

Review Paper

Does Jobs without Boundaries within the Gig Economy a Paradox?

Udaya Sankar Patro*, Tapaswini Panda² and S. Das^{3*}

¹Lecturer in Rayagada Autonomous College, Rayagada, India

²Guest Faculty in Model Degree College, Rayagada, India

³School of Management Studies, GIET University, Gunupur, India

*Corresponding author: somu.das2110@gmail.com (ORCID ID: 0000-0003-4956-4352)

Received: 24-08-2023

Revised: 25-11-2023

Accepted: 06-12-2023

ABSTRACT

The idea that individuals take ownership of their personal growth and, as a result, take control of improving their job competences has been a major tenet of proponents of what is known as the boundaryless professional view. In this provocative article, we discuss the barriers to and possible solutions for advancing boundaryless professions in the gig economy, which, although initially seeming to provide favourable circumstances for such occupations, is plagued by several variables that make these professions difficult. Therefore, it's possible that professions without boundaries exist in the gig economy. Specifically, we hypothesise that gig workers' employability is restricted by the acquisition of pertinent professional competences that are hindered by intra- and interorganizational career barriers. We then propose that, to reduce these limitations, we should think about eschewing employer-centric, conventional HRM methods and introducing new, network-based, self-organized HRM actions (in the form of collaborative communities of practice).

HIGHLIGHTS

- ① The article discusses the concept of boundaryless professionalism, which advocates for individuals taking responsibility for their work skills.
- ② It suggests that gig workers face challenges in securing employment due to a lack of relevant professional skills, which is further complicated by career barriers within and across organizations.
- ③ This approach could potentially promote boundaryless areas in the gig economy, allowing gig workers to thrive without limitations or restrictions.
- ④ The concept of people assuming responsibility for what they learn about themselves and subsequently taking charge of enhancing their work skills has been a fundamental principle advocated by supporters associated with the boundaryless professionalism perspective.
- ⑤ The present piece explores the obstacles and potential remedies for promoting boundaryless areas in the economy of gigs. Despite the first appearance of favourable conditions for such occupations, they face several challenges due to various factors.

Keywords: Personal growth, ownership, boundaryless, flexibility, competencies, professions

The concept of the boundaryless profession examines an individual's job mobility, encompassing both psychological aspects (such as the person's perceived capacity to make changes within and beyond their current role) and physical aspects (referring to actual career transitions without limitations; Sullivan & Arthur, 2006). This

concept posits that a boundaryless profession is distinguished by both intra-organizational mobility and inter-organizational movement (Arthur,

How to cite this article: Patro, U.S., Panda, T. and Das, S. (2023). Does Jobs without Boundaries within the Gig Economy a Paradox?. *Econ. Aff.*, 68(04): 2145-2159.

Source of Support: None; **Conflict of Interest:** None



Khapova, & Wilderom, 2005; DeFillippi & Arthur, 1994). According to advocates of the boundaryless profession perspective, individuals are responsible for their own professional development, which includes enhancing their skills and knowledge (Forrier, Sels, & Stynen, 2009; Miles & Snow, 1996). This perspective is based on four assumptions about careers. One aspect is that artists have the potential to undergo both physical and psychological changes over their careers. Furthermore, these performers demonstrate professional self-management while using their claimed mobility. This perspective highlights the importance of individual autonomy from organizations (Forrier *et al.* 2009; Miles & Snow, 1996; Zeitz, Blau, & Fertig, 2009). The third assumption posits that the majority of occupations are progressing towards more emotional and physical autonomy, ultimately reaching a state without limitations or boundaries. Zeitz *et al.* (2009) argue that the fourth assumption is that people often benefit from jobs that have no limitations or restrictions. Roper, Ganesh, and Inkson (2010) argue that the discourse on job progression responsibilities has shifted from being focused on the company to being focused on the person.

This raises an important question concerning the concept of infinite vocations and the role that HRM plays in supporting them: To what extent may professional actors develop each of the three work competencies — technical skills, interpersonal understanding, and strategic thinking—that are necessary for career progression in a changing environment (such as an administrative organization) without receiving formal support from the organization? DeFillippi and Arthur (1996)? Gig work is often considered a highly flexible form of employment due to its decentralized nature (Storey, Salaman, & Platman, 2005), the absence of obligations to a single platform or the need to switch between multiple platforms (Gherardi & Murgia, 2013), the relatively limited constraints of time and geography (Sturdy & Wright, 2008), and the significant autonomy in selecting tasks (cf. Ainsworth & Hardy, 2008). The distinctive aspect of these labor contracts lies in the three-way relationship between (a) the staff members, who are legally classified as self-employed; (b) the clients; and (c) the service providers, who operate as efficient intermediates (Cappelli & Keller, 2013).

Indeed, gig workers, clients, and infrastructure establish legal and contractual arrangements via this tripartite link.

This article examines the four previously stated principles of the boundaryless career perspective, focusing on the challenges encountered by gig workers who lack any kind of organizational HRM support structure. The objective is to emphasize the paradoxes of boundaryless employment in the gig economy by illustrating how the same conditions that should enable them instead hinder their progress. We argue that the proliferation of formal and informal contractual agreements in the gig economy discourages firms, particularly freelance labor platforms, from providing HRM endorsements that might assist temporary workers in acquiring career-relevant skills and overcoming barriers. It also results in the development of career limitations inside and across organizations. Prior to discussing the impact of the gig economy on the development of HRM approaches inside a single firm, it is necessary to delineate the career constraints that are present within the boundaryless gig labor. Finally, we propose many methods by which alternative HRM techniques, which are sometimes vague, might assist individual workers in developing boundary-less careers within the gig economy.

Objective of the study

- ♦ This research questions conventional ideas of independence and flexibility in boundaryless professions, emphasizing the restricted chances for contingent employees to engage in in charge career development without institutional HR assistance.
- ♦ This text examines the difficulties encountered by hiring and firing methods led by employers in promoting unlimited career progression across different countries.
- ♦ It takes into account the limitations imposed by the gig economy and emphasizes the crucial role of the staffing department in promoting professional growth.
- ♦ The research suggests that industry performers, who work in organizations with adaptable structures and absence of formal HR administration, work together to provide possibilities of career progression.

Before delving more into this argument, we would want to provide an important caveat: The ability of workers to surpass national boundaries is largely contingent upon their distinct skill, which dictates the technological context in which they will be most actively involved, as well as their proficiency in overcoming obstacles (Sturges, 2008). Gig workers with specialized skills and those employed in high-end technology are more capable of transitioning between different sectors of the freelance industry due to their transferable abilities and knowledge, which increases their employability (Inkson, Gunz, Ganesh, & Roper, 2012; Vincent, 2016). Consequently, those who are highly skilled and have non-traditional work arrangements tend to adapt more easily to the uncertainty that accompanies irregular employment (Spreitzer, Cameron, & Garrett, 2017). Consequently, gig workers who possess exceptional skills may have a heightened feeling of mobility and independence compared to others with little expertise. Moreover, if these people take initiative, they may find it easier to secure job opportunities outside the gig economy.

The Changing Job Field: Gig Labor as a Modern Career Option

In recent years, the use of online technologies and networks has led to substantial disruptions in several industries by mobilizing numerous dispersed and unorganized workers (Kneese & Rosenblat, 2014). Freelancers on platforms, in contrast to regular workers, do not enjoy the safeguards provided by labor laws, such as minimum wages and sick leave, and they are not bound by tax regulations. These individuals are classified as independent contractors and are responsible for managing their own financial stability and professional growth (Codagnone, Abadie, & Biagi, 2016; Farrell & Greig, 2017; Graham, Hjorth, & Lehdonvirta, 2017; Spreitzer *et al.* 2017). Within the gig economy, there exists a distinction between online and offline labor, despite both kinds of employment being enabled by technology and platforms (De Groen, Maselli, & Fabo, 2016; Huws, Spencer, & Syrdal, 2018). Online employment opportunities include the use of crowd-sourced labor and crowd-sourcing via platforms such as Amazon Mechanical Turk, the Click-worker platform, and Freelancer. This kind of labor mostly comprises of fragmented

and small-scale tasks (Horton & Chilton, 2010; Howcroft & Bergvall-Kåreborn, 2018; Lehdonvirta, 2018). Conversely, offline work is coordinated via a platform, often an application, and is executed by direct interaction with customers. Offline gig employment refers to the on-demand labor services provided via platforms such as Deliveroo, Uber, and TaskRabbit (Rosenblat & Stark, 2016; Sundararajan, 2016; Tassinari & Maccarrone, 2017).

Gig workers develop contractual agreements with on-demand platforms to provide services to the platforms' consumers or task creators. The clients, referred to as work sellers, are the ultimate consumers, whether they are individual buyers or organizations, who engage the services of a gig worker to fulfil a task (Minter, 2017). On certain online platforms, users actively search for job postings with varying degrees of difficulty and requirements. Subsequently, they choose which tasks to do by submitting proposals, which may include initial offers based on either fixed rates or payment per hour. However, many labor marketplaces that depend on geographical information use algorithms to assign projects to freelancers and determine their associated compensation rates (Kuhn & Maleki, 2017). In this specific case, the lack of communication between the employer and employee indicates that these sites have the potential to exploit workers when there is a large and highly skilled group of applicants available. The adoption of gig-based labor platforms has been welcomed because of their capacity to provide novel work prospects (Lampinen & Cheshire, 2016). A considerable proportion of workers now rely on these platforms as their main source of income (Schor & Attwood-Charles, 2017). Nevertheless, these sites have been accused of creating inadequate work environments by neglecting to provide benefits to workers, job security, and opportunities for training or career progression (Brawley & Pury, 2016; Calo & Rosenblat, 2017; Chen, Mislove, & Wilson, 2015; Kalleberg, 2009). Refer Fig. 1 (Gig Economy. (n.d.). Drishti IAS).

For instance, gig labor purportedly offers workers the opportunity to have control over their job location, schedule, and the kind of work they do (Kuek *et al.* 2015). Nevertheless, academics have raised doubts over the practical extent of flexible in gig labor and emphasized the necessity of

differentiating both flexible managed by workers and adaptability governed by managers (Lambert, Haley-Lock, & Henly, 2012; Lehdonvirta, 2018; Shockley & Allen, 2007).

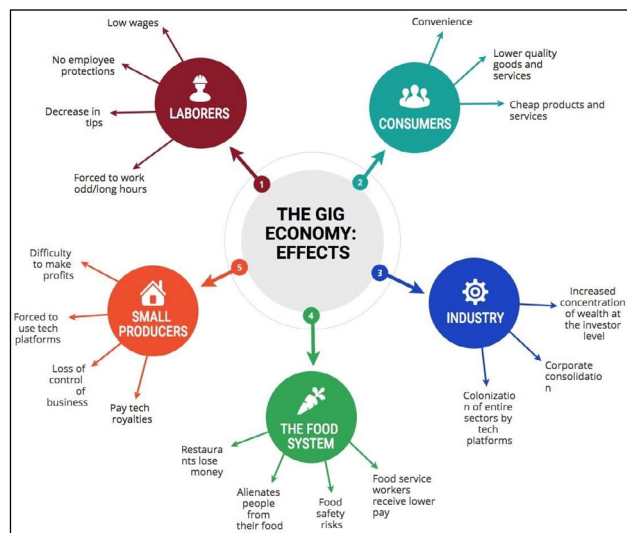


Fig. 1: Effects of gig economy

According to Wood (2016), job scheduling is intricately connected to power dynamics. The virtual and private nature of the gig market has effectively disconnected staff from conventional job interactions, such as those with fellow workers. This has had a negative impact on the way they establish interactions, as well as their work performance, productivity, and sense of purpose when at work (Grant, 2007). Moreover, a significant number of staff members whose rely on platform-mediated work are experiencing reduced mobility due to the specific characteristics and capabilities of those platforms, which determine the type, the rate, monetary benefits, and background information for their gig work (Fuchs & Seignani, 2013; Kingsley, Gray, & Suri, 2015; Rosenblat & Stark, 2016; Scholz, 2013).

The gig economy, as explained below, presents an intriguing but demanding environment that challenges the concept of a boundaryless profession. Despite the freedom offered by emerging gig-based labor arrangements, conventional scholars studying boundaryless professions are yet to explore organizational structures that do not classify workers as employers. Hence, the hypotheses that form the basis of boundaryless professions may not be universally applicable to all forms of gig labor. Instead, those presumptions need to be

adjusted since platform-based organizations, in contrast to conventional employers, often lack career advancement or chances for mobility inside or between organizations, which are the fundamental elements of boundaryless careers (Sullivan & Arthur, 2006). During our debate, it is evident that both staff members and employers experience advantages when enhanced career opportunities are created. Contrary to what one would expect, gig labor companies have a strong motivation to recruit and keep enough staff members in order to maintain their appeal to customers. This is crucial for the long-term sustainability of these websites (Rockmann & Ballinger, 2017). The boundaryless job a different light can have practical effects for both platform organizations and consumers. It enables them to recognize and address the barriers that hinder gig workers' upward mobility. By doing so, it promotes the development of more feasible career opportunities for gig workers and contributes to the sustainability of the boundaryless labor model.

Careers and Professional Abilities of Gig Workers inside Gig economy

Traditionally, educators have seen limits as a necessary and inevitable aspect of their work, where the potential for professional progression is often restricted to extraordinary situations (Arthur et al., 2005). Although this remark may have been valid for some occupations in the past, it now inadequately reflects the many viewpoints on careers in the current day. This is mostly attributed to its inability to acknowledge the increasing volatility and fragility of the employment market. On the other hand, the concept of boundaryless jobs emphasizes the independence that workers have from the traditional and limited career path (Arthur, 1994).

Boundaryless professions include the capacity of workers to seamlessly move between several supervisors and divisions within the same organization. These professions provide opportunities for people to enhance their professional development by leveraging external relationships or data sources, and to reject conventional employment chances due to work or personal reasons (Arthur, 1994; Eby, Butts, & Lockwood, 2003). According to Arthur and Rousseau (1996), professional potential might be more important than the specific firm, location, or job function. In order to pursue a career

without limitations, a prospective actor must have the ability to exercise independence and work independently (Forrier *et al.* 2009; Miles & Snow, 1996; Tams & Arthur, 2010). The boundaryless career perspective is founded upon several theories. One hypothesis is that the new network architecture of organizations naturally encourages the absence of boundaries. It is often believed that people often get advantages from pursuing boundaryless occupations (Zeitz *et al.* 2009). The assumptions have faced criticism from researchers who raise doubts about the extent to which the positive attributes can be universally applied to individuals, institutions, and industries (Inkson *et al.* 2012). Refer Fig: 2 (PWOnlyIAS).

Various authors, such as Zeitz *et al.* (2009), have shown that the positive rhetoric used to depict the limitless job prospects is applicable only to a certain subset of persons who possess high levels of education and extraordinary abilities. Women, minorities, and individuals with insufficient educational qualifications often encounter challenges in boundaryless professions due to their limited access to the mental and material resources often offered by firms (Inkson *et al.* 2012; Pringle & Mallon, 2003; Zeitz *et al.* 2009). Van Buren (2003) argues that academics investigating unrestricted vocations have often overlooked the adverse repercussions associated with such occupations. This is especially true within the framework of a workforce that is segregated into two distinct levels. The higher tier consists of people with valuable and highly sought-after abilities, who can request and obtaining fair treatment from recruiting managers.

The lower layer, conversely, consists of persons with easily detachable talents.

The controversy also emerges about whether careers are largely moulded by organizations or by individuals' agency, notwithstanding the clear effect of organizational processes on individual processes and vice versa. The cited sources are Inkson *et al.* (2012) and Lazarova & Taylor (2009). The boundaryless career perspective has been criticized by experts for neglecting the support structures that facilitate the development of the necessary professional skills needed for success in boundaryless careers (Zeitz *et al.* 2009). Hence, a relevant question arises: What is the mechanism via which boundaryless careers emerge? How can gig economy workers develop job skills without relying on support from HR departments of organizations or institutions?

To participate in careers that go beyond the limits of one organization, individuals must acquire three distinct types of career competencies: technical proficiency, networking abilities, and a comprehensive comprehension of their professional motivations (Arthur, Inkson, & Pringle, 1999; DeFillippi & Arthur, 1996). Knowing-how capabilities include specialized expertise and knowledge in certain disciplines, such as computer engineering. Knowing-whom capabilities pertain to the acquisition and development of professional networks that are crucial for one's career. The "knowing-why" attributes refer to the motivation and professional identity of a career actor. Previous researchers in this domain (e.g., Arthur *et al.* 1999; Mayotte, 2002) have shown that skilled actors have

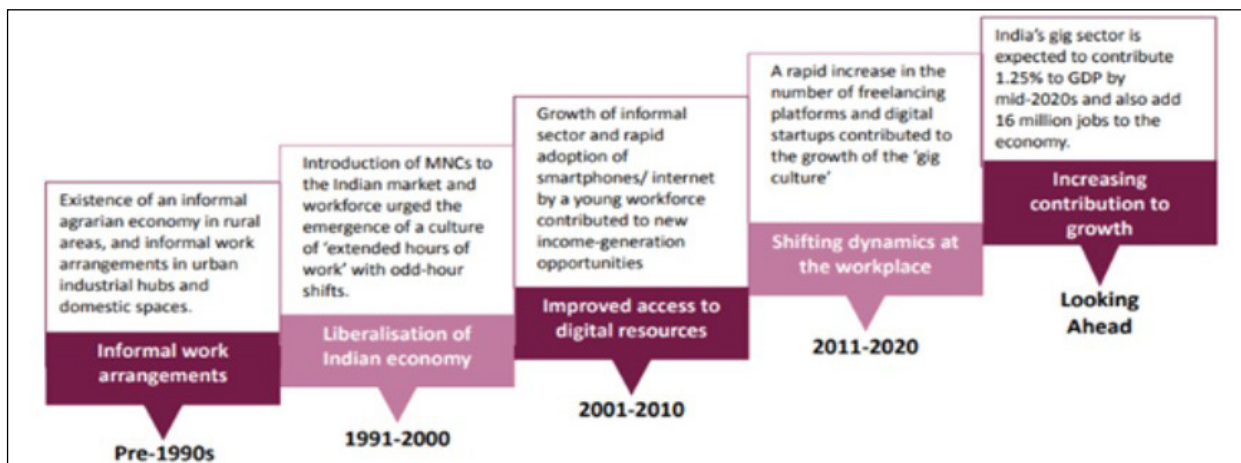


Fig. 2: Future of gig economy in India

the ability to use their abilities in various roles and with diverse employers.

Although professional competences are often seen as independent of any specific organization, research on boundaryless careers has mostly emphasized that people are responsible for building their own talents. Nevertheless, having an affiliation with an organization may expedite the learning of certain skills and abilities. This is because the acquisition of these skills usually necessitates involvement in human resource management (HRM) practices often seen in traditional employment settings, such as formal training, networking opportunities inside and outside the firm, and earning certifications in certain areas of expertise. These organizational resources are crucial for fostering the development of certain cognitive skills in comprehending how things work. Furthermore, individuals who have long-term careers inside a company might benefit from the networks established by their colleagues (DeFillippi & Arthur, 1996).

Platforms and their consumers provide limited opportunities and institutional resources to support gig workers in enhancing their professional skills, unlike traditional businesses. This tendency may be attributed to the mediated nature of gig work. Indeed, even freelancers who work in a traditional offline setting may have difficulties in cultivating certain professional skills. The platform functions as the primary nexus for freelance workers, facilitating interactions only inside the platform between these workers and customers (Gandini, 2019). Websites behave as “dark taskmasters” by exercising substantial control over their workers via the use of rating systems and gamified strategies to motivate optimal performance, while offering little support (Friedman, 2014; Gandini, 2019). Offline freelancers, as opposed to online gig workers, often have more liberty in their work. This is because they generally do their duties on-site and for longer periods of time. Although offline freelancers may see training and expert preservation as cumbersome, they nevertheless have the ability to develop lasting contacts and maintain professional networks in order to increase their networking skills. Directly engaging with clients and patients improves workers’ comprehension of how their actions impact others, hence enhancing their ability to grasp the motivations behind their

behaviour (Grant, 2007). Offline freelancers are more likely to develop substantial professional skills in comparison to online gig workers. These abilities are crucial for seeking limitless opportunities and empower individuals to more effectively adjust to the adaptable nature of this kind of profession (Vincent, 2016).

The next section explores two constraints in the gig economy, both of which are influenced by platform architecture and job designs (Kuhn & Maleki, 2017). We challenge the fundamental assumptions about mobility and self-reliance, contending that these constraints impede the development of abilities and hence hinder both career progression and individual freedom. The gig economy entails professional hurdles that may be either intra-organizational, occurring inside a single business, or inter-organizational, occurring across various companies. Internal organizational barriers impede both horizontal and vertical career transitions and might emerge as either external or internal difficulties.

These limitations restrict the capacity of contracts to engage in horizontal transfers, such as when they begin collaborating directly with clients outside of the platform, like an Expedia freelancer who begins immediate work with the customer. Moreover, they impede upward mobility by hindering workers from migrating to more lucrative roles and achieving better social status, such as an Uber driver being hired to work at Uber’s corporate headquarters. Inter-organizational boundaries delineate the boundary between gig economy labor and traditional employment. We argue that individuals engaged in a gig economy possess a significant degree of flexibility in selecting among various platforms. Nevertheless, these professionals may encounter obstacles in using their skills to transition into more traditional types of employment as a result of inter-organizational constraints. Furthermore, we propose that both the obstacles inside and within companies impede the physical movement of gig workers, as shown by Sullivan and Arthur (2006).

Furthermore, it is important to acknowledge that the capacity for gig employees to pursue unconstrained careers may also be impacted by the skill sets possessed by temporary workers.

Freelancers who possess specialized skills or operate in certain sectors may find it easier to navigate internal hurdles inside organizations, as contrasted to gig workers who have universal and reproducible skill sets (Inkson *et al.* 2012; Vincent, 2016). Specialized gig workers have the capacity to augment the prominence of their job and construct portfolios. As a result, individuals with specialized skill sets are more likely than those with generic skill categories to acquire professional talents that may be applied to jobs outside of the gig economy (Graham *et al.* 2017; Schwartz, 2018). Regardless of their specific areas of expertise, all gig workers face internal hurdles inside the firm due to the digital nature of gig labor. This implies that all types of gig employees, whether they have access to the system or interact directly with the consumer, encounter these barriers. Furthermore, gig work is structured in a manner that obstructs advancement towards more elevated positions or prestige.

Moreover, a number of individuals participate in freelance work in addition to maintaining a full-time traditional employment. Individuals may engage in this dual arrangement to augment their financial means or facilitate their scholastic endeavours or personal passions. Individuals that engage in gig labor and also have other sources of income may see less impact from the constraints outlined in this research, in contrast to professionals who rely primarily on the gig economy. The autonomy provided by the gig economy, including the option to choose job locations and determine the quantity of activities to be undertaken, serves to offset these constraints. However, these constraints have significant importance for a growing population, emphasizing the need to adopt approaches that go beyond these limits.

Factors affecting the Gig Economy

Internal organizational boundaries

Intra-organizational constraints include the barriers that hinder gig workers from making horizontal transitions, such as their ability to directly engage with clients, as well as the vertical adjustments, which determine the extent to which they may progress in their professional paths. We see this barrier as a fusion of subjective and objective elements. It hinders personal growth and restricts

the sense of mobility for temporary workers. The goal is to set clear boundaries between the marketplace and gig employees.

Two prominent architectural elements, which may first seem to support boundarylessness, actually impede both upward and downhill modifications. The two primary elements are the ability to exercise independence in decision-making about tasks, scheduling, and recipients, and the lack of hierarchical frameworks in the work paradigm. These structural features are essential attributes that are thought to augment the independence of independent workers from companies, but in actuality, they hinder their acquisition of job skills. At first, these networks establish constraints and predefined parameters on the interactions between gig workers and clients, and any effort to circumvent these restrictions is forbidden. In addition, the feedback provided to staff members is low and only centered upon their allocated responsibilities, so restricting their ability to grow personally and acquire new information (Gandini, 2019). The lack of feedback about both duties and achievements is a challenge for gig workers in developing their expertise and subsequently building self-assurance in their career paths (DeFillippi & Arthur, 1994). In addition, gig workers have more challenges than other workers in understanding the nature of their job (Kost, Fieseler, & Wong, 2018). This lack of opportunities for comprehension may also hinder the development of workers' cognitive capacity to grasp the reasons behind their professional actions (Weick & Berlinger, 1989).

Independent contractors have limited opportunities to develop meaningful relationships on social media and cultivate networking skills that contribute to their professional advancement, mostly because they lack direct engagement with clients and colleagues (Seibert, Kraimer, & Liden, 2001). This impedes their ability to engage with the gig platforms, the local community, and their own work (Boons, Stam, & Barkema, 2015; Kuhn, 2016). Social networking sites are essential in many professions since they enable people to develop their networking abilities and tap into the knowledge and resources of others. This is especially advantageous for addressing the requirements of skill maintenance that arise from advancing technology (Arthur, 1994; Eby *et al.* 2003).

Vertical transfers within the gig economy are very unlikely due to the predominant absence of hierarchical structures in most professions (Ruggieri, Mosconi, Poponi, & Silvestri, 2016). Gig workers often lack consistent managerial oversight, which hinders their ability to advance into supervisory positions. The career progression of a temporary employee often remains stagnant, with few chances for upward mobility. Nevertheless, there is a possibility for lateral expansion, as shown by the scenario in which an Uber driver chooses to work for Butterfly instead. Platforms are not obligated to provide educational or career advancement opportunities to support independent workers in their professional growth (Minter, 2017). The lack of opportunities for professional development inside businesses not only impedes gig workers' ability to acquire specific skills such as management capabilities but also restricts their chances of being recruited outside of the gig sector (Webster & Beehr, 2013).

Inter-organisational boundaries delineate the demarcation or distinctions between gig economy employment and labour that exist independently of the gig economy itself.

We also consider constraints that hinder freelancing workers from progressing beyond the realm of temporary employment. Boundaryless occupations are characterized by the capacity to transition across several organizations (Arthur *et al.* 2005). Independent contractors, by virtue of not being affiliated with any one organization, have the theoretical flexibility to move between various sectors of the freelancing economy without limitations.

However, gig workers often have difficulties in obtaining inter-organizational transfers and unrestricted opportunities due to the aforementioned limitations in their professional skill development.

Three factors may contribute to the establishment of inter-organizational boundaries. Firstly, these obstacles may originate from psychological factors inside the organization and become apparent at the individual level. The presence of internal boundaries inside an organization hinders the development of transferable skills pertaining to empathy, task comprehension, and comprehending the underlying motivations behind certain acts.

Over time, freelance workers may develop a sense of being confined inside the gig economy, perceiving that they have been unable to make a successful move away from it. The lack of opportunities for skill development and promotion education in relation to gig employment, along with a dearth of social interactions that may lead to beneficial networking and eventual career prospects, add to workers' dependence on gig providers.

Moreover, the barriers that impede the transition from gig job opportunities to permanent employment can be ascribed to external factors such as prevailing labour market trends (Bidwell & Briscoe, 2010) or the restrictions imposed by geographical and temporal constraints arising from personal circumstances, such as the duty of looking after grandparents or children (Deng & Joshi, 2016).

Moreover, these limitations may be established using explicit and quantifiable standards, such as when both contingent workers and those who have authority over the distribution of chances in the collaborative economy set and uphold them. To transition out of the gig economy, one must engage with intermediaries such as recruitment and HRM professionals representing potential employers. The career path of a gig worker may seem complex to those in positions of power, since it often involves many shifts between occupations, organizations, and even industries (Rowlands & Handy, 2012). Although possessing a diverse array of professional experiences might be seen as versatile, it may also be regarded as lacking focus and relevance to a certain employment opportunity.

Within the framework of specialized positions in conventional businesses, HR recruiters prioritize job-specific knowledge and abilities as crucial criteria for assessing the eligibility of applicants. Consequently, gig workers, who usually possess fewer standardized credentials, may have a disadvantage in such circumstances. Moreover, there may be a possible concern over the distance that separates clients and gig workers. Traditionally, workers follow the rules set out by Kost *et al.* (2020) as mentioned in their publication, which may be obtained via the appropriate Creative Commons licenses (Ashford, Caza, & Reid, 2018), in accordance with employers' expectations. Full-time temporary workers, who engage in work across

many platforms and for diverse customers, may have difficulties in amassing relevant job experience and acquiring crucial references to enhance their skills. The absence of feedback and direction might impede their professional development compared to their counterparts in conventional work arrangements (Graham *et al.* 2017). Recruiters from traditional firms may see individuals with gig work experience as less appealing as a group. Based on this assumption, the resulting repeated rejection or increased difficulty in getting a job may lead temporary employees to avoid looking for work outside of the freelance sector with the same level of enthusiasm they would normally have (cf. Vansteenkiste, Verbruggen, & Sels, 2013).

In the following section, we analyse the function of Human Resources Management (HR) in overcoming these challenges and fostering boundaryless careers in the gig economy.

Challenges and options for employer-focused human resource management in the gig economy

Boundaryless occupation actors rely on institutional assets for their career advancement. However, the lack of clear formalities and binding obligations between websites and people in the world of gig economy hinders the provision of HRM methods that could enhance development of competencies and facilitate boundaryless occupations. We also analyse how additional human resources management theories, namely collaborative human resources management between sites as well as clients and autonomously organized human resources management, may improve this problem and promote endless possibilities in the gig economy.

Implementing a shared Human Resource Management (HRM) system across channels and customers may effectively address the issue of unclear division of duties across the involved parties.

Organizations in the world of gig economy may be reluctant to provide HRM assistance due to the ambiguous division of duties involving a platform organization and the customers, who might be people or businesses who hire their services. Unlike other categories of contractual labourers who are usually bound by legal obligations for extended

durations, contractors are not classified as staff members by either the websites or the clients. However, in practice, both types of labourers often perform comparable amounts of work within a similar range. This triangle connection not only creates barriers inside the organization and hampers the advancement of skills, but also spreads the obligation for providing HRM assistance to gig workers between the two sites and customers. This dispersion of duties gives rise to the subsequent inquiry: In this case, an employer refers to an individual or organization that hires and employs workers.

Academics have emphasized the need of redefining the definition of a business in the field of gig economy in order to more effectively control the working conditions of gig workers (Stewart & Stanford, 2017). Scholars have proposed the concept of “combined work” to describe the interconnected connection among platforms, customers, and gig workers, where all three parties share employment duties (Prassl & Risak, 2015; Stewart & Stanford, 2017). Both the study and practice of HRM would need beyond the conventional paradigm where a single organization or employer give HRM assistance. Within the framework of the gig economy, human resources management would operate as a network connecting platforms, customers, and gig workers, rather of being confined to a single organization (Kinnie & Swart, 2019).

To enhance the professional capabilities of gig workers, systems and clients may collaborate to exchange many parts of HRM procedures. There are at least two possible models that we may consider for how this shared HRM might be put into action.

It is possible to imagine that platforms and clients might provide distinct elements of human resources management procedures. Furthermore, a more cohesive alternative strategy would include platform and customers jointly bearing the management and monetary cost of offering an HRM solution, such as via a third-party HR firm. Undeniably, there are deliberate motivations especially from the programs’ perspective, to prevent common human resources management systems from becoming too burdensome for customers who are primarily interested in the financial components of the platforms in question. The extent to which such a system may actually foster relationships is still to

be proven in reality. Nevertheless, freelancers might potentially gain several advantages for their careers. Specifically, these collaborative HRM arrangements might enhance the feedback procedures on venues that often rely on customer evaluations without necessitating justifications for a specific assessment. Hence, feedback ratings are frequently considered as capricious that offer minimal or no chance for acquiring knowledge (Gandini, 2018; Schwartz, 2018). Implementing a well-organized and education-focused comments system as well, which includes detailed feedback on both satisfying aspects and areas for improvement, might be a valuable approach to engage customers in assisting temporary employees in enhancing their abilities and understanding what is valued. While criticism may enhance both practical and theoretical skills, it additionally serves as a point for comparison allowing gig workers to showcase what they have accomplished to facilitate collaboration across different organizations.

Furthermore, websites could supply temporary employees with relevant details on the exact skill sets sought by their prominent customers or the expertise sets that would enable them to progress to more substantial tasks. Tasks might be structured and shown in an orderly way based on the required skill sets for each activity. Independent contractors then progress to higher levels of tasks as they acquire the requisite qualifications. This may provide guidance to gig workers in their endeavours to cultivate important skill sets (competencies in practical knowledge) that are congruent with the overall goals of the networks. Recognizing and offering necessary abilities for temporary employees may function as a sort of talent management strategy that has the potential to enhance dedication to the platforms and worker ambition (Collings & Mellahi, 2009).

Exhibiting the necessary skill sets may be accomplished via several means; companies can arrange meetings such as seminars to showcase the diverse skill needs. As an example, Airbnb extends invitations to architects or photography to assist hosts in capturing improved photographs of their houses and arranging their rooms in a way that aligns with the tastes of customers. Additional sites provide seminars on managing one's time and provide guidance on effectively working abroad with

electronic labour. These events would additionally encourage networking among gig workers and experts in the sector, allowing for potential chances to collaborate inside organizations. This includes gaining insights into the working environments of various gig work platforms (Kuhn & Maleki, 2017). Social activities are mutually advantageous. These events may be used by platforms to promote oneself and perhaps enhance the dedication of gig workers. Simultaneously, gig workers can acquire knowledge about the necessary skills, who can subsequently boost their determination and ultimately facilitate their goal of a livelihood in the world of gig economy. Prior studies on independent contractors have repeatedly shown the significance of interpersonal relationships in their professional advancement (Antcliff, Saundry, & Stuart, 2007).

Now, let's go into the many functions that remote employees might do in offering human resources management as a group and practicing.

HRM that is organized by individuals inside a community

In addition to the implementation of a Human Resource Management (HRM) solution for both the site and the end user, it is important to recognize the possibility of offering HRM within a network of freelance workers, who operate as a cohesive ecosystem. We argue that freelance workers who actively seek resources from platforms to improve their professional development are inclined to create groups to collectively engage in practicing or organizing chances for professional advancement. Enforcing these procedures will enable workers to strengthen their professional abilities and explore employment opportunities without being restricted by location or organization.

Researchers have suggested (e.g., Schwartz, 2018) that gig workers should deliberately foster relationships with other workers, since this would improve their capacity to recognize and interact with relevant persons. Contrary to prevailing notions, freelancing workers are not as autonomous as academics have posited. Alternatively, these workers often rely on the connections of their colleagues to seek help, direction, and collaboration (Gray, Suri, Shoaib Ali, & Kulkarni, 2016; Kittur *et al.* 2013). Gig workers collaborate with each other for various reasons, such as handling administrative tasks (e.g., assisting with

account setup), assessing potential assignments and employers, and recreating the social relationships and support commonly found in traditional office settings.

All of these activities mainly attempt to satisfy the human need for social interaction, but they may also be beneficial in terms of production and efficiency. Research has shown that independent workers exhibit enhanced efficacy in locating tasks and identifying potential employers when they participate in collaborative efforts with their peers, whether via social media or other channels (Gray *et al.* 2016; Schwartz, 2018). Furthermore, collaboration aids employees in navigating the challenges of working alone, particularly when it is done remotely and across different time zones from colleagues. This type of work setup lacks the usual professional and psychological support provided by an office setting (Gray *et al.* 2016). Online organizations, under some circumstances, may enhance workers' capacity to engage in collective bargaining by supporting the enhancement of their contacts with platforms (Schwartz, 2018).

Through using these relationships, temporary workers may get the knowledge and skills required to pick the most profitable assignments and successfully navigate the gig economy. According to Aguinis and Kraiger (2009), online organizations have the ability to help gig workers develop certain talents. Research done by Schwartz (2018) shown that creative freelancers actively used occupational networks to get advice for their ongoing projects. This input was helpful in improving their expertise and skills. Online forums may provide freelancers valuable feedback and evaluation, especially for significant tasks. The use of these techniques, which are linked to the productivity of workers, might positively impact the development of gig workers (Schwartz, 2018; Kuvaas, 2008). Peer-based feedback may improve people' comprehension of the motivations behind their acts by increasing their motivation and offering a more comprehensive view of their endeavours.

Similarly, online networks may mitigate the feeling of isolation and provide gig workers support and a sense of inclusion (Gagné & Deci, 2005), thereby tackling one of the main behavioral challenges experienced by gig workers (Ashford *et al.* 2018). These networks also enable temporary workers

to share personal narratives and stories, which may help them in handling their job obligations (Van den Heuvel, Demerouti, & Peeters, 2015) and improve their comprehension of the rationale behind their talents. Practice clusters provide freelancers significant opportunities to obtain the necessary professional skills required to pursue a career without constraints. Gaining support from the community to get higher-paying and more comprehensive projects increases the likelihood of fostering collaboration inside the organization, so providing the capacity to undertake a broader spectrum of tasks. Through the process of receiving feedback from peers and participating in more advanced tasks, gig workers may simultaneously improve their knowledge and gain abilities that can be used to traditional employment, thus expanding their chances for collaborating with other organizations.

Without a doubt, this paradigm for self-governing human resources management inside the gig economy is not free from challenges and constraints.

Specific platform structures, such as those seen on Upwork and TaskRabbit, foster competition among freelancers. This is accomplished by implementing a system where gig workers are required to make bids for works or projects. Customers are then given the option to choose either the worker with the lowest price or the person with the highest level of expertise (Graham *et al.* 2017). Gig workers on these platforms may lack the motivation to help other workers improve their skill sets, since this ultimately increases the degree of competition they experience. Often, people in auction-based markets often engage in the practice of underbidding, resulting in a higher number of workers relative to employers (Graham *et al.* 2017). Nevertheless, there is a need for alternative approaches to provide assistance for human resources management and techniques for fostering development in the gig economy. The worker-centric paradigm of the human resources department is limited by the unpredictable work patterns and unclear assignment of employer responsibilities. Individuals who have similar interests and responsibilities are more likely to establish new self-organized communities of practice. These communities facilitate the interaction between staff members and individuals from other organizations, as well as engage external actors.

Moreover, fostering collaboration both inside and outside an organization may facilitate the dissemination of innovative ideas and methods to others. The references used are Arthur *et al.* (2005) and Eby *et al.* (2003). The act of crossing borders has the ability to provide workers with opportunities to shape their career trajectory depending on their educational and social networks (Arthur & Rousseau, 1996). Academic institutions and collaborations with independent workers promote the acquisition of three essential career competencies: practical expertise, professional networking, and strategic understanding. Consequently, this allows gig workers to engage in activities without limitations or boundaries.

DISCUSSIONS & CONCLUSION

- ♦ The objective of this research was to examine the potential opportunities inside the gig economy, identify the difficulties encountered by HRM in a specific organization, and investigate alternative HRM approaches that may support boundaryless professions.
- ♦ The intricate connections between temporary personnel, channels, and customers posed challenges in identifying the responsible organization for HRM.
- ♦ The concepts of employment, worker, and employees are now undergoing a transformative process, necessitating a thorough analysis and revaluation of work relationships.
- ♦ It is important for businesses and individuals involved to recognize the limitations and difficulties faced by professionals in the gig economy.
- ♦ Through the provision of human resource management assistance, they can guarantee the long-term viability of gig labour.
- ♦ The concept of having a limitless career in the gig economy is contradictory, since the flexible arrangements impede the development of skills and complicate the management of human resources, preventing individuals from pursuing professions without restrictions.

The purpose of this study was to analyse the many possibilities in the gig economy, highlight the challenges faced by HRM in a single firm, and

explore alternative forms of HRM that may facilitate boundaryless professions in the gig economy. The complex interrelationships among temporary staff, channels, and consumers presented difficulties in determining the accountable entity for delivering HRM. There is a need to reassess the organization accountable for Human Resource Management (HRM), not just in the context of the gig economy but also in relation to vocations that do not have conventional limitations. The notions of job, worker, and employees are now experiencing a process of change, which requires a more in-depth examination and reassessment of the complexities of work relationships. The gig economy has inherent restrictions; thus, it is crucial for enterprises and other stakeholders to acknowledge the career constraints and challenges experienced by professionals. By offering human resource management support, they can ensure the sustainable future of gig work. Hence, the notion of a career devoid of limitations in the gig economy is now paradoxical: The inherent flexibility of the gig economy may seem attractive for employment without boundaries, but these very adaptable arrangements hinder the development of skills and the management of human resources, so obstructing people from pursuing professions without boundaries.

Future Directions

The study seeks to identify alternative HR management strategies that can effectively tackle challenges encountered by the human resource department, specifically in the gig economy. It also examines how these strategies can directly align with different professions, thereby promoting a more pertinent and efficient approach. The study could be able to explore the researches on gig workers professional and personal developments. The study could also be expanded to the frontier of marginal worker's self-efficacy and endangering trust on circular economy.

REFERENCES

- Aguinis, H. and Kraiger, K. 2009. Benefits of training and development for individuals, teams and organizations. *Annual Rev. of Psychology*, **60**: 451–474.
- Ainsworth, S. and Hardy, C. 2008. The enterprising self: An unsuitable job for an older worker. *Organization*, **15**(3): 389–405

- Antcliff, V., Saundry, R. and Stuart, M. 2007. Networks and social capital in the UK television industry: The weakness of weak ties. *Human Relations*, **60**(2): 371–393.
- Arthur, M.B. 1994. The boundaryless career: A new perspective for organizational inquiry. *J. of Organizational Behavior*, **15**(4): 295–306.
- Arthur, M.B. and Rousseau, D.M. 1996. The boundaryless career: A new employment principle for a new organizational era. New York, NY: Oxford University Press.
- Arthur, M.B., Inkson, K. and Pringle, J.K. 1999. The new careers: Individual action and economic change. London, England: Sage.
- Arthur, M.B., Khapova, S.N. and Wilderom, C.P.M. 2005. Career success in a boundaryless career world. *J. of Organizational Behavior*, **26**(2): 177–202.
- Ashford, S.J., Caza, B.B. and Reid, E.M. 2018. From surviving to thriving in the gig economy: A research agenda for individuals in the new world of work. *Res. in Organizational Behavior*, **38**: 23–41.
- Bidwell, M. and Briscoe, F. 2010. The dynamics of interorganizational careers. *Organization Sci.*, **21**(5): 1034–1053.
- Boons, M., Stam, D. and Barkema, H.G. 2015. Feelings of pride and respect as drivers of ongoing member activity on crowd-sourcing platforms. *J. of Management Stud.*, **52**(6): 717–741.
- Brawley, A.M. and Pury, C.L.S. 2016. Work experiences on MTurk: Job satisfaction, turnover, and information sharing. *Computers in Human Behavior*, **54**: 531–546.
- Calo, R. and Rosenblat, A. 2017. The taking economy: Uber, information, and power. *Columbia Law Rev.*, **117**(6): 1622–1623.
- Cappelli, P. and Keller, J.R. 2013. Classifying work in the new economy. *Academy of Management Rev.*, **38**(4): 575–596.
- Chen, L., Mislove, A. and Wilson, C. 2015. Peeking beneath the hood of Uber. Proceedings of the 2015 ACM Conference on Internet Measurement (pp. 495–508). New York, NY: Association for Computing Machinery.
- Codagnone, C., Abadie, F. and Biagi, F. 2016. The future of work in the “sharing economy”: Market efficiency and equitable opportunities or unfair precarisation? Seville, Spain: Publications Office of the European Union.
- Collings, D.G. and Mellahi, K. 2009. Strategic talent management: A review and research agenda. *Human Resource Manage. Rev.*, **19**(4): 304–313.
- De Groen, W.P., Maselli, I. and Fabo, B. 2016. The digital market for local services: A one-night stand for workers? An example from the on-demand economy (Special report). Brussels, Belgium: Centre for European Policy Studies.
- DeFillippi, R. and Arthur, M.B. 1994. The boundaryless career: A competency-based perspective. *J. of Organizational Behaviour*, **15**(4): 307–324.
- DeFillippi, R. and Arthur, M.B. 1996. Boundaryless contexts and careers: A competency-based perspective. In M.B. Arthur, & D.M. Rousseau (Eds.), *The boundaryless career: A new employment principle for a new organizational era* (pp. 116–131). New York, NY: Oxford University Press.
- Deng, X.N. and Joshi, K.D. (2016). Why individuals participate in micro-task crowd-sourcing work environment: Revealing crowd-workers' perceptions. *J. of the Association for Information Systems*, **17**(10): 648–673.
- Eby, L.T., Butts, M. and Lockwood, L. 2003. Predictors of success in the era of the boundaryless career. *J. of Organizational Behavior*, **24**(6): 689–708.
- Farrell, D. and Greig, F. 2017. The online platform economy: Has growth peaked? Farrell, Diana and Greig, Fiona, *The online platform economy: Has growth peaked?* (November 15, 2017). Available at SSRN: <https://ssrn.com/abstract=2911194> or <https://doi.org/10.2139/ssrn.2911194>
- Forrier, A., Sels, L. and Stynen, D. 2009. Career mobility at the intersection between agent and structure: A conceptual model. *J. of Occupational and Organizational Psychology*, **82**(4): 739–759.
- Friedman, G. 2014. Workers without employers: Shadow corporations and the rise of the gig economy. *Review of Keynesian Econ.*, **2**(2): 171–188.
- Fuchs, C. and Sevignani, S. 2013. What is digital labour? What is digital work? What's their difference? And why do these questions matter for understanding social media? *TripleC*, **11**(2): 237–293.
- Gagné, M. and Deci, E.L. 2005. Self-determination theory and work motivation. *J. of Organizational Behavior*, **26**(4): 331–362.
- Gandini, A. 2019. Labour process theory and gig economy. *Human Relations*, **72**(6): 1039–1056.
- Gherardi, S. and Murgia, A. 2013. By hook or by crook: Flexible workers between exploration and exploitation. In M. Holmqvist, & A. Spicer (Eds.), *Research in the Sociology of Organizations* (Vol. 37). Managing “human resources” by exploiting and exploring people's potentials. (pp. 75–103). York, England: Emerald Group.
- Gig Economy. (n.d.). Drishti IAS. <https://www.drishtias.com/to-the-points/paper3/gig-economy-2>.
- Graham, M., Hjorth, I. and Lehdonvirta, V. 2017. Digital labour and development: Impacts of global digital labour platforms and the gig economy on worker livelihoods. *Transfer: European Review of Labour and Res.*, **23**(2): 135–162.
- Grant, A. 2007. Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, **32**(2): 393–417.
- Gray, M.L., Suri, S., Shoaib Ali, S. and Kulkarni, D. 2016. Proceedings of the 19th ACM Conference on Computer-Supported Cooperative Work & Social Computing (p. 134–147).
- Inkson, K., Gunz, H., Ganesh, S. and Roper, J. 2012. Boundaryless careers: Bringing back boundaries. *Organization Studies*, **33**(3): 323–340.

- Kalleberg, A.L. 2009. Precarious work, insecure workers: Employment relations in transition. *American Sociological Review*, **74**(1): 1–22.
- Kingsley, S., Gray, M. and Suri, S. 2015. Accounting for market frictions and power asymmetries in online labor markets. *Policy & Internet*, **7**(4): 383–400.
- Kinnie, N. and Swart, J. 2019. Cross boundary working: Implications for HRM theory, methods, and practice. *Human Resource Management J.* <https://doi.org/10.1111/1748-8583.12239>
- Kittur, A., Nickerson, J.V., Bernstein, M.S., Gerber, E.M., Shaw, A., Zimmerman, J., ... Horton, J.J. 2013. The future of crowd work. Proceedings of the 2013 conference on Computer supported cooperative work (p. 1301 – 1318). New York, NY: Association for Computing Machinery.
- Kneese, T. and Rosenblat, A. 2014. Understanding fair labor practices in a networked age. Open Society Foundations' Future of Work Commissioned Research Papers 2014. Available at SSRN: <https://ssrn.com/abstract=2536619> or <https://doi.org/10.2139/ssrn.2536619>
- Kost, D., Fieseler, C. and Wong, S.I. 2018. Finding meaning in a hopeless place? The construction of meaningfulness in digital microwork. *Computers in Human Behavior*, **82**: 101–110.
- Kuek, S.C., Paradi-Guilford, C., Fayomi, T., Imaizumi, S., Ipeirotis, P., Pina, P. and Singh, M. 2015. The global opportunity in online outsourcing. Washington, DC: World Bank.
- Kuhn, K.M. 2016. The rise of the “gig economy” and implications for understanding work and workers. *Industrial and Organizational Psychology*, **9**(1): 157–162.
- Kuhn, K.M. and Maleki, A. 2017. Micro-entrepreneurs, dependent contractors, and instates: Understanding online labor platform workforces. *The Academy of Management Perspectives*, **31**(3): 183–200.
- Kunda, G., Barley, S.R. and Evans, J. 2002. Why do contractors' contract? The experience of highly skilled technical professionals in a contingent labor market. *Industrial and Labor Relations Review*, **55**(2): 234–261.
- Kuvaas, B. 2008. An exploration of how employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *J. of Manage. Stud.*, **45**(1): 1–25.
- Lambert, S.J., Haley-Lock, A. and Henly, J.R. 2012. Schedule flexibility in hourly jobs: Unanticipated consequences and promising directions. *Community, Work & Family*, **15**(3): 293–315.
- Lampinen, A. and Cheshire, C. 2016. Hosting via Airbnb: Motivations and financial assurances in monetized network hospitality. In CHI '16: Proceedings of the 34th Annual ACM Conference on Human Factors in Computing Systems (pp. 1669–1680). New York, NY: Association for Computing Machinery.
- Lazarova, M. and Taylor, S. 2009. Boundaryless careers, social capital, and knowledge management: Implications for organizational performance. *J. of Organizational Behavior*, **30**(1): 119–139.
- Lehdonvirta, V. 2018. Flexibility in the gig economy: Managing time on three online piecework platforms. *New Technology, Work and Employment*, **33**(1): 13–29.
- Mayotte, G. 2002. Stepping stones to success: Previously developed career competencies and their benefits to career switchers transitioning to teaching. *Teaching and Teacher Education*, **19**(7): 681–695.
- Miles, R.E. and Snow, C.C. 1996. Twenty-first-century careers. In M.B. Arthur, & D.M. Rousseau (Eds.), *The boundaryless career: A new employment principle for a new organizational era* (pp. 97–115) New York, NY: Oxford University Press.
- Minter, K. 2017. Negotiating labour standards in the gig economy: Airtasker and Unions New South Wales. *The Economic and Labour Relations Review*, **28**(3): 438–454.
- New York, NY: Association for Computing Machinery.
- Horton, J.J. and Chilton, L.B. 2010. The labor economics of paid crowd-sourcing. Proceedings of the 2010 ACM Conference on Electronic Commerce (pp. 209–218). New York, NY: Association for Computing Machinery.
- Howcroft, D., & Bergvall-Kåreborn, B. 2018. A typology of crowd-work platforms. *Work, Employment and Society*, **33**(1), 21–38. Huws, U., Spencer, N.H., & Syrdal, D. S. (2018).
- Oldham, G.R. and Hackman, J.R. 2010. Not what it was and not what it will be: The future of job design research. *J. of Organizational Behavior*, **31**: 563–479.
- Online, on call: The spread of digitally organised just-in-time working and its implications for standard employment models. *New Technology, Work and Employment*, **33**(2), 113–129.
- Prassl, J. and Risak, M. 2015. Uber, TaskRabbit, and co.: Platforms as employers: Rethinking the legal analysis of crowdwork. *Comparative Labor Law & Policy J.*, **37**: 619.
- Pringle, J. and Mallon, M. 2003. Challenges for the boundaryless career odyssey. *The Int. J. of Human Resource Manage.*, **14**(5): 839–853.
- Rockmann, K.W. and Ballinger, G.A. 2017. Intrinsic motivation and organizational identification among on-demand workers. *J. of Appl. Psychology*, **102**(9): 1305–1316.
- Roper, J., Ganesh, S. and Inkson, K. 2010. Neoliberalism and knowledge interests in boundaryless careers discourse. *Work, Employment and Society*, **24**(4): 661–679.
- Rosenblat, A. and Stark, L. 2016. Algorithmic labor and information asymmetries: A case study of Uber's drivers. *Int. J. of Communication*, **10**(27): 3758–3784.
- Rowlands, L. and Handy, J. 2012. An addictive environment: New Zealand film production workers' subjective experiences of project-based labour. *Human Relations*, **65**(5): 657–680.
- Ruggieri, A., Mosconi, E., Poponi, S. and Silvestri, C. 2016. Digital innovation in the job market: An explorative study on cloud working platforms. In T. Torre, A. M. Braccini,

- & R. Spinelli (Eds.), *Empowering organizations* (Vol. 11). Lecture Notes in Information Systems and Organisation. (pp. 273–283). Cham, Switzerland: Springer. https://doi.org/10.1007/978-3-319-23784-8_21
- Scholz, T. (Ed.) 2013. *Digital labor: The Internet as playground and factory*. London, England: Routledge.
- Schor, J.B. and Attwood-Charles, W. 2017. The sharing economy: Labor, inequality and sociability on for-profit platforms. *Sociology Compass*, **11**(8): 1–16.
- Schwartz, D. 2018. Embedded in the crowd: Creative freelancers, crowdsourced work, and occupational community. *Work and Occupations*, **45**(3): 247–282.
- Seibert, S.E., Kraimer, M.L. and Liden, R.C. 2001. A social capital theory of career success. *Academy of Management J.*, **44**(2): 219–237.
- Shockley, K.M. and Allen, T.D. 2007. When flexibility helps: Another look at the availability of flexible work arrangements and work-family conflict. *J. of Vocational Behavior*, **71**(3): 479–493.
- Spreitzer, G.M., Cameron, L. and Garrett, L. 2017. Alternative work arrangements: Two images of the new world of work. *Annual Review of Organizational Psychology and Organizational Behavior*, **4**: 473–499.
- Stewart, A. and Stanford, J. 2017. Regulating work in the gig economy: What are the options? *The Economic and Labour Relations Review*, **28**(3): 420–437.
- Storey, J., Salaman, G. and Platman, K. 2005. Living with enterprise in an enterprise economy: Freelance and contract workers in the media. *Human Relations*, **58**(8): 1033–1054.
- Sturdy, A. and Wright, C. 2008. A consulting diaspora? Enterprising selves as agents of enterprise. *Organization*, **15**(3): 427–444.
- Sturges, J. 2008. All in a day's work? Career self-management and the management of the boundary between work and non-work. *Human Resource Management J.*, **18**(2): 118–134.
- Sullivan, S.E. and Arthur, M.B. 2006. The evolution of the boundaryless career concept: Examining physical and psychological mobility. *J. of Vocational Behavior*, **69**(1): 19–29.
- Sundararajan, A. 2016. *The sharing economy: The end of employment and the rise of crowd-based capitalism*. Cambridge: Massachusetts Institute of Technology Press.
- Tams, S. and Arthur, M.B. 2010. New directions for boundaryless careers: Agency and interdependence in a changing world. *J. of Organizational Behavior*, **31**(5): 629–646.
- Tassinari, A. and Maccarrone, V. 2017. The mobilisation of gig economy couriers in Italy: Some lessons for the trade union movement. *Transfer: European Review of Labour and Res.*, **23**(3): 353–357.
- Van Buren, H.J.I.I.I. 2003. Boundaryless careers and employability obligations. *Business Ethics Quarterly*, **13**(2): 131–149.
- Van den Heuvel, M., Demerouti, E. and Peeters, C.W. 2015. The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being. *J. of Occupational and Organizational Psychology*, **88**: 511–532.
- Vansteenkiste, S., Verbruggen, M. and Sels, L. 2013. Being unemployed in the boundaryless career era: Does psychological mobility pay off? *J. of Vocational Behavior*, **82**(2): 135–143.
- Vincent, S. 2016. Bourdieu and the gendered social structure of working time: A study of self-employed human resource professionals. *Human Relations*, **69**(5): 1163–1184.
- Webster, J.R. and Beehr, T.A. 2013. Antecedents and outcomes of employee perceptions of intra-organizational mobility channels. *J. of Organizational Behavior*, **34**(7): 919–941.
- Weick, K.E. and Berlinger, L.R. 1989. Career improvisation in self-designing organizations. In M. B. Arthur, D. T. Hall, & B. S. Lawrence (Eds.), *Handbook of career theory* (pp. 313–328). New York, NY: Cambridge University Press.
- Wood, A.J. 2016. Flexible scheduling, degradation of job quality and barriers to collective voice. *Human Relations*, **69**(10): 1989–2010.
- Zeitz, G., Blau, G. and Fertig, J. 2009. Boundaryless careers and institutional resources. *The Int. J. of Human Resource Management*, **20**(2): 372–398.

