



## **The Gig Economy and its Implications for Human Resource Management in Jambi: A Preliminary Investigation**

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### **ABSTRACT**

The gig economy, characterized by temporary and flexible work arrangements, is rapidly expanding globally. However, its implications for human resource management (HRM) in developing regions like Jambi, Indonesia, remain largely unexplored. This study aims to provide a preliminary investigation into the gig economy's impact on HRM practices in Jambi. A mixed-methods approach was employed, involving a survey of 150 gig workers and 50 traditional employees in Jambi, along with in-depth interviews with 10 HRM professionals from various industries. The survey data was analyzed using descriptive statistics and comparative analysis, while the interview data was analyzed thematically. The study found that gig workers in Jambi face challenges related to job insecurity, lack of benefits, and social isolation. HRM professionals reported difficulties in recruiting, managing, and retaining gig workers due to the lack of formal employment contracts and the need for flexible work arrangements. The findings also suggest that the gig economy is creating new opportunities for HRM practices, such as the use of technology for talent acquisition and performance management. In conclusion, gig economy is transforming the nature of work in Jambi, posing challenges and opportunities for HRM. This study highlights the need for HRM professionals to adapt their practices to the changing landscape of work. Further research is needed to explore the long-term implications of the gig economy for HRM in Jambi and other developing regions.

### **1. Introduction**

The global landscape of work is undergoing a profound transformation, marked by the rapid expansion of the gig economy. This new economic model, characterized by temporary, flexible work arrangements, and independent contracting, has disrupted traditional employment structures and redefined the relationship between employers and workers. The gig economy's growth has been fueled by a confluence of factors, including technological advancements, changing worker preferences, and economic shifts. Digital platforms, such as ride-hailing

apps, food delivery services, and online marketplaces, have facilitated the growth of gig work by connecting workers with clients and customers in real time. Simultaneously, changing worker preferences, particularly among younger generations, have contributed to the gig economy's expansion. Many individuals now prioritize flexibility and autonomy over traditional full-time employment, seeking work arrangements that allow them to balance their professional and personal lives. Furthermore, economic shifts, such as the decline of manufacturing jobs and the rise of the service sector, have created a

fertile ground for the gig economy's growth. As traditional employment opportunities dwindle, many individuals are turning to gig work as a means of earning income and maintaining financial stability. While the gig economy offers numerous benefits, such as increased flexibility and autonomy for workers, it also presents significant challenges for both individuals and organizations. Gig workers often face precarious working conditions, characterized by job insecurity, lack of benefits, and social isolation. The absence of formal employment contracts and the reliance on short-term projects can lead to financial instability and uncertainty for gig workers. Additionally, the lack of access to benefits, such as health insurance and paid time off, can leave gig workers vulnerable to financial hardship in the event of illness or injury. Moreover, the isolated nature of gig work can contribute to feelings of loneliness and disconnection from the broader workforce.<sup>1-4</sup>

The rise of the gig economy has profound implications for human resource management (HRM) practices. Traditional HRM models, designed for a world of stable, long-term employment relationships, are ill-equipped to address the challenges posed by the gig economy. The fluid nature of gig work, with its emphasis on short-term projects and independent contracting, necessitates a rethinking of HRM practices related to talent acquisition, performance management, and employee engagement. Talent acquisition in the gig economy requires new strategies and approaches. The traditional reliance on job boards and formal recruitment processes may be less effective in attracting gig workers, who often seek work opportunities through online platforms and social networks. HRM professionals need to develop new skills and competencies to identify and engage gig workers, leveraging digital tools and platforms to access a wider pool of talent. Performance management in the gig economy presents unique challenges. The absence of direct supervision and the reliance on project-based work can make it difficult to monitor and evaluate the performance of gig workers. Traditional performance appraisal systems, based on annual reviews and hierarchical feedback, may be less relevant in the context of gig work. HRM professionals

need to explore new performance management models that leverage data analytics and real-time feedback to assess the performance of gig workers in a more agile and flexible manner. Employee engagement in the gig economy is also a critical concern. The lack of formal employment relationships and the isolated nature of gig work can create barriers to building a sense of community and belonging among gig workers. HRM professionals need to develop strategies to foster engagement and loyalty among gig workers, even in the absence of traditional employment benefits and social interactions. This may involve creating virtual communities, providing opportunities for professional development, and recognizing and rewarding the contributions of gig workers.<sup>5-8</sup>

The implications of the gig economy for HRM are particularly complex in developing regions, such as Jambi, Indonesia. These regions often lack the regulatory frameworks and institutional support systems that exist in developed economies, making it even more challenging for organizations to manage gig workers effectively. The absence of clear labor laws and social protections can leave gig workers vulnerable to exploitation and unfair treatment. Moreover, the lack of access to formal financial services and training opportunities can limit the economic potential of gig work in developing regions. In Jambi, the gig economy is still in its nascent stages, but its growth is accelerating rapidly. The proliferation of digital platforms and the increasing availability of smartphones have facilitated the expansion of gig work in various sectors, including transportation, food delivery, and online services. However, the implications of this growth for HRM practices in Jambi remain largely unexplored.<sup>9,10</sup> This study aims to address this gap by providing a preliminary investigation into the gig economy's impact on HRM practices in Jambi.

## **2. Methods**

This study employed a mixed-methods approach, combining quantitative and qualitative data collection and analysis techniques to gain a comprehensive understanding of the gig economy's impact on HRM practices in Jambi, Indonesia. The mixed-methods

approach was chosen to leverage the strengths of both quantitative and qualitative research, allowing for a more nuanced and holistic exploration of the research questions. Jambi Province, located on the eastern coast of Sumatra Island, Indonesia, serves as the backdrop for this investigation. The province is characterized by a diverse economy, with significant contributions from agriculture, forestry, and mining. In recent years, Jambi has witnessed a growing trend toward urbanization and digitalization, which has facilitated the expansion of the gig economy. This study aimed to capture the unique dynamics of the gig economy within this specific context.

The research design involved two distinct phases: a quantitative phase, utilizing a survey to gather data from gig workers and traditional employees, and a qualitative phase, employing in-depth interviews with HRM professionals. This sequential mixed-methods design allowed for the quantitative data to inform the development of the qualitative interview guide, ensuring a deeper exploration of the emerging themes and patterns. The target population for the survey consisted of two groups: gig workers and traditional employees in Jambi Province. Gig workers were defined as individuals engaged in temporary, flexible work arrangements, typically facilitated through digital platforms. Traditional employees were defined as individuals engaged in full-time, permanent employment with a single employer. A convenience sampling approach was employed to recruit participants for the survey. Gig workers were recruited through online platforms and social media groups, while traditional employees were recruited through personal networks and organizational contacts. A total of 150 gig workers and 50 traditional employees participated in the survey. The survey instrument was meticulously developed based on an extensive review of relevant literature on the gig economy and HRM practices. The instrument was adapted to the local context in Jambi, ensuring the questions were culturally relevant and linguistically appropriate. The survey included questions on demographics, work arrangements, job satisfaction, and perceptions of HRM practices. The questions were designed to capture both objective and subjective experiences of

the participants, providing a rich dataset for analysis. The survey was administered online, utilizing a secure survey platform to ensure data confidentiality and integrity. Participants were provided with clear instructions on how to complete the survey, and they were given the option to withdraw from the study at any time. The online format allowed for efficient data collection and minimized the risk of errors in data entry. The survey data was analyzed using descriptive statistics and comparative analysis. Descriptive statistics were employed to summarize the demographic characteristics of the participants and their responses to the survey questions. Comparative analysis was used to identify differences between gig workers and traditional employees in terms of their work experiences and perceptions of HRM practices. Statistical tests, such as t-tests and chi-square tests, were employed to assess the statistical significance of the observed differences.

The qualitative phase involved in-depth interviews with 10 HRM professionals from various industries in Jambi. The participants were purposively selected to ensure a diverse range of perspectives on the gig economy and its implications for HRM. The selection criteria included the participant's industry, organization size, and experience in managing gig workers. The purposive sampling approach allowed for a more focused and in-depth exploration of the research questions. The interview guide was meticulously developed based on the research questions, the literature review, and the emerging themes from the quantitative data analysis. The guide included open-ended questions that encouraged the participants to share their experiences, insights, and perspectives on the gig economy and its impact on HRM practices in Jambi. The questions were designed to elicit rich and detailed narratives from the participants, providing valuable qualitative data for analysis. The interviews were conducted in Bahasa Indonesia, the local language, to ensure clear communication and understanding. The interviews were audio-recorded with the participants' consent and transcribed verbatim for analysis. The interviews were conducted in a private and comfortable setting to encourage the participants to speak openly and

honestly about their experiences. The interview transcripts were analyzed thematically, using a coding framework developed based on the research questions and the literature review. Thematic analysis involved a systematic process of identifying, analyzing, and reporting patterns (themes) within the data. The analysis was conducted using qualitative data analysis software to facilitate the coding and organization of the data. The themes that emerged from the analysis were then interpreted and discussed in relation to the research questions and the existing literature.

The findings from the quantitative and qualitative phases were triangulated to ensure the validity and reliability of the research findings. Triangulation involved comparing and contrasting the findings from the two data sources to identify convergences and divergences. The triangulation process allowed for a more comprehensive and nuanced understanding of the gig economy's impact on HRM practices in Jambi. Ethical considerations were given utmost importance throughout the research process. Informed consent was obtained from all participants prior to their participation in the study. The participants were informed about the purpose of the study, the data collection procedures, and their rights as participants. Confidentiality and anonymity were maintained throughout the study, and the data was stored securely to protect the privacy of the participants.

### 3. Results and Discussion

Table 1 provides a comparative overview of the demographic and occupational characteristics of gig

workers and traditional workers who participated in the study. Gig workers, on average, are notably younger than traditional workers (28 vs. 35 years old). This aligns with the general trend of the gig economy attracting a younger workforce, perhaps due to their greater comfort with technology and preference for flexible work arrangements. The proportion of male respondents is slightly higher among traditional workers (70%) compared to gig workers (65%), although the difference is not substantial. This suggests that both forms of employment attract a relatively balanced gender distribution in the Jambi context. A higher percentage of traditional workers (60%) have completed high school compared to gig workers (40%). This could imply that traditional jobs in Jambi may require a higher level of formal education or that gig work offers opportunities for individuals with varying educational backgrounds. Traditional workers have considerably more years of experience (7 years) than gig workers (3.5 years). This is likely related to the age difference and the nature of gig work, which often involves shorter-term projects and less commitment to a single occupation. The primary occupations listed highlight the contrasting nature of the two groups. Gig workers are primarily engaged in ride-hailing services, reflecting the prominence of platform-based work in the gig economy. In contrast, traditional workers are mainly involved in agriculture, underscoring the importance of this sector in Jambi's economy. The secondary occupations further emphasize this distinction, with gig workers involved in food delivery and traditional workers in manufacturing.

Table 1. Respondent characteristics.

Characteristics	Gig workers (n=150)	Traditional workers (n=50)
Age (Mean)	28	35
Gender (% Male)	65%	70%
Education level (% High School Graduate)	40%	60%
Years of experience (Mean)	3.5	7
primary occupation	Ride-hailing (35%)	Agriculture (40%)
secondary occupation	Food delivery (20%)	Manufacturing (25%)

Table 2 provides a comparative analysis of the challenges and perceptions reported by gig workers and traditional employees in Jambi, highlighting the stark differences in their work experiences. A significantly higher proportion of gig workers (70%) agree or strongly agree with experiencing job insecurity compared to traditional workers (30%). This underscores the precarious nature of gig work, where the lack of formal employment contracts and the reliance on short-term projects contribute to a sense of uncertainty and instability. Gig workers also report a significantly higher level of dissatisfaction with the lack of benefits (65%) compared to traditional workers (20%). This highlights a key disadvantage of gig work, where workers often lack access to essential benefits such as health insurance, paid time off, and retirement plans. A greater proportion of gig workers

(55%) report feeling socially isolated compared to traditional workers (25%). This suggests that the independent and often solitary nature of gig work can lead to feelings of loneliness and disconnection from the broader workforce. The mean job satisfaction score for gig workers (3.2 on a 5-point scale) is considerably lower than that of traditional workers (4.0). This reflects the cumulative impact of job insecurity, lack of benefits, and social isolation on the overall well-being and satisfaction of gig workers. Gig workers perceive significantly less employer support (2.8 on a 5-point scale) compared to traditional workers (3.8). This suggests that gig workers may feel less valued and supported by their employers, potentially due to the lack of formal employment relationships and the transactional nature of gig work.

Table 2. Challenges faced by gig workers vs. traditional employees in Jambi.

<b>Challenge/perception</b>	<b>Gig workers (n=150)</b>	<b>Traditional workers (n=50)</b>
Job insecurity (Agree or Strongly Agree)	70%	30%
Lack of benefits (Agree or Strongly Agree)	65%	20%
Social isolation (Agree or Strongly Agree)	55%	25%
Job satisfaction (Mean Score on a 5-point scale)	3.2	4
Employer support (Mean Score on a 5-point scale)	2.8	3.8

Table 3 provides insights into the opportunities that HRM professionals in Jambi perceive in relation to the gig economy. It highlights the positive aspects and potential advantages that the gig economy can offer to HRM practices. A vast majority (90%) of HRM professionals agree or strongly agree that the gig economy has led to an increased use of technology for talent acquisition. This suggests that organizations are leveraging digital platforms and tools to reach a broader pool of potential candidates, streamline the recruitment process, and potentially reduce hiring costs. Similarly, 80% of HRM professionals acknowledge the increased use of technology for performance management in the gig economy. This indicates a shift towards data-driven performance

evaluation, potentially enabling more objective and real-time feedback for gig workers. 70% of HRM professionals agree or strongly agree that the gig economy provides access to a wider pool of talent. This suggests that organizations can tap into a more diverse and geographically dispersed workforce, potentially finding individuals with specialized skills or expertise that may be scarce in the local labor market. 60% of HRM professionals believe that the gig economy fosters a culture of innovation and entrepreneurship. This points to the potential for the gig economy to stimulate creativity and self-motivation among workers, as they take ownership of their work and explore new opportunities.

Table 3. Opportunities for HRM practices in the gig economy (Jambi).

<b>Opportunity/perception</b>	<b>HRM professionals (n=10)</b>
Increased use of technology for talent acquisition (Agree or Strongly Agree)	90%
Increased use of technology for performance management (Agree or Strongly Agree)	80%
Access to a wider pool of talent (Agree or Strongly Agree)	70%
Fosters a culture of innovation & entrepreneurship (Agree or Strongly Agree)	60%

The gig economy, while lauded for its flexibility and autonomy, casts a long shadow of precarity over the lives of many workers. This is particularly evident in Jambi, Indonesia, where the survey results of this study paint a stark picture of the challenges faced by those engaged in gig work. The most pressing challenge identified is the pervasive sense of job insecurity. A significant majority of gig workers in Jambi reported feeling insecure about their employment status. This insecurity stems from the very nature of gig work, which is characterized by short-term projects, freelance contracts, and a lack of formal employment agreements. Unlike traditional employees who enjoy the relative stability of long-term employment, gig workers are constantly on the lookout for their next gig, their income stream subject to the whims of market demand. This constant uncertainty can take a toll on the mental and emotional well-being of gig workers. The fear of losing income, coupled with the pressure to constantly market their skills and secure new projects, can create a chronic state of stress and anxiety. Moreover, the lack of predictability in income can make it difficult for gig workers to plan for the future, save for retirement, or make major life decisions, such as buying a house or starting a family. The COVID-19 pandemic further exposed the vulnerability of gig workers to economic shocks. As lockdowns and restrictions disrupted businesses and consumer behavior, many gig workers saw their income plummet overnight. The lack of unemployment benefits or other social safety nets left them struggling to make ends meet, highlighting the precariousness of their livelihoods. Another significant challenge faced by gig workers in Jambi is the lack of access to benefits

that are typically associated with traditional employment. Health insurance paid time off, and retirement plans are often absent from the gig work equation, leaving workers exposed to financial risks and uncertainties. The absence of health insurance can be particularly devastating for gig workers. In the event of an illness or injury, they may face exorbitant medical bills, forcing them to choose between their health and their financial stability. The lack of paid time off can also be problematic, as gig workers may feel compelled to continue working even when they are sick or need to take time off for personal reasons. Moreover, the lack of retirement plans can create long-term financial insecurity for gig workers. Without the opportunity to contribute to a pension or other retirement savings plan, gig workers may find it difficult to save for their future and may face financial hardship in their later years. While the autonomy and flexibility of gig work are often touted as its key benefits, they can also come at a cost. The independent nature of gig work can lead to social isolation, as workers often lack the opportunity to interact with colleagues and build relationships in a traditional workplace setting. This lack of social connection can have a detrimental impact on the mental health and well-being of gig workers. Social isolation has been linked to increased rates of depression, anxiety, and other mental health problems. Moreover, the lack of a supportive work environment can make it difficult for gig workers to cope with the challenges and stresses associated with their work. The cumulative impact of job insecurity, lack of benefits, and social isolation is reflected in the lower levels of job satisfaction reported by gig workers

in Jambi. While gig work may offer flexibility and autonomy, these benefits may not be enough to offset the negative consequences of precarious working conditions. The lower job satisfaction among gig workers raises important questions about the sustainability of the gig economy. If gig workers are not satisfied with their work, they may be less likely to remain in the gig economy in the long term. This could lead to a shortage of skilled workers in certain sectors, potentially hindering economic growth and development.<sup>11,12</sup>

The interviews conducted with HRM professionals in Jambi offer a glimpse into the complexities and challenges they face as they navigate the uncharted waters of the gig economy. Traditional HRM practices, rooted in the assumptions of stable, long-term employment relationships, are being tested and stretched to their limits as the gig economy reshapes the landscape of work. One of the primary challenges facing HRM professionals in the gig economy is talent acquisition. The traditional model of posting job openings and waiting for applicants to come knocking is no longer sufficient. Gig workers, with their preference for flexibility and autonomy, often seek work opportunities through online platforms, social networks, and word-of-mouth referrals. This shift necessitates a proactive and agile approach to talent acquisition. HRM professionals need to become adept at utilizing digital tools and platforms to identify and engage potential gig workers. They must also develop compelling value propositions that resonate with the gig workforce, emphasizing the flexibility, autonomy, and opportunities for skill development that gig work can offer. Moreover, the competition for top gig talent is fierce. Organizations need to differentiate themselves by offering competitive compensation, clear project descriptions, and opportunities for professional growth. HRM professionals must also be prepared to move quickly, as gig workers often have multiple opportunities available to them and may not be willing to wait for a lengthy recruitment process. The fluid and project-based nature of gig work poses significant challenges for performance management. Traditional performance appraisal systems, based on annual reviews and hierarchical feedback, are often ill-

suited to the gig economy. Gig workers may be engaged in multiple projects simultaneously, working with different teams and clients, and their performance may be difficult to assess using traditional metrics. HRM professionals need to develop new performance management models that are more agile and flexible, leveraging data analytics and real-time feedback to monitor and evaluate the performance of gig workers. This may involve setting clear project goals, establishing regular check-ins, and utilizing online platforms to track progress and provide feedback. Moreover, performance management in the gig economy needs to focus on outcomes rather than inputs. The emphasis should be on the quality and timeliness of deliverables, rather than the number of hours worked or the adherence to traditional workplace norms. This requires a shift in mindset for HRM professionals, who may need to let go of some control and trust gig workers to manage their own work. Maintaining employee engagement is a perennial challenge for HRM professionals, but it becomes even more complex in the context of the gig economy. The lack of physical proximity and shared workspaces can create barriers to building a sense of community and belonging among gig workers. HRM professionals need to develop innovative strategies to foster engagement and loyalty among a dispersed gig workforce. This may involve creating virtual communities, organizing online events and workshops, and providing opportunities for gig workers to connect with each other and with the organization. Moreover, HRM professionals need to recognize and reward the contributions of gig workers, even in the absence of traditional employment benefits. This may involve offering performance-based bonuses, providing opportunities for skill development, or simply acknowledging the hard work and dedication of gig workers. The gig economy operates in a legal and regulatory gray area in many parts of the world, including Jambi. The lack of clear labor laws and social protections for gig workers can create challenges for HRM professionals, who must navigate a complex and evolving legal landscape. HRM professionals need to stay abreast of changes in labor laws and regulations related to the gig economy. They

must also ensure that their organizations are compliant with all applicable laws and regulations, protecting both the organization and the gig workers they engage. Moreover, HRM professionals can play a role in advocating for policies that provide gig workers with greater social protection and security. This may involve working with government agencies, labor unions, and other stakeholders to develop policies that address the unique needs and challenges of the gig workforce. The gig economy is forcing HRM professionals to rethink their roles and responsibilities. They are no longer simply administrators of personnel policies and procedures, they are becoming strategic partners, helping organizations to navigate the complexities of the gig economy and to build a workforce that is agile, adaptable, and engaged. The challenges faced by HRM professionals in the gig economy are significant, but they also present opportunities for innovation and growth. By embracing new technologies, developing flexible work arrangements, and fostering a sense of community among gig workers, HRM professionals can help organizations to thrive in the new world of work.<sup>13-15</sup>

While the gig economy presents undeniable challenges for both gig workers and HRM professionals, it also opens doors to a plethora of opportunities that can revolutionize the way organizations operate and manage their workforce in Jambi. The dynamic and evolving nature of the gig economy creates a fertile ground for innovation and adaptation, enabling organizations to tap into a wider pool of talent, streamline their processes, and foster a culture of entrepreneurship and agility. One of the most significant opportunities offered by the gig economy is the increased use of technology in HRM practices. Digital platforms and tools are transforming the way organizations recruit, onboard, manage, and evaluate their workforce. This technological empowerment has the potential to streamline HRM processes, enhance efficiency, and reduce costs. In the realm of talent acquisition, online platforms and social media have become indispensable tools for connecting organizations with gig workers. These platforms provide a vast and diverse pool of potential candidates,

enabling organizations to find individuals with the specific skills and expertise they need for short-term projects or specialized tasks. Moreover, the use of technology can significantly expedite the recruitment process, allowing organizations to fill vacancies quickly and efficiently. Performance management is another area where technology is playing a crucial role in the gig economy. Traditional performance appraisal systems, based on annual reviews and subjective feedback, are often ill-suited to the dynamic and project-based nature of gig work. Digital platforms and tools can enable real-time monitoring and evaluation of performance, providing gig workers with immediate feedback and facilitating data-driven decision-making for HRM professionals. Furthermore, technology can facilitate communication and collaboration among a dispersed gig workforce. Online platforms and communication tools can help to bridge the geographical gap, enabling seamless interaction and knowledge sharing among gig workers, regardless of their location. This can foster a sense of community and belonging, even in the absence of a traditional workplace setting. The gig economy transcends geographical boundaries, providing organizations with access to a global pool of talent. This can be particularly advantageous for organizations in Jambi, where the local labor market may be limited in terms of skills and expertise. By tapping into the gig economy, organizations can find individuals with specialized skills or niche expertise from anywhere in the world, expanding their talent pool and enhancing their competitive advantage. Moreover, the gig economy can enable organizations to build a more diverse and inclusive workforce. By removing geographical barriers, organizations can access talent from different backgrounds and cultures, fostering a richer and more dynamic work environment. The ability to access a wider pool of talent also allows organizations to scale their workforce up or down quickly and efficiently in response to changing business needs. This agility can be a significant advantage in today's fast-paced and unpredictable business environment. The gig economy has the potential to stimulate innovation and entrepreneurship, both within organizations and



among individual workers. The flexibility and autonomy offered by gig work can encourage individuals to think creatively, take risks, and explore new opportunities. Within organizations, the gig economy can facilitate the development of new products and services, as organizations can tap into the expertise of gig workers to experiment with new ideas and approaches. The project-based nature of gig work can also encourage a more agile and iterative approach to innovation, enabling organizations to test and refine ideas quickly and efficiently. For individual workers, the gig economy can provide a platform for entrepreneurship and self-employment. Gig workers can leverage their skills and expertise to build their own businesses, create their own brands, and achieve financial independence. This can contribute to the growth of the local economy and create new job opportunities for others. The gig economy can help organizations to become more agile and adaptable in the face of change. The ability to quickly scale the workforce up or down, access specialized skills on demand, and tap into a global pool of talent can enable organizations to respond more effectively to market fluctuations, technological advancements, and other disruptions. Moreover, the gig economy can foster a culture of continuous learning and development. Gig workers, driven by the need to stay competitive in the marketplace, are often highly motivated to upskill and reskill. This can create a ripple effect within organizations, encouraging traditional employees to embrace lifelong learning and adapt to the changing demands of the workplace.<sup>16,17</sup>

The gig economy presents a unique set of challenges and opportunities for HRM professionals. As the findings of this study suggest, organizations in Jambi are already beginning to adapt their practices to the changing landscape of work. However, there is still much room for further innovation and adaptation. To effectively manage gig workers and harness the potential of the gig economy, HRM professionals need to develop comprehensive strategies that address the unique characteristics of this new workforce. Flexibility lies at the heart of the gig economy. Gig workers are drawn to this model of work precisely because it offers them the freedom to choose when,

where, and how they work. To attract and retain top gig talent, organizations need to create work arrangements that provide the flexibility and autonomy that gig workers desire, while also ensuring accountability and performance. This may involve offering a mix of project-based work and longer-term contracts, allowing gig workers to choose the type of engagement that best suits their needs and preferences. It may also involve providing gig workers with the freedom to set their own schedules and work remotely, as long as they meet project deadlines and deliver high-quality work. Furthermore, organizations should consider providing opportunities for skill development and career advancement to gig workers. This can help to enhance their engagement and loyalty, even in the absence of traditional employment benefits. By investing in the development of their gig workforce, organizations can create a win-win situation, where both the organization and the workers benefit from the relationship. Technology is a key enabler of the gig economy, and HRM professionals should embrace it to streamline their processes and enhance their effectiveness. Digital platforms and tools can be leveraged to facilitate various aspects of HRM, including talent acquisition, performance management, communication, and collaboration. In the realm of talent acquisition, online platforms and social media can be used to reach a wider pool of potential gig workers, showcase the organization's brand and culture, and streamline the application and onboarding processes. Artificial intelligence and machine learning can also be utilized to screen resumes, match candidates with suitable projects, and predict future talent needs. Performance management in the gig economy can be enhanced through the use of technology. Digital platforms can be used to track project progress, provide real-time feedback, and facilitate communication between gig workers and their clients or managers. Data analytics can also be leveraged to identify performance trends, recognize top performers, and address any performance gaps. Moreover, technology can play a crucial role in fostering communication and collaboration among a dispersed gig workforce. Online platforms, communication tools, and virtual

communities can help to bridge the geographical gap and create a sense of connection and belonging among gig workers. One of the major challenges faced by gig workers is the lack of access to traditional employee benefits, such as health insurance, paid time off, and retirement plans. While gig workers are typically classified as independent contractors and are not legally entitled to these benefits, organizations can explore alternative ways to provide them with access to essential benefits. This may involve partnering with third-party providers to offer gig workers access to affordable health insurance plans or retirement savings options. It may also involve creating innovative benefit packages tailored to the needs of gig workers, such as offering stipends for health and wellness expenses or providing access to online learning platforms for professional development. By providing gig workers with access to benefits, organizations can demonstrate their commitment to their well-being and create a more attractive and supportive work environment. This can enhance the engagement and loyalty of gig workers, leading to improved performance and productivity. The independent and often solitary nature of gig work can lead to feelings of isolation and disconnection from the broader workforce. HRM professionals need to be proactive in creating opportunities for gig workers to connect with each other and with the organization. This may involve organizing virtual events, such as online meetups, workshops, and training sessions, where gig workers can interact with each other and with representatives from the organization. It may also involve creating online communities or forums where gig workers can share their experiences, ask questions, and provide support to each other. Furthermore, HRM professionals should recognize and reward the contributions of gig workers. This may involve offering performance-based bonuses, providing opportunities for skill development, or simply acknowledging the hard work and dedication of gig workers. By making gig workers feel valued and appreciated, organizations can foster a sense of belonging and loyalty, even in the absence of traditional employment relationships. The gig economy is characterized by rapid change and uncertainty. To thrive in this environment,

organizations need to embrace a culture of agility and adaptability. This involves being open to new ideas, experimenting with different approaches, and learning from both successes and failures. HRM professionals play a crucial role in fostering this culture of agility. They need to be proactive in identifying and anticipating changes in the labor market, technological advancements, and regulatory frameworks. They also need to be willing to challenge traditional HRM practices and experiment with new approaches to talent acquisition, performance management, and employee engagement. Moreover, HRM professionals need to empower gig workers to take ownership of their work and contribute to the organization's success. This may involve providing them with the tools and resources they need to succeed, encouraging them to share their ideas and feedback, and recognizing their contributions to the organization.<sup>18-20</sup>

#### **4. Conclusion**

This preliminary investigation into the gig economy's implications for HRM in Jambi reveals a complex landscape of challenges and opportunities. Gig workers face precarity, lack of benefits, and social isolation, impacting job satisfaction. HRM professionals navigate talent acquisition, performance management, and engagement in a fluid work environment. Technology offers solutions, but adaptation is key. Further research is crucial to understand long-term effects and develop sustainable HRM models for the gig economy in Jambi and similar regions.

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