

## Impact of Gig Working on the Organizational Work Environment: Insights from it Companies

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### Abstract:

*The study explores gig economy impacts on Pune's IT sector, focusing on integration with regular employees, engagement, productivity, and culture. Using data from 147 HR and management professionals, findings disprove equal engagement but confirm gig workers' influence on organizational climate. Results show potential for improved outcomes if supported by inclusive policies, equitable practices, and balanced hybrid workforce models.*

**Keywords:** Gig Working, Gig Economy, Organizational Work Environment, IT Companies, Work Culture, Employment Patterns, Pune

### I. Introduction

The workforce is transforming with the rise of the gig economy, marked by flexible, project-based work. In Pune's IT sector, integrating gig workers with permanent staff is reshaping organizational structures, offering agility and specialized skills. This study examines whether such integration fosters collaboration or causes division, analyzing impacts on culture, engagement, and communication. It also evaluates financial implications, assessing cost savings and strategic advantages of hybrid models. Findings aim to guide HR, policymakers, and business leaders in adapting workforce strategies, ensuring competitiveness, innovation, and operational efficiency in an era of shifting employment trends.

### II. Literature Review:

(Boston Consulting, 2020) . (Aayog, 2022) (niti.gov.in) (McDonnell, Carbery, & Sherman, 2021) (Anwar & Graham, 2020) (Banik, 2020) (Bhattacharyya, 2023) (Campion & D, 2019) (Choksi, 2019 April 16) The gig economy is reshaping modern labor markets, particularly in India, where it could create 90 million jobs and contribute 1.25% to GDP, with 23.5 million workers projected by 2029–30. Driven by technology and labor shifts, it challenges HRM in talent acquisition, performance management, compliance, and integration, highlighting the need for fair policies, transparent communication, equitable pay, and cultural inclusion to manage a flexible workforce effectively. (Cambridge University Press, 2021) (Hinge, 2022) . (Draskovic, 2021) (Employer, 2019) (Federation, 2019) (Spreitzer, 2017) (Xu, 2018) (Ministry of External Affairs, 2023) India's gig economy reflects global patterns shaped by digitization, platform-based employment, and reforms in job formalization. The Federation of Indian Chambers of Commerce and Industry highlights flexi staffing, while the Ministry of External Affairs notes a 5% rise in white-collar jobs in 2023, signaling resilience. Yet concerns over job insecurity and loss of benefits remain, as illustrated by Sarah Kessler's *Gigged*. (Dokko, 2015) (Kessler, 2018) (Kuhn, Meijerink, & Keegan, 2021) (Mitra & C, 2019) (Mungadze & M, 2021) COVID-19 revealed both opportunities and vulnerabilities, underscoring the need for fair wages, worker rights, and protections. Distinctions between blue- and white-collar gig work further complicate integration, requiring HR adaptability. Statista projects significant shifts across skill levels by 2030, with integration, compliance, and productivity posing ongoing challenges. (Ostoj, 2021) (Pant & Krishna, 2020) (Parietti, 2023) (Phillips, 2019 October 16) (Rathore, 2022) (Solutions, 2022) (Department, 2023) (Stewart & Stanford, 2017) (Team, 2020) (Vogel, 2022) (Warner, 2023) India's gig economy offers opportunities for employment, productivity, and innovation but also raises equity and inclusion concerns. Policymakers, HR leaders, and organizations must design inclusive frameworks that harness benefits while safeguarding worker rights and ensuring sustainable growth.

### III. Objectives Of The Study:

1. To evaluate the integration of gig workers along with regular workers.
2. To study the impact of gig work on the organizational work environment.

### IV. Research Hypothesis:

- H1: The gig worker's engagement level is equal to that of regular workers.  
H2: The gig workers' integration significantly impacts the organizational environment.

### V. Research Methodology:

- **Type of Research:** Descriptive Research.
- **Sampling Technique:** Stratified Random Sampling

- **Data Collection:** Primary data collection was done through structured questionnaires.
- **Sample Size:** 147 Top Management or HR of NASSCOM or MCCI-listed IT Companies in Pune Districts.
- **Statistical Test:**  
Paired Sample T-Test, Correlation, Regression, ANOVA

- **Scope of Study:**

The functional scope of the study is confined to Top Management or HR of NASSCOM or MCCI-listed IT Companies of the Pune District.

## VI. Data Analysis And Hypothesis Testing

### A. Demographic Information:

**Table: Type Of Job Operation**

	Frequency of Responses	Percentage of Responses
<b>Remotely</b>	35	24
<b>On-site</b>	29	20
<b>Hybrid</b>	83	56
<b>Total</b>	147	100

(Source: Researchers' Analysis On Spss 25)

**Table: Regular Workers Are Open To Accommodate Gig Workers**

	Frequency of Responses	Percentage of Responses
<b>Entry-level/Intern</b>	24	16
<b>Mid-level/Manager</b>	60	41
<b>Senior-level/Executive</b>	63	43
<b>Total</b>	147	100

(Source: Researchers' Analysis On Spss 25)

**Table: Department**

	Percentage of Responses
Software Development and Engineering	8
IT Services and Support	5
Quality Assurance and Testing	5
Project Management	5
Data Analytics and Business Intelligence	10
Information Security and Cybersecurity	20
Cloud Computing	8
Sales and Marketing	9
Human Resources and Talent Management	31
<b>Total</b>	<b>100</b>

(Source: Researchers' Analysis On Spss 25)

### B. Hypothesis Testing:

**H1: The Gig Worker's Engagement Level Is Equal to Regular Workers.**

Que. No.	Statements	Frequency & Percentage	Gig Workers							Regular Workers						
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
15	The compensation for gig workers is competitive compared to regular employees.	Frequency of Responses	26	30	14	50	27	147	3.6	21	24	11	60	31	147	4
		Percentage of Responses	18	20	10	34	18	100		14	16	8	41	21	100	

Que. No.	Statements	Frequency & Percentage	Gig Workers							Regular Workers						
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
16	The integration of gig workers into the workforce has contributed to a more flexible work-life balance for regular employees.	Frequency of Responses	35	38	9	45	20	147	3.9	35	38	9	45	20	147	4.1
		Percentage of Responses	24	26	6	31	14	100		24	26	6	31	13	100	
17	The presence of gig workers has allowed regular workers to better manage their work-life balance by reducing workload pressures during peak periods.	Frequency of Responses	37	38	9	46	21	147	3.3	35	38	9	45	20	147	4.1
		Percentage of Responses	24	27	6	31	13	100		24	26	6	31	13	100	
18	Gig workers are included in the Organisation's social activities and community-building efforts to the same extent as regular employees.	Frequency of Responses	45	40	6	31	25	147	3.1	45	40	6	31	25	147	4
		Percentage of Responses	31	27	4	21	17	100		31	27	4	21	17	100	
19	Management creates a friendly work environment to ensure that gig workers feel like part of the team similar to regular employees.	Frequency of Responses	25	32	7	50	33	147	3.3	25	32	7	50	33	147	4.2
		Percentage of Responses	17	22	5	34	22	100		17	22	5	34	22	100	
20	Management ensures that gig workers have access to the same level of technological support as	Frequency of Responses	22	27	7	52	39	147	3.5	22	27	7	52	39	147	4.3
		Percentage of Responses	15	18	5	35	27	100		15	18	5	35	27	100	

Que. No.	Statements	Frequency & Percentage	Gig Workers							Regular Workers						
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
	regular employees.															

(Source: Researchers' Analysis On Spss 25)

Paired Samples Statistics										
Pair	Statements	Statistic	Mean	N	Std. Deviation	Std. Error Mean	Bootstrap <sup>a</sup>			
							Bias	Std. Error	95% Confidence Interval	
									Lower	Upper
Pair 1	Engagement_Gig	Mean	3.66	147	1.352	0.112	0.02	0.1	3.47	3.87
		N	147							
		Std. Deviation	1.352							
		Std. Error Mean	0.112							
Pair 1	Engagement_Regular	Mean	4.2	147	0.955	0.079	0	0.07	4.06	4.34
		N	147							
		Std. Deviation	0.955							
		Std. Error Mean	0.079							

a. Unless otherwise noted, bootstrap results are based on 147 bootstrap samples

(SOURCE: RESEARCHERS' ANALYSIS ON SPSS 25)

Paired Samples Correlations								
Pair	Statements	N	Correlation	Sig.	Bias	Std. Error	Bootstrap for Correlation <sup>a</sup>	
							Lower	Upper
Pair 1	Engagement_Gig & Engagement_Regular	147	0.259	0	-0.01	0.081	0.088	0.4

a. Unless otherwise noted, bootstrap results are based on 147 bootstrap samples

(Source: Researchers' Analysis On Spss 25)

Paired Samples Test									
Pair	Statements	Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Engagement_Gig – & Engagement_Regular	-0.54	1.44	0.119	-0.77	-0.3	-4.53	146	0

(Source: Researchers' Analysis On Spss 25)

Summary Table: Interpretation of Statistical Tests for Hypothesis H2		
Test Component	Result	Interpretation
Paired Samples Statistics	Gig Engagement Mean = 3.66	Regular workers are perceived to be more engaged than gig workers (higher mean score).
	Regular Engagement Mean = 4.20	
Paired Samples Correlation	$r = 0.259, p = 0.002$	Weak but statistically significant positive correlation; perceptions are related but not strongly aligned.
Paired Samples T-Test	Mean Difference = -0.537	Statistically significant difference in engagement levels; gig workers perceived as less engaged.
	$t = -4.526, p = 0.000$	
	95% CI = [-0.772, -0.303]	
Bootstrap Confidence Interval	Mean Difference = -0.537	Bootstrap confirms robustness of the result; significant difference persists without parametric bias.
	$p = 0.007$	
	95% CI = [-0.752, -0.316]	

(Source: Researchers' Analysis On Spss 25)

### Conclusion H1: Rejected (Fail to Reject Null Hypothesis)

The hypothesis that gig workers and regular workers have equal engagement levels is rejected. All statistical tests consistently show that gig workers are perceived to have significantly lower engagement than regular workers.

### H2: The Gig Workers' Integration Significantly Impacts the Organizational Environment.

**Table: Summary Of Responses And Mean Description**

Give your opinion to study the impact of gig working on the organizational work environment on a Likert scale, Strongly Disagree to Strongly Agree.									
Que. No.	Statements	Frequency & Percentage	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean
21	Gig workers align well with the organization's values and norms.	Frequency of Responses	35	37	7	46	22	147	3.77
		Percentage of Responses	24	25	5	31	15	100	
22	The presence of gig workers does not affect the organizational work environment	Frequency of Responses	40	43	7	35	22	147	3.95
		Percentage of Responses	27	29	5	24	15	100	
23	Regular workers contribute positively and supportively with Gig workers towards goal attainment.	Frequency of Responses	34	35	10	41	27	147	4.12
		Percentage of Responses	23	24	7	28	18	100	
24	The integration of gig workers does influence the engagement levels of full-time employees.	Frequency of Responses	40	42	12	34	19	147	4.07
		Percentage of Responses	27	29	8	23	13	100	

(Source: Researchers' Analysis On Spss 25)

### Multiple Linear Regression: Test Statistics

Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.777	0.6035	0.592	0.1326
a. Predictors: Oorganizational environment (Constant), 21. Gig workers align well with the organization's values and norms. 22. The presence of gig workers does not affect the organizational work environment. 23. Regular workers contribute positively and supportively with Gig workers towards goal attainment. 24. The integration of gig workers influences full-time employees' engagement levels.				

(Source: Researchers' Analysis On Spss 25)

Regression Test Statistics: ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Si g.
1	Regression	1010.748	4	252.687	1.554	.019 <sup>b</sup>
	Residual	0.191	142	0.000		
	Total	1010.939	146			
a. Predictors: (Constant), 21. Gig workers align well with the organization's values and norms. 22. The presence of gig workers does not affect the organizational work environment. 23. Regular workers contribute positively and supportively with Gig workers towards goal attainment. 24. The integration of gig workers influences full-time employees' engagement levels.						

**(Source: Researchers' Analysis On Spss 25)**

Statistic	Value	Interpretation
R	0.777	Indicates a strong correlation between gig integration variables and organizational environment
R Square (R <sup>2</sup> )	0.6035	About 60.35% of the variance in the organizational environment is explained by the model
Adjusted R Square	0.592	Adjusted for number of predictors — still strong, suggesting model reliability
Std. Error	0.1326	Indicates a relatively small error in predicting the dependent variable
<b>Conclusion</b>		<b>The predictors collectively have a strong influence on the dependent variable 'Organizational environment'</b>

**(Source: Researchers' Analysis On Spss 25)**

**Interpretation:**

The p-value of 0.019 is below 0.05, indicating that the model used for regression is statistically significant. The variables (predictors) significantly impact the organisational environment.

**Conclusion:**

Multiple regression results ( $R^2 = 0.6035$ ,  $F(4,142) = 1.554$ ,  $p = 0.019$ ) show that gig worker inclusion significantly affects the organizational environment, explaining 59.02% of the variance. The H2 hypothesis is supported, rejecting the null. HR and CEO respondents confirm that incorporating gig workers meaningfully influences organizational dynamics and overall workplace climate.

**C. Findings:**

**1. The gig worker's engagement level is equal to that of regular workers.**

A paired sample t-test was conducted to assess differences in perceptions among HR professionals, mid-level managers, and senior executives regarding key engagement factors such as compensation fairness, work-life balance, social inclusion, and access to resources. Significant differences emerged across most items. Respondents highlighted disparities in compensation competitiveness ( $F = 8.303$ ,  $p = 0.013$ ), integration supporting work-life balance ( $F = 10.436$ ,  $p = 0.020$ ), workload reduction ( $F = 13.707$ ,  $p = 0.010$ ), managerial support ( $F = 13.129$ ,  $p = 0.020$ ), and access to technological resources ( $F = 14.079$ ,  $p = 0.000$ ). However, perceptions of inclusion in social activities were not statistically significant ( $F = 7.185$ ,  $p = 0.121$ ). These findings led to rejection of the hypothesis, confirming that gig workers are not perceived to experience engagement at par with regular employees. A consistent perception gap was noted, with HR and managerial respondents rating gig workers as less engaged. Despite their contributions, gig workers receive limited support in compensation, managerial inclusion, and resources. The results underscore the need for inclusive engagement strategies to foster belonging, equity, and sustained productivity.

**2. The Gig Workers' Integration Significantly Impacts the Organizational Environment.**

A multiple linear regression analysis examined the impact of gig worker integration on the organizational environment. Variables included alignment with organizational values, influence on employee engagement, collaboration, and perceived neutrality. The model showed strong results ( $R = 0.777$ ,  $R^2 = 0.6035$ ), explaining 60.35% of variance, and was statistically significant ( $F = 1.554$ ,  $p = 0.019$ ). Findings confirm that gig worker integration significantly shapes organizational climate. Key predictors—values alignment, collaboration, and employee support—emerged as critical. Overall, the results suggest that integrating gig workers enhances collaboration, strengthens alignment with organizational goals, and fosters an inclusive, dynamic, and supportive workplace culture.

**D. Discussions And Conclusion:**

E. This research examined organizational perceptions of gig work and its influence on India's job market. Findings show that gig workers are increasingly integrated into traditional structures, with positive perceptions regarding goal alignment, collaboration, and commitment. However, disparities exist in engagement factors like compensation fairness, managerial support, technological access, and work-life balance, with regular employees benefiting more. Regression analysis confirmed that gig worker integration significantly shapes organizational culture, accounting for over 60% of variance, while also delivering financial benefits through productivity, efficiency, and expertise. Inclusive policies and hybrid workforce models are essential to ensure fairness and sustainable growth.

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