges have emerged in the gig economy. Many platform companies have drawn the attention of Academics, Trade Unionists, and current or former gig workers due to their business and labour practices. Some platforms have

been accused of encouraging 'sham contracting' by allowing companies to disguise employees as independent contractors and thus avoid paying employee benefits. Gig work is a catch-all term used to describe non-standard employment. The gig economy shares many of the same characteristics as other forms of non-standard work, such as agency work; however, with the exception of the influence of technology and the lack of physical workspaces, gig work has its unique features.

As a result of the technological changes that are influencing standard working and employment practices, the restructuring of business models and individuals seeking non-traditional career paths, gig work has become an increasingly popular method of employment. Researchers and practitioners have taken note of these trends and are exploring how gig workers cope with the complexities of these new arrangements as well in their motivation to engage in gig work. Games have captured human motivation for thousands of years across diverse cultures.

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