

It's all about the money: how HRM and Job Crafting interrelate in the Gig Economy

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UNIVERSITY OF TWENTE.

Inge van Holst (1997459)

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dr. J.G. Meijerink & dr. ir. J. de Leede

Abstract

The aim of this explorative study is to establish the relationship between HRM and job crafting in the management of gig worker performance. To examine this, interviews with twenty gig workers of thirteen different gig work platforms were conducted to gain insights in the perceived HRM, the job crafting initiatives of the gig workers and how these relate to one another. The results show that with gig work, HRM practices are offered by both the platform and the client and that in the gig economy the forms of job crafting that are practised differ from than those found in traditional organisations. Furthermore, evidence for multiple types of relationships between HRM and job crafting was found. Which type of relationship applies depends in the first place on the combination of HRM practice and form of job crafting. With some combinations, multiple scenarios are possible. Then the degree in which an HRM practice is offered and the usefulness of the HRM practice offered determine which scenario applies. Moreover, the relationships between the HRM practices and the different forms of job crafting were found to be moderated by other HRM practices, such as a limiting or anonymous platform structure, as well as by personal characteristics of the gig workers, such as income dependency or disinterest in challenge.

Keywords: *HRM, job crafting, gig economy, gig work, performance, personal characteristics*

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1. Introduction

HRM and Job Crafting are two distinctively different concepts, yet they have something in common: they both influence the employee performance. HRM on one hand is carried out top-down by managers and the human resource management (HRM) department. The term HRM hereby refers to HRM systems, which are internally consistent bundles of HR practices and HR policies aimed at an overarching goal (Lepak, Liao, Chung & Harden, 2006). Through the HRM system, the HRM department and the managers determine among others the job design for the employees, what training the employees participate in and what feedback they receive about their work. Job crafting on the other hand is a bottom-up approach in which employees themselves shape, mold and redefine their jobs (Wrzesniewski & Dutton, 2001). According to Tims, Bakker and Derks (2012) a central characteristic hereby is that job crafting is done on the own initiative of the employee, whereas with HRM the initiative lies with the HRM department or the managers. When employees craft their jobs, they for instance influence their job design themselves, pick their own training and collect feedback themselves. Thus, while HRM and job crafting entail different actions, they affect the same outcomes. In most cases both ways to manage employee performance are present within organisations. However, HRM, job crafting and their effects on multiple factors have mainly been researched separately from each other.

Research about the relationship between HRM and job crafting is scarce, therefore it is unclear how they relate to one another in predicting employee performance. Different relationships between top-down design by HRM and job crafting are imaginable: HRM could influence job crafting, because employees try to preserve the resources they have obtained (Meijerink, Bos-Nehles & De Leede, 2018) or can get less proactive if the employees are satisfied with the resources that are being offered to them. Also, job crafting could influence HRM, as job crafting can be used to make I-deals (Rousseau, Ho, Greenberg, 2006) or cause satisfaction within the HRM department, eradicating the HRM department's motivation to offer HRM practices. Furthermore, HRM and job crafting could be complementary resources (King, Covin & Hegarty, 2003) in the stimulation of employee performance. However, if they are not, they could substitute each other in the prediction of employee performance. These different perspectives of the relationship between HRM and job crafting have hardly been compared to each other in a single study. Since this relationship is unknown, organisations might be working counterproductive regarding employee performance management or not as efficient as they could.

The relationship between HRM and job crafting is especially relevant to know regarding gig work, since in many of the firms that are active in the gig economy, such as Uber, there is no HRM department or line manager concerned with the gig workers and the implementation of HRM. The

term gig economy refers to an economy in which people are hired for a 'gig' instead of a long-term contract, for example people working via an online platform. In this study the focus will be on the people who perform these gigs, who are referred to as gig workers. In the case of Uber, there is no communication between the head office and the drivers at all, the drivers only communicate directly with the clients (Peticca-Harris, deGama, & Ravishankar, 2018). Since there is no HRM department to manage the performance of the Uber-drivers in a top-down way (Peticca-Harris et al., 2018), it seems that job crafting is being practised in a large extent, as job crafting is expected to compensate the absence of HRM in gig economy firms. This causes a need to understand the relationship between HRM and job crafting.

The aim of this study is to establish the relationship between HRM and job crafting in the management of gig worker performance. Thereby, the following research question will be answered: *what is the relationship between HRM systems and Job Crafting regarding the management of gig worker performance?* To find an answer to this research question, interviews with gig workers of multiple organisations were conducted. By answering the research question, this study will contribute to the HRM literature by comparing the different perspectives of the relationship between HRM and job crafting and establishing which conditions lead to which scenario of the relationship between HRM and job crafting. It will be made clear which relationship between HRM and job crafting applies to which type of gig workers. Also, this study will contribute to the gig economy literature by determining whether existing HRM and job crafting concepts translate to the gig economy. Next to that, this study will provide practical recommendations in the use of HRM and job crafting in relationship to one another to manage employee performance for businesses operating in the gig economy.

This paper has the following structure: first, the literature about employee performance, HRM, job crafting and the gig economy will be reviewed. After that, the methodology of the exploratory case study will be explained. Next, the results of this cases study will be presented, followed by a discussion of the results. Finally, the conclusions of the paper will be given.

2. Literature review

2.1 Employee performance

Within performance literature, a distinction is made between task performance or inrole behaviour and contextual performance or extrarole behaviour (Borman & Motowidlo, 1993, as cited in Christensen & Withing, 2018). Christensen and Withing (2018, p. 3) define inrole behaviour as “the completion of tasks or activities that directly contribute to the technical core of the organization (Borman & Motowidlo, 1993), that specifically fulfill written job requirements (Williams & Anderson, 1991), or that contribute to the provision of a product or service (Rotundo & Sackett, 2002)”. Extrarole behaviour on the other hand include behavioural patterns that support the psychological and social context in which the inrole behaviour is executed. Examples of extrarole behaviour are helping co-workers to complete a task, cooperating with supervisors, or suggesting improvements to organizational processes (Scotter & Motowidlo, 2000). An example of extrarole behaviour that has been given a lot of attention, is organisational citizenship behaviour (OCB). Organ (1988, as cited in Christensen & Within, 2018) defines OCB as individual behaviour that adds to the effective functioning of the organisation but is not directly rewarded, nor is it an enforceable requirement of the role of the employee. Therefore, not showing this behaviour is not considered as punishable.

2.2 HRM

A way of stimulating employee performance is using HRM practices. In HRM research the past decades, researchers agree that it is more appropriate to study HRM systems instead of individual HR practices (Lepak et al, 2006). This is based on the statement by Delery (1998, p. 291) that “The basic assumption is that the effectiveness of any practice depends on the other practices in place. If all of the practices fit into a coherent system, the effect of that system on performance should be greater than the sum of the individual effects from each practice alone” (as cited in Lepak et al, 2006). Lepak et al. (2006, p. 218) add to this that “HR practices are rarely, if ever, used in isolation”. Examples of bundles of HR practices that are included in HRM systems are recruitment and selection, training, performance management, compensation and job design (Lepak et al, 2006). Lepak et al. (2006) argue that there are three types of HR practices that are used to influence employee performance. The first type of HR practices affects the knowledge, skills and abilities of employees, to increase their *ability* to perform. Training and development and feedback are examples of this type of HR practices. The second type of HR practices shape the climate perceptions and provides incentives and rewards to affect employees’ *motivation* to perform. Examples are rewarding and performance appraisal. The third type of HR practices influences the *opportunity* to perform, by changing the structure of work and the degree of employee involvement, participation,

and empowerment. Job design and decentralisation of decision making are examples of this category. Wright and Nishii (2007) make a distinction between how HR practices were intended, how they were actually carried out and how they are perceived by the employee. In this study, the focus is on the perception of the employees of the HR practices, as the employee reactions are based on the perceived HR practices (Wright & Nishii, 2007).

There are different types of HRM systems, whereby the content depends on the goals and values of the organization (Bowen & Ostroff, 2004). These different HRM systems all stimulate employee performance in different ways. Control-oriented HRM systems for example are aimed at reducing labour costs and increasing efficiency by accentuating narrow, well-defined jobs, centralized decision making, lower skill demands, little training and less interdependence (Lepak et al, 2006). High-commitment HRM systems on the other hand are aiming to get employees aligned with the goals of the organization and willing to put in effort to achieve those goals through HR practices such as intensive training and development, socialization, promotion from within, high level of compensation and selective staffing (Lepak et al, 2006). High-involvement HRM systems focus on empowering employees by providing them with information and the power to make decisions, thereby changing the nature and scope of their jobs (Lepak et al, 2006). The HRM system that has been written about the most, the high-performance work system (HPWS), combines elements of both the high-commitment as well as the high-involvement HRM systems. It focusses on influencing employees' performance by treating them with respect, investing in their development and fostering trust in management and commitment. These four systems are addressed the most in literature, but there are as many possibilities regarding HRM systems as there are organizational goals and values.

2.3 Job crafting

A second way of increasing employee performance is job crafting. Wrzesniewski and Dutton (2001) define job crafting as "self-initiated change behaviours that employees engage in with the aim to align their jobs with their own preferences, motives, and passions" (as cited in Tims et al., 2012, p. 173). Wrzesniewski and Dutton (2001) state that employees can craft their jobs in different ways: they can change the type and number of tasks, the cognitive boundaries of the work and their work-related relationships. Tims et al. (2012) however argue that this conceptualisation of job crafting is too limited, because it overlooks other forms of job crafting than the crafting of the job design. Therefore, they propose a conceptualisation based on the JD-R model of Bakker Demerouti, Bakker, Nachreiner and Schaufeli (2001), which contains different dimensions affecting employee performance. The dimensions of job crafting that Tims et al. (2012) propose are increasing job resources, increasing challenging job demands and decreasing hindering job demands. Demerouti et

al (2001, p. 501) define job resources as “those physical, psychological, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the associated physiological and psychological costs; (c) stimulate personal growth and development”. Examples of job resources are offering training to employees and providing computers, phones or cars needed to perform their jobs. Tims et al. (2012) distinguish two types of job resources; social resources and structural resources. Structural job resources encompass the resources variety, opportunity for development, and autonomy and are expected to have more impact on the job design because it is about gaining more responsibility and/or knowledge about the job. Social job resources on the other hand include the resources social support, supervisory coaching, and feedback and are expected to have more impact on the social aspects of the job and attaining satisfactory levels of interaction (Tims et al, 2012). Job demands include all aspects of a job that come with physiological and psychological costs, such as stress, as they require continuous physical or mental effort (Demerouti et al, 2001). Challenging job demands stimulate the will to develop themselves and the drive of employees (LePine, Podsakoff, & LePine, 2005, as cited in Tims et al, 2012), such as achievable sales targets. In contrast, hindering job demands are job demands that have become overwhelming (Tims et al, 2012), such as having to carry out more tasks than is possible in the given time. Since the conceptualisation of Tims et al. (2012) is more complete than the one of Wrzesniewski and Dutton (2001) and both HRM, job resources and job demands influence employee performance, the conceptualisation of job crafting of Tims et al. (2012) will be used to investigate the relationship between HRM and job crafting.

2.4 HRM and Job Crafting interrelationships

Six scenarios, or types, of relationships between job crafting and HRM are imaginable. In the first scenario, named ‘top-down proactivity’, HRM causes job crafting, which in its turn leads to a better employee performance. This scenario is supported by the conservation of resources theory, which states that the loss of resources causes stress and employees are therefore strongly motivated to prevent the loss of resources and to obtain more resources (Halbesleben et al., 2014, as cited in Meijerink, Bos-Nehles & De Leede, 2018). Thus, when employees perceive that HRM practices are offered to them in a top-down manner, employees will start crafting job resources to obtain more resources and to make sure that they will not lose the already offered HRM practices that provide them with resources. This scenario is most likely in organisations that practice a high-commitment or high-involvement HRM system, as a high number of both ability, motivation and opportunity enhancing resources is offered to the employees in these kinds of systems. According to Bakker, Tims

and Derks (2012), job crafting is a predictor of job performance, therefore a positive relationship between job crafting and employee performance is expected.

In the second scenario, more job crafting also leads to a better employee performance, but more HRM has a negative effect on the amount of job crafting. The logic behind this scenario is that when there is plenty of HRM and therefore plenty of resources and challenging job demands are offered top-down, employees will get satisfied with what they have and thus will not feel a need to job craft. Again, this scenario is most likely when there is a high-commitment or high-involvement HRM system, as these offer a high number of resources to the employees. This scenario has been given the name 'top-down passivity'.

A third scenario is that HRM is caused by job crafting and that HRM in turn improves the employee performance, this scenario is named 'emergent work conditions'. This scenario is supported by two theories, the leader-member exchange (LMX) theory and the theory about I-deals. First, LMX states that an interpersonal relationship between leaders and employee is formed, which is based on social exchange (Graen & Cashman, 1975, as cited in Wayne, Shore & Liden, 1997). Hereby, both parties must offer each other resources that are valuable to the other party and the exchange must be perceived as equitable by both parties. Translating this logic to the relationship between job crafting and HRM, it can be argued that when employees start job crafting, they invest in their job and the organization and therefore give something valuable to the organization. This requires the organization to give something valuable back to the employees, in the form of HRM practices, as these provide the employees with resources to perform their job. Secondly, by job crafting employees can initiate idiosyncratic deals (I-deals), which are "voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and their employers regarding terms that benefit each party" (Rousseau, Ho & Greenberg, 2006, p. 978). By asking for training or feedback, employees will receive training or feedback that other employees do not, creating a personalized agreement. Both job resources and job demands can be crafted this way. Thereby they receive HRM practices, either ability, motivation or opportunity enhancing, initiated by job crafting. This scenario is most unlikely when there is a control-oriented or compliance-based HRM system, as organisations using such systems are unwilling to invest in employees. As more HRM practices lead to more resources, the employee performance will increase according to the JD-R model (Bakker & Demerouti, 2007).

Whereas in the fourth scenario more job crafting leads to less HRM, while more HRM still leads to a better employee performance. Thus, this scenario is named 'employee-initiated cutbacks'. This scenario could appear when the job crafting performed by employees results in an abundant amount of resources, making it unnecessary for the organisation to offer more resources through HRM practices. This will mostly apply to ability and opportunity enhancing HRM practices, the

motivation enhancing practices such as rewarding and performance appraisal can usually not be carried out by employees themselves. This scenario could occur with any type of HRM system.

In the fifth scenario there is also a positive relationship between job crafting and employee performance, which is positively moderated by HRM. The presence of HRM makes the relationship between job crafting and employee performance stronger, as in this scenario job crafting and HRM complement each other. This scenario is inspired by the complementary resource perspective, which states that it is mutually beneficial for firms to work together when the relative needs of both firms complement each other, meaning the resource strengths of one firm are the resource weaknesses of the other (King et al., 2003). Employees and organisations could work together in a similar way, by combining their strengths, thereby compensating for the other parties' weaknesses. For example, when an employee wants to work on his ability development, he can ask clients or co-workers for feedback on the skills he wants to develop as he has more direct contact with them, but it might be easier for the organisation to arrange a training to develop certain skills. This scenario is most likely when a high-involvement HRM system is used, as it requires cooperation between the organisation and the employee and high-involvement systems are aimed at involving the employee. This scenario is named 'synergy', as HRM and job crafting increase the gig worker performance in a synergetic way.

In the sixth scenario however, job crafting and HRM substitute each other. There is only a positive relationship between job crafting and employee performance when there is no or little HRM. In this scenario, the assumption is that the resources that the employee can gain by job crafting, are not complementary to those that the organisation can provide. For example, if the organisation is already offering a sufficient amount of feedback, an employee will not increase his performance by asking for feedback, as he is already receiving this feedback. This scenario has been named 'substitution'. This scenario is only likely when there is an HRM system in place that offers enough resources and challenging job demands, like a high-commitment or high-involvement HRM system. A control-oriented HRM system would not provide employees with enough resources and challenging job demands to be able to substitute HRM. The outlined six scenarios are displayed schematically in figure 1.

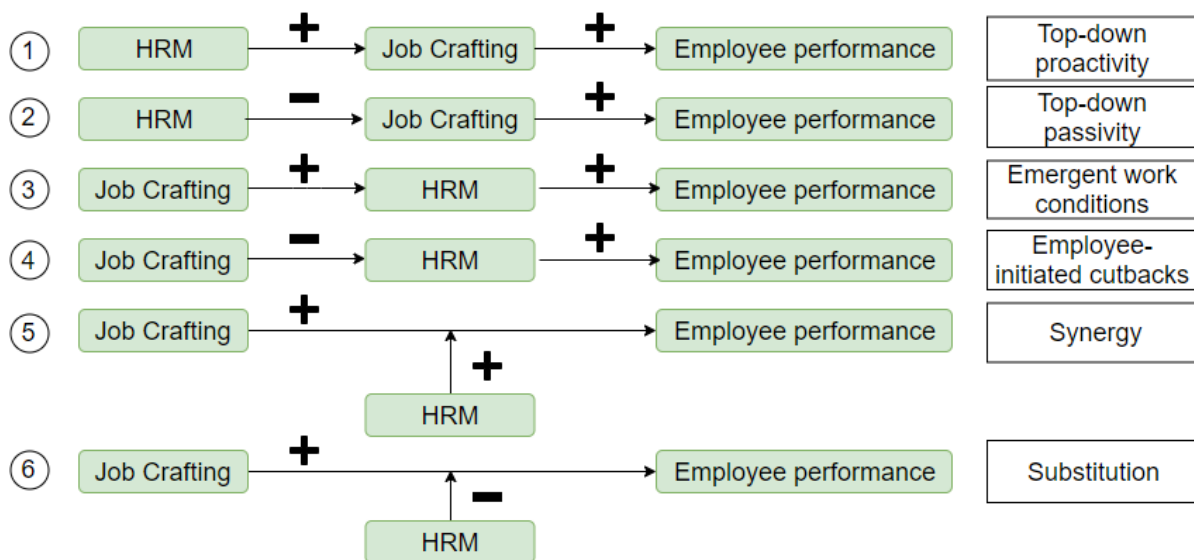


Figure 1: Possible scenarios of the relationship between HRM and job crafting

2.5 Gig workers

Next to the traditional organisations, the gig economy, also referred to as platform economy or crowdsourcing, is on the rise. Friedman (2014) describes the gig economy as an economy in which “the workforce is no longer employed in ‘jobs’ with a long-term connection with a company, a job ladder, and mutual interest in the well-being of both the company and the worker” (p. 171). The employees who perform this gig work, are called ‘gig workers’. Where Pompa (2017) refers to people working via labour platforms as freelancers, Kuhn and Maleki (2017) state that “people who find work via online labour platforms are not employees, nor do they necessarily fit traditional conceptualizations of independent contractors, freelancers, or the self-employed” (p. 183). In this study, the term gig workers refers to all people who obtain a ‘gig’ through firms that have a facilitating role in the bringing together of supply and demand of tasks, instead of being hired by a firm and being given a short- or long-term contract. With gig work, there is no prior set period in which work is done as with temporary employment through an agency, the work ends when the assigned gig is completed. Gig workers are, in contrast to employees who work for a temping agency, not hired by the intermediary firm. The intermediary just facilitates in finding people for a certain gig, but there is no relationship and little or no interaction between the gig worker and the intermediary. Because there is no employment relationship, gig workers do not receive unemployment insurance, workers’ compensation and disability insurance, health insurance, or a retirement pension, as these forms of social insurance are all added benefits that are linked with employment (Friedman, 2014).

There are many different forms of gig work. An illustration of the options is provided by the taxonomy of Nakatsu, Grossman and Iacovou (2014), which is based on two types of task characteristics. The categories of the taxonomy are formed by the dimensions 'task structure' and 'task interdependence'. Within the task structure dimensions, tasks are either well-structured or unstructured. With well-structured tasks, it is clear beforehand what the solution or the contribution of the gig worker should be, whereas with unstructured tasks this is not clearly defined. Unstructured tasks therefore require creativity and inventiveness from the gig worker (Nakatsu et al., 2014). The task interdependence refers to how connected the tasks are to one another. Independent tasks are carried out by individuals with little cooperation with others. Interdependent tasks on the other hand can either require collaboration with others or are carried out individually at first and later combined in a collaborative end-product (Nakatsu et al., 2014).

The combination of these dimensions leads to a taxonomy that consists of four quadrants. In the first quadrant, called 'Contractual Hiring', tasks are well-structured and independent. In this quadrant, individuals are hired to perform simple, routine tasks which human beings can perform better than a computer, for example transcribing an audio recording or tagging images (Nakatsu et al., 2014). Examples of platforms facilitating this type of work are *Amazon Mechanical Turk*, *Uber* and *Deliveroo*. In the second quadrant, named 'Distributed Problem-solving', tasks are also well-structured but are interdependent. Gig workers still work independent from each other in this quadrant, but the outputs of the individual activities are combined in a collective end product by the client. An example is Clickworker.com, a website on which clients can place projects they want to get done for them. Clickworker then divides the project into smaller, modular tasks, which are completed by gig workers, separate from each other (Meijerink & Keegan, in press). Clickworker combines the output of the separate gig workers into one final result. The third quadrant contains unstructured tasks that are independent and is called 'New Idea Generation – Solo'. In this quadrant, new ideas are being generated by individuals from outside of the organisation, for example through an idea contest or via form on the company website. *Innocentive* for example facilitates companies to post problems the R&D department are confronted with online for thousands of professional or amateur scientists across the world to solve. If a solution is found, the company then pays the problem-solver in exchange for the solution (Nakatsu et al., 2014). The fourth quadrant also contains unstructured tasks, however there the tasks are interdependent. This quadrant is called 'Collaboration'. In this quadrant, ideas are generated by individuals from outside the organisation in collaboration with each other; information is shared and problems are solved together. The most common example are self-employed software developers or interim managers that are hired by an organisation (Meijerink & Keegan, in press).

2.6 Research model

As the different types of gig work described by Nakatsu et al. (2014) require different types of employee performance management, the theories on HRM, job crafting and the gig economy have been combined into a research model, which is shown in table 1. The research model combines the framework of Nakatsu et al. (2014) with the formulated scenarios of the possible relationships between HRM and job crafting.

In quadrant I, work is performed by gig workers with human capital that has a low uniqueness and a low value to the organisation, as in this quadrant simple and routine tasks are performed that can be performed by anyone. Therefore, it is easy for organisations to find people for these tasks, so there is no need for the organization to invest in this type of human capital (Lepak & Snell, 2002), there is however a need to ensure that the tasks are performed correctly. Thus, the HRM system used in this quadrant will be compliance-based, meaning that it is of a transactional nature and focussed on securing compliance with the terms and conditions of the contract (Lepak & Snell, 1999). Compliance-based HRM offers little resources, such as training and feedback, as there is simply no need for it. If any training is offered, it is focused on company policies, systems and procedures and performance appraisal and reward are generally job based. Thus, job resources are expected to be obtained through job crafting in this quadrant, as they are not offered by the organisation and crafting them is the only way to acquire any job resources. Therefore, scenario 1 can be expected in this quadrant. However, it is unlikely that job crafting will result in more HRM practices in this quadrant, as employers are unwilling to invest in interchangeable employees like the gig workers in the first quadrant (Lepak and Snell, 2002). Also, as there is little to no human interaction between the gig worker and the organisation, there is no one to reciprocate the resource crafting activities of the gig worker. It is however possible to monitor job crafting through the data that the platforms collect. For example, Uber gets feedback from the clients about their drivers and statistics about the performed rides are generated by the Uber app. Therefore, it is imaginable that when gig workers start crafting their jobs, the organisation will notice this via the collected data and feel even less need to offer resources through HRM practices, as offering less HRM practices saves the organisation money and allows it to offer cheaper services to the clients. This will improve their competitive position. Therefore, next to the first scenario, scenario 4 can be expected in this quadrant as well.

Quadrant II is very similar to quadrant I, the difference being that the output of the gig work is combined by the intermediary firm after the gig workers completed their individual part. To be able to combine the parts generated by different individuals, these parts need to fit together.

Therefore, a high level of control on the performed tasks is needed. Thus, the gig workers in this quadrant are managed with control-oriented HRM systems, which as mentioned before are aimed at reducing labour costs and increasing efficiency by accentuating narrow, well-defined jobs, centralized decision making, lower skill demands, little training and less interdependence (Lepak et al, 2006). Skill development is not offered by the organisation in this quadrant, gig workers are selected based on the skills they already have. If the gig workers develop their skills, more complex tasks will be offered to them by the organisation (Meijerink & Keegan, in press). Ergo, when gig workers craft their job resources, the organisation might offer more opportunity enhancing HRM practices in the form of job enlargement or enrichment. If this is the case, scenario 3 is taking place, as the initiative of developing skills comes from the gig workers, followed by the reaction of the organisation of offering more challenging job demands. However, scenario 4 can also be expected in this quadrant regarding ability enhancing HRM. When gig workers start developing their own skills, the organization might stop or decrease the little amount of training they are offering, to reduce labour costs. In this case, the initiative of the gig worker leads to less HRM. Thus, it depends on the considered type of HRM practice whether scenario 3 or 4 will take place.

In quadrant III, innovative ideas are generated by external, independent innovators. Professionals can be hired to do this, but in practice most examples are cases in which clients or amateur scientists generate the innovative ideas (Nakatsu et al., 2014). The clients then become partial employees (Meijerink & Keegan, in press). Therefore, it is expected that gig workers receive client-involvement HRM, which is specifically designed to manage client efforts and integrate and involve independent innovators into the organization (Novicevic et al., 2011, as cited in Meijerink & Keegan, in press). To be able to achieve this integration and involvement and to provide independent innovators with enough information and feedback to come up with good ideas, a large number of resources needs to be offered to the independent innovators. Therefore, client-involvement HRM is akin to high-involvement HRM systems and include HRM practices such as participation in decision making, information sharing, autonomy, task feedback provision and compensation (Meijerink & Keegan, in press). Thus, quite a large amount of both ability, motivation and opportunity enhancing HRM practices is offered to gig workers in this quadrant. As gig workers in this quadrant will either try to preserve the offered HRM practices through job crafting or will get satisfied and therefore feel no need to job craft, scenario 1 or 2 are expected here.

In quadrant IV, scenario 5 or scenario 6 are expected. As the tasks in this quadrant often require a high level of skills, the gig workers in this quadrant are carefully recruited and motivated. However, they have little to no contact with HR specialists and are not offered any training, mentoring or development once they are selected (Meijerink & Keegan, in press). Thus, while in this quadrant the gig workers are highly skilled, they obtained and develop these skills themselves. The

gig worker provides the job resources and negotiates the job demands with the organisation. Therefore, a direct positive relationship between job crafting and employee performance, is expected in this quadrant. This relationship could be positively or negatively moderated by offering more HRM practices.

	Independent Tasks (Individuals)	Interdependent Tasks (Virtual Communities)
Well-structured Tasks (The solution to the problem is well-defined.)	I Contractual hiring Scenario 1 or 4	II Distributed Problem-solving Scenario 3 or 4
Unstructured Tasks (There is no known or well-defined solution to the problem.)	III New Idea Generation – Solo Scenario 1 or 2	IV Collaboration Scenario 5 or 6

Table 1: Research model (adapted from Nakatsu et al, 2014)

3. Methodology

3.1 Research design

To establish the relationship between HRM and job crafting within the different types of gig work as proposed by Nakatsu et al. (2014), interviews have been conducted with gig workers of four types of different gig work platforms; namely the four types of platforms identified by Nakatsu et al. (2014). Interviews were chosen as a qualitative research method because the research question is of an explorative nature. As it is not known yet whether HRM and job crafting in the gig economy are the same as in regular organisations, this study consists of two steps. First, it needs to be explored what HRM and job crafting look like in the gig economy. Second, the relationship between these two concepts can be established. Interviews are particularly suitable for this, as they allow to explore new topics for which there are no established scales available yet. Also, interviews allow the recognition of nuances (Babbie, 2016), which is necessary to differentiate between different HRM systems and types of job crafting. While there are other forms of qualitative research, interviews provide more information about why things are done a certain way than observations and they provide more privacy and hence a safer environment for the respondents to answer questions freely than focus groups.

The interviewees are gig workers who perform gig work via the selected organisations, since they possess all characteristics that are part of the research question: they perform gig work, they perceive the presence or absence of HRM and they are able to craft their jobs. The aim of this

research is to explore, as there is little known about the relationship between HRM and job crafting in the gig economy.

3.2 Data collection

In total, nineteen interviews have been conducted with twenty respondents; there was one duo-interview. The goal was to interview five respondents per quadrant of the framework of Nakatsu et al. (2014). However, respondents for the unstructured collaboration quadrant proved to be hard to find whereas for the unstructured, individual quadrant more people were willing to be interviewed than needed. This resulted in four respondents for the unstructured collaboration quadrant and six respondents for the unstructured, individual quadrant. Two respondents for the unstructured, individual quadrant were interviewed together because they have performed part of their gigs together and therefore could share insights about those gigs together. The interviewees were purely selected on the platform they perform gigs for and in which quadrant of the framework of Nakatsu et al. (2014) the gigs facilitated by this platform were expected to fit. There were no additional selection criteria.

For quadrant I, different gig workers, who offer their services through the following platforms, were interviewed: Uber, Croqger, Deliveroo and Helping. More specifically, two people who drive taxi's for Uber were interviewed. Uber is a platform that allows clients to request rides and gig workers that own a car and a taxi permit to offer rides. Next to that, a user of Croqger was interviewed. Croqger is platform at which people can post a wide variance of tasks or offer different types of help, from constructing an Ikea closet to babysitting a child (www.croqger.nl). Furthermore, a cleaner working via Helping was interviewed. Helping allows cleaners to offer their services on its website. Clients can view the profiles of the available gig workers on a certain date and time, compare the profiles and then make an appointment with the preferred gig worker (www.helping.nl). In addition to that, a food deliverer of Deliveroo was interviewed. The Deliveroo app facilitates the delivering of food, by assigning orders that are placed by clients to a rider that is online and in the area at that moment. The clients buy the food from restaurants that partner with Deliveroo, so Deliveroo only provides the mediation between client, restaurant and food deliverer (www.werkenbijdeliveroo.nl). At all four mentioned platforms, there is no contract between the gig worker and the platform. The gig worker solely gets paid for the tasks they performed. Furthermore, each platform offers tasks that are well-structured, as it is determined beforehand what the result should be. That is bringing the client to the desired location via the shortest route for Uber, cleaning a house as well as you can in the agreed upon time for Helping and delivering the food from the restaurant to the client as fast as possible in a safe way for Deliveroo. At Croqger all sorts of tasks are

offered, but it is always determined beforehand what the end result should be. Moreover, at Uber, Helping and Deliveroo the performed tasks are clearly performed independently, as they are not influenced by or influence other tasks. At Croqqr, both independent and interdependent tasks can be offered. As the focus on this quadrant is on independent tasks, a respondent performing independent tasks will be selected.

For quadrant II, gig workers performing gigs via Clickworker, Temper, Werkspot and Upwork were interviewed. Particularly, one gig worker that performs gigs via Clickworker.com was selected. Clickworker is a website at which clients can place tasks such as categorising and tagging, text analysis or data collection. Clickworker divides the posted tasks into smaller microtasks, which are performed by separate gig workers. When all the separate microtasks are finished, they are combined by Clickworker into one end result (www.clickworker.com). This matches the second quadrant of the framework of Nakatsu et al. (2014). Also, an all-round catering worker performing gigs via Temper was selected. Temper facilitates gigs in the hospitality sector. Gig workers can make a profile on the website and apply for hospitality gigs that are posted by clients. The client then picks gig workers out of the applications that came in (www.temper.works). The tasks performed are interdependent, as they are performed in a team and the result of the task is influenced by the performance of the team members. Furthermore, a gig worker performing gigs via Werkspot was interviewed. At the website of Werkspot, professional handymen for tasks in and around the house can be found, such as painting or electrical work (www.werkspot.nl). These tasks are interdependent, since the result is combined by the client in one end result, namely a house finished to his wishes. In addition to that, two gig workers performing gigs via Upwork were interviewed. At Upwork, a variance of tasks can be posted for which gig workers can apply, similar to Croqqr. The difference between Upwork and Croqqr is that the tasks of Croqqr are generally tasks that help the client personally, performed at the home of the client, whereas the tasks of Upwork are generally tasks helping the client with a business project, performed online. As the tasks via Upwork are generally part of a project, they are interdependent. At all the platforms mentioned for this quadrant, the result of the tasks is determined beforehand, therefore they are well-structured.

For the third quadrant gig workers who generate ideas on Innocentive, Battle of Concepts and CityChallenges were interviewed. Specifically, one person generating innovations via Innocentive was interviewed. Innocentive is a website on which clients can post a challenge for which they want a solution. Gig workers can reply individually to those challenges with a solution they came up with. The client then evaluates which of the posted solutions best meets their needs and award these solutions. The client can also choose to make contact with the gig worker who provided the solution, if the clients wants to involve the gig worker in the further development or execution of the solution (www.innocentive.com). Furthermore, one person active on CityChallenges, two people active on

Battle of Concepts and two people active on both Battle of Concepts and CityChallenges were interviewed. Battle of Concepts and CityChallenges are also websites on which clients post challenges for which they want a solution. The client selects the three best ideas and rewards these with either prize money, a follow-up assignment, starting capital to build a start-up to execute the idea or a partnership. Both platforms are founded and managed by the same person and are set-up in the exact same way. The difference between the two is that CityChallenges only facilitates challenges offered by municipalities, whereas Battle of Concepts also offers challenges of commercial organisations. Some challenges that are posted on CityChallenges however are also shown on Battle of Concepts, the gig worker is then redirected to CityChallenges (www.battleofconcepts.nl; www.citychallenges.nl). For all three mentioned platforms the generating of solutions is done independent of other gig workers and challenges. Also, the result is unknown beforehand, making the tasks unstructured. Therefore, the work via these platforms fits in the third quadrant.

Lastly, for the forth quadrant, two gig workers who are active on Toptal and two gig workers offering their services on Fiverr were interviewed. Toptal characterises itself as an exclusive network of the top 3% freelancers in the world. The platform facilitates projects in software development, designing, finance, product management and project management. Although the website of Toptal does not provide any information about the degree of structure of the gigs, the gigs that the respondents perform can be assumed to be unstructured as they are both designers and design always involves the creation of something new. Clients communicate to Toptal what the gig entails for which they need a gig worker, the platform then selects a gig worker who they think is the best fit for the gig, after which the gig worker becomes part of the team of the client, in most cases remotely (www.toptal.com). As the gigs are performed in a team and are unstructured, the gigs performed by the respondents fit in the unstructured collaboration quadrant. Furthermore, Fiverr is a platform that describes itself as “the world’s largest marketplace for digital services” (www.fiverr.com). There are eight main categories of gigs facilitated by Fiverr, such as “graphics & design”, “programming & tech” and “digital marketing”. What makes Fiverr different from most online platforms, is that next to clients offering gigs for which gig workers can respond, the main structure on Fiverr is that the gig workers offer their services on which clients respond if he wants to make use of these services. All categories of gigs on Fiverr include gigs for which the end result is not pre-determined. Also, as the gig worker is offering a service and way of working instead of the client formulating it, the way of working is determined by the gig worker. Thus, the gigs on Fiverr can be qualified as unstructured. In addition, the gigs offered at Fiverr are tasks that are part of a project, making them interdependent with other tasks. Therefore, Fiverr fits in the unstructured collaboration quadrant.

The interviewees were approached either via LinkedIn or via the platform itself. After asking if they were willing to be interviewed for the benefit of this research, an appointment was made at a

location by choice of the respondent, either at a café or at the work location of the respondent. When it was not possible to physically meet, the interviews were conducted via Skype or by phone. The duration of the interviews varied from a half hour up to an hour and a half. An overview of the respondents and their characteristics is offered in table 2.

<i>Respondent</i>	<i>Quadrant</i>	<i>Platform</i>	<i>Type of work</i>	<i>Medium</i>	<i>Language</i>	<i>Duration interview</i>
1	I	Uber	Driving people	Face-to-face	Dutch	01:29:58
2	I	Uber	Driving people	Face-to-face	Dutch	01:26:39
3	I	Croqker	Diverse tasks	Skype	Dutch	00:25:57
4	I	Helping	Cleaning	Face-to-face	Dutch	00:42:32
5	I	Deliveroo	Food delivering	Face-to-face	Dutch	00:57:34
6	II	Temper	Catering	Face-to-face	Dutch	00:49:21
7	II	Upwork	Data entry, typing and translation	Face-to-face	English	01:51:25
8	II	Upwork	Software development	Phone call	Dutch	00:55:53
9	II	Werkspot	Arboriculture (tree management)	Face-to-face	Dutch	02:01:22
10	II	Clickworker	Data entry	Phone call	Dutch	00:33:06
11+12	III	Battle of Concepts + CityChallenges	Posting ideas	Face-to-face	Dutch	00:57:26
13	III	Battle of Concepts	Posting ideas	Face-to-face	Dutch	01:05:27
14	III	Battle of Concepts	Posting ideas	Face-to-face	Dutch	01:09:45
15	III	CityChallenges	Posting ideas	Face-to-face	Dutch	00:43:50
16	III	Innocentive	Posting ideas	Face-to-face	Dutch	01:05:11
17	IV	Toptal	Product/UX designing	Face-to-face	English	01:22:53
18	IV	Toptal	UX designing	Face-to-face	Dutch	01:10:00
19	IV	Fiverr	Voice over + music composing	Phone call	Dutch	00:36:44
20	IV	Fiverr	Illustrating	Face-to-face	English	01:18:50

Table 2: Overview of respondents

To formulate interview questions, a conceptualisation of HRM systems and job crafting was made. Hereby, an HRM system is defined as “a program of multiple HR policies that are espoused to be internally consistent and reinforcing to achieve some overarching results” (Lepak et al., 2006, p. 221). Job crafting on the other hand is defined as increasing job resources, increasing challenging job demands and decreasing hindering job demands (Tims et al., 2012). For the interview questions aimed at determining the presence and type of HRM system within the platforms, the conceptualisation of HRM by Jiang et al. (2012) was used as a starting point. The HRM policies mentioned in figure 1 in Jiang et al. (2012) were used as dimensions of HRM. Feedback was added as a dimension, as feedback is mentioned often in literature describing HRM systems. Also, recruitment and selection were merged into the category staffing. This results in the following concepts of HRM: staffing, training, performance management, compensation, incentive, involvement and job design.

With staffing, all HR activities regarding the attraction and selection of gig workers is meant, whereas training represents all HR activities aimed at the development of the gig worker. Furthermore, with performance management all HR activities that aim to increase the performance of gig workers are meant. Compensation on the other hand represents all monetary and non-monetary rewards that gig workers receive for the gigs they perform. Next to that, incentive entails the stimuli used to stimulate certain behaviour of the gig workers, whereas with involvement the possibilities offered to the gig worker to make decisions about his own work are meant. Finally, job design entails the structure and content of the work performed by the gig workers. Based on this conceptualisation, an operationalisation of HRM was made. For the questions regarding job crafting, the scale of Tims et al. (2012) was used as a starting point. Based on the definition of job crafting provided by Tims et al. (2012), crafting job resources, crafting hindering job demands and crafting challenging job demands were chosen as dimensions of job crafting. As the scale of Tims et al. (2012) is quite extensive, some items were merged into one question, such as the items regarding feedback from colleagues and feedback from supervisors, which were merged into a question regarding asking for feedback in general. Some of the items were left out, such as the item regarding the minimization of contact with people whose personal problems emotionally affect the interviewee, as this does not seem relevant in the context, since the selected gig organisations do not offer tasks that require dealing with emotional problems. Examples of interview questions per dimension of HRM systems and job crafting are given in table 3. The complete conceptualisation and operationalisation of the research question leading to the interview questions can be found in Appendix I.

Dimension	Examples of interview questions
<i>HRM – Staffing</i>	<ul style="list-style-type: none"> - What procedure did you had to go through from applying to actually working for the platform? - What criteria did you have to meet to be allowed to perform work for the platform?
<i>HRM – Training</i>	<ul style="list-style-type: none"> - What resources/information/knowledge do you need to derive maximum value from your work? - Are you offered training?
<i>HRM – Feedback</i>	<ul style="list-style-type: none"> - Do you receive feedback after you performed your task/gig? - What do you get feedback about?
<i>HRM – Performance management</i>	<ul style="list-style-type: none"> - Is your performance appraised? - In what way is your performance appraised?
<i>HRM- Incentive</i>	<ul style="list-style-type: none"> - Do the platform or the customer formulate goals for you that can result in a bonus? - What are goals that have been set for you?
<i>HRM – Compensation</i>	<ul style="list-style-type: none"> - Which compensation do you receive for you work? - Which performance depended rewards do you receive?
<i>HRM – Involvement</i>	<ul style="list-style-type: none"> - Do you have a choice in which customers you want to serve/which tasks you want to perform? - Do you have a choice in the way you execute your tasks?

HRM – Job design	<ul style="list-style-type: none"> - Does the way in which your work is structured by the platform or client offer you the possibility to perform your work well? - Does the structure of your work limit you in any way to perform your job?
Job Crafting – Increasing job resources	<ul style="list-style-type: none"> - What do you do yourself go increase your income? - Do you yourself collect feedback about your work? - What do you do for your own development?
Job Crafting – Increasing challenging job demands	<ul style="list-style-type: none"> - In what way do you seek challenge in your work? - Do you ever take on any extra tasks or responsibilities during a task that are not directly expected in that task?
Job Crafting – Reducing hindering job demands	<ul style="list-style-type: none"> - How do you try to limit or avoid impediments in your work? - How do you make sure your work is as least mentally straining as possible? - How do you make sure you limit contact with people with unrealistic expectations?

Table 3: Example interview questions per dimension

Several steps have been taken to ensure the trustworthiness of the data. First of all, all interviews were conducted anonymously, to prevent that the respondents might not feel at liberty to speak freely about their experiences with the gig work. In addition, respondents of multiple platforms per quadrant of Nakatsu et al. (2014) were interviewed to ensure the reliability of the research, as the experiences of the respondents can be compared with one another to see if they match. To ensure the validity, the interview questions were derived from conceptualisations of HRM used in esteemed HRM literature as well as the validated job crafting scale of Tims et al. (2014). Furthermore, all interview questions are aimed at how the respondents perceive the HRM activities offered by the platform and their own job crafting initiatives. As this research is aimed at the perceived HRM activities and the respondents have the best insight in their own actions, the interview questions are measuring what is aimed to measure, making the research valid.

3.3 Data analysis

To analyse the data, the interviews were recorded and afterwards transcribed. Next, the transcriptions were inserted in AtlasTI, which was used to code the transcripts. To measure the presence of HRM systems, the HR policy domains used to structure the interview questions were used as codes, namely: staffing, training, performance management, incentive, feedback, compensation, involvement and job design. To measure the presence of job crafting, the categories of codes used are: increasing job resources, increasing challenging job demands and reducing hindering job demands. After having coded all interviews, an overview per platform was created of the HRM activities offered and the job crafting initiatives taken by the respondents. This way, links could be made between the HRM activities of the platform and the job crafting initiatives of the respondents. For example, if a piece of text coded as crafting job resources mentioned the crafting of a certain type of car as a resource and another piece of text coded as staffing mentioned the

possession of this resource to be a selection criterion, the conclusion could be drawn that the crafting of the resource is stimulated by an HRM activity. Also, the in chapter 2 proposed scenarios of the relationship between HRM and job crafting were used as codes. Whenever an indication of a scenario was mentioned in the interviews, this piece of text was coded as the scenario that the answer of the respondent indicated. For example, when a respondent mentioned to craft information because none is provided by the platform, this was coded as the substitution scenario. In addition, through open coding additional codes were added. The codes 'crafting purpose' was added as a code about job crafting. This code was assigned to initiatives of the gig worker to make his work fit with his believes and values. Furthermore, the code 'framework Nakatsu et al. (2014)' was added to code pieces of text that gave information about the applicability of the framework of Nakatsu et al. (2014). Finally, the code 'only source of income' was added as a possible moderator. This code entails whether or not the gigs performed by the platform are the gig workers only source of income. In total, 1005 pieces of text were coded.

4. Findings

4.1 Types of gig work performed

4.1.1 Types of tasks performed

Before conducting the interviews, the platforms all seemed to fit in a quadrant of the framework of Nakatsu et al. (2014), as shown in table 2. However, from the interviews it became clear that some platforms facilitate tasks in multiple quadrants. Both respondents 7 and 8 mentioned that they have performed both well-structured and unstructured tasks via Upwork. The tasks that these respondents perform are always part of a project, making them interdependent of other tasks. The data that respondent 7 collects for example, is used by clients for research- or marketing projects (respondent 7). This places the Upwork in both the well-structured interdependent tasks and unstructured interdepend tasks quadrants.

"Some tasks the client just says: 'I need this information, figure out how to get it and how to present it to me'. And then I have the freedom of how I'm going to present it to the client. But in the end, it's fifty-fifty. You have a lot of clients that give you step-by-step what they want. And then you may try to give your ideas, but the truth is that they already decided how they want it." (Respondent 7, Upwork)

The same goes for Fiverr, as respondent 19 mentioned that he both performs voice-acting tasks in which he follows a script, thus working in a well-structured way, as well as music composing tasks where the way of working and the end result are not determined beforehand, thus working in an

unstructured way. These tasks, as well as the designs made by respondent 20, have to fit with other tasks. A mural made in a café by respondent 20 for example has to fit with the rest of the interior of the café (respondent 20), whereas the voice-acting of respondent 19 has to fit under a specific video (respondent 19). Thus, Fiverr can be placed in both the well-structured interdependent tasks and unstructured interdependent tasks quadrants as well. Furthermore, both Battle of Concepts and CityChallenges offer tasks that can be performed as an individual as well as by a group of people; the gig workers are free to choose which they prefer with every task. Of the interviewed respondents of these platforms, all respondents except respondent 15 had both completed tasks individually as well as in a team. Respondent 15 has only worked individually, but it is worth noting that he only completed one task via the platform. All performed tasks via these platforms are however unstructured, as new solutions for a challenge have to be provided by the gig workers (respondent 11, 12, 13, 14 & 15). This places Battle of Concepts and CityChallenges in the independent and unstructured quadrant as well as in the interdependent and unstructured quadrant. Moreover, Croqer even facilitates such a broad spectrum of tasks that the platform could be placed in all four quadrants. There are no limitations to the tasks that can be posted on Croqer other than that the cannot be unethical or illegal (respondent 3). The platform facilitates tasks from helping someone with filling in their tax return, to painting a wall or designing a logo. An overview of the placement of the studied platforms in the framework of Nakatsu et al. (2014) is given in figure 2.

As not all studied platforms fit in a quadrant of the framework of Nakatsu et al. (2014), the research model as presented in chapter 2 is not applicable, since this model assumes that all platform do fit in one quadrant of the framework. Therefore, instead of discussing the findings per quadrant of the framework as suggested by the research model, the findings will be discussed per type of job crafting as mentioned by Tims et al. (2012).

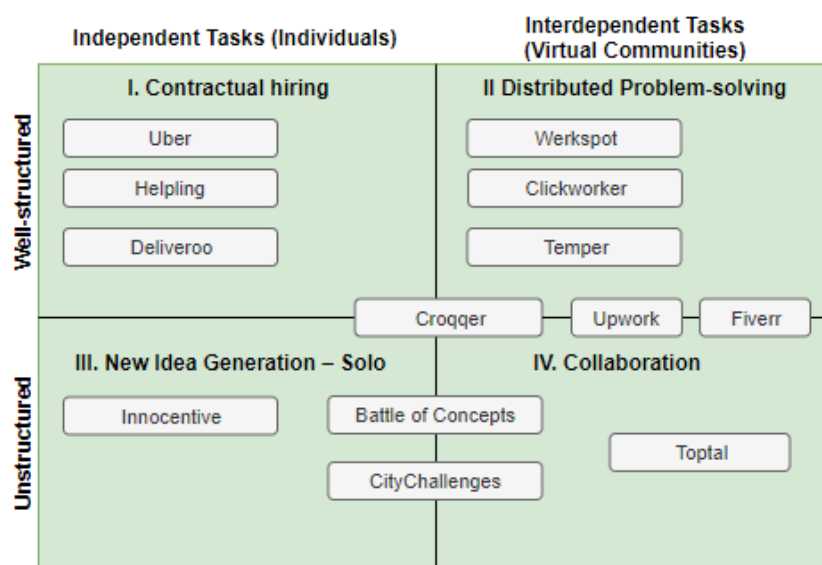


Figure 2: The studied platforms placed in the framework of Nakatsu et al. (2014)

4.1.2 Types of compensation for gig workers

Next to different types of tasks, financial compensation for the labour of gig workers is offered to gig workers in various ways as well. At Uber, Deliveroo and Clickworker the platforms decide how much is paid per gig and the gig workers are paid by the platform (respondents 1, 2, 5 & 10). At Battle of Concepts, CityChallenges, Innocentive, Temper and Croqqr however the client decides how much is paid per gig and they pay the gig workers through the platform (respondents 11, 12, 13, 14, 15, 16, 6 & 3). Different than at the other platforms, at Battle of Concepts, CityChallenges and Innocentive gig worker do not get paid for each gig they perform, but only receive a reward when the idea they send in was selected by the client as one of the best three (respondents 11 to 16). At Helping, Werkspot, Toptal and Fiverr on the other hand the gig worker can determine themselves how much they charge per hour or for a certain gig (respondents 4, 9, 17, 18, 19 & 20). At Upwork two forms of compensation are possible: either the gig is on an hourly basis whereby the hourly fee is determined by the gig worker or the gig is on a fixed-price basis whereby the reward is determined by the client (respondents 7 & 8). In the last case, as well as on Croqqr, there is however room to negotiate about the compensation for a gig (respondents 7, 8 & 3). Furthermore, Uber, Deliveroo, Fiverr and Upwork facilitate that the client can tip the gig worker (respondents 1, 2, 5, 20, 7 & 8). At Temper, the gig worker can be tipped by the customers of the client. The client decides whether the gig worker may keep the tips he received from the customers (respondent 6). In addition, Deliveroo drivers get a bonus of 200 euros when they completed a certain amount of orders, respondent 5 was not sure how many orders have to be completed for this.

Some of the platforms were found to offer non-monetary rewards as well. Toptal and Fiverr for example do offer teambuilding events such as dinners or having drinks. Next to that, Uber offers a discount on fuel and car parts if they are bought at a specific company. In addition, Uber offers the possibility to lease a car via them, the costs of the lease are then held in from your revenue. Both respondents however do not make use of these offered rewards, because they either do not need these products or can get them for a lower price elsewhere (respondent 1 & 2). Also, Uber offers lunches to the gig workers that are in the top 1% in terms of rating (respondent 2). Furthermore, at Deliveroo the gig workers get discounts at selected bicycle stores and restaurants and they received a goodie-package for Sinterklaas with gloves, a scarf, bicycle lights, etc. (respondent 5). Next to that, at Temper the client usually offers the gig worker the same company food as the regular staff (respondent 6). Lastly, if a gig involves the testing of a product at Upwork, it happens that the gig worker gets a free product from the client (respondent 7).

4.2 Increasing structural resources

4.2.1 Increasing information

The first structural resource that gig workers were found to increase through crafting is information. One of the ways used to craft information, is through the experience obtained by performing the gig work. For example, respondent 1 performs gig work via multiple mediums including Uber. By experience and collecting and analysing data about his gigs he found out that each medium has its own peak hours during which more money can be earned, which he uses in his decision when to use which medium. Respondent 1 created an overview of information by keeping an Excel-file with the revenue, commission and duration of all performed rides of all three mediums, to gain insight in how he can earn the most money using the three mediums.

That way I know; I should make more effort for that, I should be available more for that. That way I know now that if you wait at Schiphol Airport, you can be waiting for two hours, it might be a good ride, but in the meantime you could have made more money by paying a bit more commission per ride. So the rides you then get from them. (Respondent 1, Uber).

That way he also found out that it pays off more to do a lot of rides for a low price than to wait for a really good one. Respondent 1 also found out by experience that it increases his income if he stays out of the city centre, as you earn more money by driving more kilometres than by driving more minutes and rides in the city centre are usually a short distance but take a relatively long time. Next to the information crafting initiatives, Uber provides news-updates about busy area's and events that cause a high demand for rides. In addition, respondent 2 mentioned that there was a presentation when he started working for Uber in which Uber gave tips about how to increase your income, for example at what times you can make the most money. Thus, gig workers at Uber can obtain information both through crafting and through the information that Uber offers them. However, when a ride is offered by Uber, the gig worker cannot see what the destination of the ride is, thus the ability to craft income this way is limited by the structure of the platform (respondent 1 & 2). Interestingly, respondent 1 mainly seems to obtain information through crafting whereas respondent 2 does not craft information at all, while they are offered the same information by Uber. Thus, respondent 1 substitutes the information offered by Uber with crafted information whereas respondent 2 feels that due to the information offered by Uber there is no need to craft information. A factor that might explain the difference in the need that respondent 1 and 2 feel to craft information is the fact that the income of respondent 1 fully depends on gig work, whereas that of respondent 2 does not.

“It goes in phases. In the beginning of this year, from January to August I was doing something else. I founded a start-up and then Uber stops. Then I am an entrepreneur. And then I gave that back and then I am just an Uber-driver who does some projects on the side now and then, until the next big thing comes up. (...). Well, I have some passive income. I have that from a former life, from a career life.” (Respondent 2, Uber).

Next to that, respondent 10 finds out what he needs to do on Clickworker by just starting the gig and figure it out just by doing it, as he often does not completely understand the instructions given by the platform and the client. Thus, as the information provided by the platform and the client fail to increase his performance, respondent 10 starts substituting by crafting information through experience. An understanding of what needs to be done for a gig is needed to be able to complete a gig and subsequently receive the compensation for that gig. In addition, respondent 14 has crafted information to increase his chance of winning a challenge and thus winning prizemoney via Battle of Concepts by placing himself in the problem situation of the challenge and experiencing the problem. By experiencing the problem, he got a better understanding of the problem and could therefore design a better solution. Also, he put pictures of himself experiencing the problem situation in his submission to impress to jury. Respondent 11 did something similar to increase his chance to win a Battle of Concepts challenge, by going to the problem area and interviewing people in the streets about their experiences with the problem. At Battle of Concepts and CityChallenges, information about what the client is looking for is also given in the description of the challenge and information about how the platform works is offered on the website of the platform. Based on the problem description given by the client, the respondents start to craft additional information about the problem. Next to that, general tips about how to generate and formulate an idea are provided by the platform with each challenge. Additionally, there is the possibility for gig workers to publicly ask the client questions about the challenge via the website. Thus, information is both crafted and offered by the client and the platform.

Another way in which gig workers were found to craft information, is through the platform itself. One way of doing this, is by using the client side of the platform. Respondent 1 has logged in the client side of the Uber app on a second phone to see where the other Uber drivers are, so that he can drive to a quiet area. Also, respondent 9 suspects that some gig workers of Werkspot put an example gig online as a client just to see what offers they get from other gig workers, to get an impression of what fee they charge. In both cases, the respondents are crafting information to substitute for information that is not offered to them and the way in which the platforms are organised facilitates this form of crafting of information. Furthermore, respondent 14 mentioned that at Battle of Concepts and CityChallenges the platform shows the titles of all the ideas that have

been submitted for a challenge up until that moment, from which information can be derived what other gig worker have handed in and thus, what ideas you have to compete with. Having the information which ideas need to be outcompeted, can help a gig worker decide if it is worthwhile to participate in a challenge based on whether he thinks his idea is better than what has been submitted so far. Also, it increases the chance of winning a challenge as the gig worker can adjust his own submission to make sure his idea is not the same as that of others.

“The way in which I am always a bit tactical, is by not submitting too early, because your title is visible for everyone. I can remember seeing a title and telling my partner: “we are going to win this”. And then that title wins. But you form an image, with a title.” (Respondent 14, Battle of Concepts).

Thus, the information offered by the platform, namely the titles of all submissions, allows the gig worker to craft information and adjust his solution accordingly. At Innocentive on the other hand, the crafting of information by looking at what other gig workers have submitted before submitting something yourself is not possible as the platform does not show what others have submitted. Moreover, almost all platforms except Clickworker offer a possibility to craft information through asking questions by either e-mail, phone or online support as well as through a frequently asked questions section on the website (all interviews).

In addition, information was found to be crafted through other gig workers. At Innocentive for instance a gig worker is added to a LinkedIn-page for Innocentive challenge-winners by the platform once he has won a challenge, on which gig workers can give each other feedback and share information with each other. As the feedback and information provided by other gig workers helps a gig worker to use the platform and design better solutions, this increases their chance of winning a challenge and thus prizemoney. Next to that, information is offered by Innocentive as well. When a gig worker subscribes for a challenge, he will receive updates about the challenge regarding the deadline and things to keep in mind when formulating your idea. After subscribing for a challenge, a gig worker can choose whether to send in an idea or not. Also, the platform offers a chatbox via which gig workers can ask the client questions about the gig. Furthermore, respondents 7, 17 and 20 have crafted information by asking other gig workers for it via the forum of Upwork, Toptal and Fiverr respectively. Next to the forum, Upwork has a blog on which articles about working via Upwork are posted. Additionally, respondent 1 and other Tesla drivers share the type of information that respondent 1 keeps in his Excel-file with one another. Furthermore, respondent 9 crafts information by asking other gig workers of Werkspot who perform the same tasks what they charge and how they use the platform. Also, respondent 20 has crafted information by asking a friend who is active on Fiverr as well about what he needs to do to become a Fiverr Pro, which is a status for which

the top 1% of Fiverr gig workers are handpicked by the platform (www.fiverr.com). Although there are no selection criteria to join the standard version of Fiverr, gig workers who want to join Fiverr Pro need to have their own website and reviews from an esteemed client. Also, their degree, previous work and other reviews will be taken into account (respondent 20). In addition, respondent 3 mentioned a user of Croqqr that crafted information by finding out his phone number and texting him a request to explain to her how Croqqr works, which he did.

“She had found out my phone number via the website and sent me a message: “I need some help to figure out how Croqqr works”. So I said: “well, I will come by then and I will help you” and I did.”
(Respondent 3, Croqqr).

Information about how the platforms work are offered by Innocentive, Werkspot, Upwork, Toptal, Fiverr and Croqqr as well, just as information is offered by Fiverr about the selection criteria for Fiverr Pro. Next to asking other gig workers for information, looking at how they operate occurs as well. Respondent 19 for example crafted information about how to design his profile by looking at the profile of other gig workers active on Fiverr who successfully offer similar services. Fiverr offers this type of information when a gig worker makes an account on the platform as well, in the form of a video.

Furthermore, the client was found as a source to craft information from as well. Respondent 9 of Werkspot crafts information about his arborist gigs by explaining to the client what the effects on the tree of different actions are and trying to find out what the clients wants in that process. The client provides information about what he wants in the gig description and by telling the gig worker in person as well.

Moreover, information was found to be crafted through sources that are not linked to the platform. For instance, respondent 1 has crafted information about how the algorithm of Uber that assigns the rides to the gig workers works, by looking up information online and asking former developers of Uber. He mentioned that the reason for doing this, is that Uber does not provide any information about this topic and he wanted to know if he could use the algorithm in his advantage to earn more money. However, the algorithm turned out to distribute rides in a very logical and fair way (respondent 1). Furthermore, respondent 16 of Innocentive crafts information by looking for substantive information for the generation of an idea in online libraries, as this information is not offered by the platform. This helps him to generate a solution for a challenge and thus win a challenge and subsequently the reward for that challenge. In addition, respondent 4 mentioned that because of the lack of information offered by Helping about doing taxes as an entrepreneur and help, she will have to find it out on her own. Because of the same lack of information offered by

Toptal, respondent 17 asked friends about how to do his taxes in The Netherlands. Thus, information is crafted through sources not linked to the platform to substitute for information that is not offered by the platform. Helpling does offer information about how the platform works by means of a phone call before the gig worker performs his first gig, however respondent 4 did not mention any job crafting activities related to information about how the platform works.

Next to all the platforms where information crafting activities were found, there are also platforms at which only HRM activities regarding the offering of information were found but no information crafting activities. At Temper the client provides instructions about the work, as the gig worker has to find his way within a new restaurant or hotel with every new client. Temper itself offers instructions on the website about how the platform works and information about doing your taxes. Also, gig workers can ask Temper questions via the website or by phone. However, no information crafting initiatives were mentioned by respondent 6. Furthermore, respondent 5 thinks that he has had instructions of Deliveroo about how to perform the work and Deliveroo sends regular emails with updates, for example about holidays when gig workers can make extra money. Also, the platform offers written instructions on the website about how the platform works. In addition, with each gig instructions are given on how to perform the gig. However, just as respondent 6, respondent 5 did not mention any information crafting initiatives. A possible explanation for the lack of information crafting initiatives of these respondents could be that due to the offered information by the platforms they do not feel a need to craft information.

In conclusion, when it comes to the crafting of information, several scenarios of the relationship with HRM were found. First of all, gig workers were found to craft information to substitute for information that was either not offered by the platform or that was offered but not used by the gig worker, making the substitution platform apply. Second, gig workers were found to obtain information through the combination of crafting information and being offered information by the platform or client, making the synergy scenario apply. Third, the information offered by the platform or client was also found to have a negative effect on the crafting of information, as it made some respondents feel they do not need to craft information, which corresponds with scenario 2 in which HRM has a negative effect on job crafting. Furthermore, information was found to be offered both by the platform and the client. Also, income dependence and a limiting platform structure were found to moderate the information offered – information crafting relationship. The higher the income dependence, the more gig workers craft information, whereas the more limiting the structure of the platform, the less gig workers craft information. Lastly, the increasing of income seems to be the main reason for gig workers to craft information.

4.2.2 Increasing knowledge, skills and abilities

Another way in which structural resources were found to be crafted, is through the crafting of KSAs. Quite a number of respondents stated to develop their KSAs through online sources. Respondent 8 of Upwork for example crafts his KSAs through sources such as LinkedIn Learning. Next to that, reading blogs outside of the platform about topics related to their expertise to craft KSAs was mentioned respondent 19 (Fiverr) and respondent 18 (Toptal).

“I find a lot of idiotic things interesting, typography for example. What does a nice piece of text look like? How does readability work? What causes that there is an ideal number of characters in a line of text that makes the text pleasant to read? I just find those kinds of things fun and interesting, so I am always reading something, certain people who are blogging, following them.” (Respondent 18, Toptal).

Respondent 7 of Upwork on the other hand mentioned to read blogs about working via Upwork that are provided by the platform. In addition, watching YouTube video’s about topics relevant to their expertise has been mentioned by respondent 19 and 20 (Fiverr), respondent 17 (Toptal) and respondent 16 (Innocentive). Furthermore, respondent 20 (Fiverr) also takes part in online courses related to his expertise outside of Fiverr. While respondent 17 (Toptal) has not taken part in online courses yet, he would like to do a course through Coursera or the Interaction Design Foundation in the future. Fiverr also offers online courses about subjects related to expertise fields that a big groups of gig workers are active in on Fiverr, such as designing and software development. Respondent 20 has also made use of a course offered. Respondent 19 has not, as his voice-acting and music composing expertise are a niche market on Fiverr and Fiverr therefore does not offer any related courses. Thus, respondent 20 develops his KSAs both through crafting and offered training practices, whereas respondent 19 substitutes the lacking training practices with crafting his KSAs. Besides watching YouTube videos, respondent 16 crafts his KSAs by studying topics he finds interesting outside of the platform, for example via Wikipedia and scientific literature. Also, he learns from the information he collects when he is working on an idea for a challenge.

“Sometimes there are nights at which I am just going from one Wikipedia page to another and subsequently I dive deeper into the literature and that way I learn new things every time.” (Respondent 16, Innocentive)

Although respondent 16 does not use the training offered by the platform, it can be said for the platform in general that both the offered training and the crafted KSAs together influence the

employee performance, as the possibilities are there. Respondent 14 (Battle of Concepts) also actively crafts knowledge to use in the challenges by reading journals from all kinds of industries and by reading about methods to generate ideas. The only way in which respondent 4 of Helping has crafted her KSAs, is by looking up on the internet how to clean windows. Helping also offers a video about cleaning, but respondent 4 has not watched this. Besides that, Helping does not offer any training. Moreover, respondent 9 of Werkspot was the only respondent to be found taking part in offline courses. Respondent 9 crafts his KSAs by taking a course related to tree management every year, outside of the platform. As the platform does not offer any training and the crafted KSAs can be considered a substitution. Temper also offers offline training to the gig workers, for example barista training, for which they charge about 20 euros. Respondent 6 has however not made use of the offered training, as he already had a lot of experience in the service industry and has just been working via Temper for a few months now.

Another way in which gig worker craft their KSAs, is by learning from the experience obtained through the gigs. Respondent 6 (Temper), respondents 7 and 8 (Upwork) and respondent 9 (Werkspot) mentioned to learn from experience with each gig.

“So if I talk with people on the ground, I’m in trouble. And maybe it’s like, my regular waste-guy will take that function over. So I notice, when I go with a waste-guy, then he handles the talking with the client. Then I am up in the tree and I can focus on my work. In the beginning I thought: ‘I need to interact with the client’. And now I know: the waste-guy handles that, and if a business card is needed he will give it. (...) That has been a learning experience of which I thought: ‘those two things at once, that does not work’.” (Respondent 9, Werkspot).

Respondent 6 (Temper) also mentioned to actively craft experiences by offering to do tasks that he has not done before. As it was mentioned before that respondent 6 does not make use of the training opportunities offered by Temper, it can be concluded that he substitutes for this training by crafting his KSAs. In addition, respondent 19 (Fiverr) stated that he learns by actively reflecting on the work process. Moreover, at Deliveroo it was introduced that new deliverers had to be guided by an experienced deliverer with their first order, but this did not happen when respondent 5 was new. Hereby learning on the job from another gig worker is encouraged by the platform. No other training or other development possibilities are offered by Deliveroo according to respondent 5.

Furthermore, it was mentioned that KSAs and experience already obtained before joining the platform is used in the gig work. This was mentioned by all respondents of Battle of Concepts and CityChallenges. The gig workers of Battle of Concepts and CityChallenges were also found to combine the KSAs they already had by collaborating with other people instead of developing additional KSAs

themselves. Hereby the total KSAs that can be used to complete the gig are increased, which allows the gig worker to supply their labour for gigs they would not have enough KSAs for on their own and to deliver better results, thus supply better labour. All respondents of Battle of Concepts and CityChallenges except respondent 15 were found to have crafted KSAs this way. Joining a challenge as either a team or alone is facilitated by the structure of the platform. Also, respondent 16 of Innocentive stated that he thinks having an academic background helps with knowing where to look for information needed to formulate a solution for a challenge. Battle of Concepts, CityChallenges nor Innocentive offer any training to the gig workers. Thus, KSAs are developed by the gig workers neither through crafting nor through training offered by the platforms. This lack of developing KSAs can be explained by the fact that the gig workers active on these platforms select gigs that fit with the KSAs they already have, thus there is no need to craft KSAs. Respondents 1 and 2 also use KSAs that they obtained before joining uber through the taxi driver exam, however they did obtain these skills specifically because they are a selection criterion to join Uber. At Temper, having experience with certain skills such as bartending is often a selection criterion as well according to respondent 6.

“And then you need a year of experience with sales. I don’t have that, so I cannot reply on those type of gigs. I believe that most... some ask three years of experience, two years... But most are a year. And I get that, you pay quite some money and if a sous-chef can barley slice a cucumber, it just does not work.” (Respondent 6, Temper).

Different to Uber, there are selection criteria per gig that are defined by the client who posts the gig at Temper, instead of selection criteria to join the platform. Respondent 6 stated that with almost all gigs, at least one year of experience with the requested tasks are needed. According to respondent 6 the selection criteria result in gig workers choosing gigs that fit their KSAs. At Upwork and Werkspot there is also a selection per gig instead of a selection to join the platform (respondents 7, 8 & 9). At Werkspot this selection however is made based on the fee that the gig worker charges and the rating, but not on the skills the gig worker has (respondent 9). At Upwork gig workers are selected by the client on their skills as well as their rating and the number of gigs they have already performed via the platform (respondent 7). Also, Upwork provided tests that gig workers can make to prove their skills. If a gig worker passes a test, he gets a badge for that skill on his profile. Next to that, Upwork offers access to webinars in which successful gig workers talk about their way of working to gig workers who have a paid account. These webinars are not available for users with a free account. Free users can develop their skills by applying for gigs where the client teaches you how to do something. Other than that, no training is offered. Thus, Upwork both rewards skills that have been crafted before joining the platform as well as new skills that are crafted.

About Croqqr and Clickworker respondents 3 and 10 stated that no specific KSAs are needed, therefore they do not make an effort to develop skills aimed at the work via the platforms. For Clickworker no specific skills are needed as the gigs only require a certain intelligence (respondent 10), whereas at Croqqr there is such a variety of gigs that the gig worker can simply choose a gig that fits the KSAs he has (respondent 3). Thus, the job design of the gigs offered at Croqqr and Clickworker has a negative effect on the crafting of KSAs. Both Croqqr and Clickworker do not offer any training either. Respondent 10 of Clickworker added that he does not feel a need to craft his KSAs as it would not result in more income.

In conclusion, multiple scenarios of the relationship between HRM and job crafting were found to apply to the relationship between HRM and the crafting of KSAs. First, the crafting of KSAs is stimulated by a job design that provides gig workers with experiences they can learn from or with the opportunity to combine KSAs, by performance management in the form rewarding obtained skills with badges and by the selection criteria of the platform or client. Thus, the scenario in which HRM stimulates job crafting applies to the relationship between those HRM practices and the crafting of KSAs. However, a job design that does not require specific KSAs has a negative effect on the crafting of KSAs, which is a manifestation of the scenario in which HRM has a negative effect on job crafting. Furthermore, some gig workers were found to both make use of development practices offered by the platform and craft similar KSA development initiatives, making the synergy scenario apply. Lastly, gig workers were found to craft KSAs to substitute for training that is not offered by the platform or the client. This last relationship was found to be moderated by the person-job fit, as for gig workers whose KSAs already fit with the gigs they perform, there is less need to engage in KSA crafting initiatives to substitute for not offered training. Also, the lack of perceived value of developing the KSAs has a negative effect on the substituting for not offered training.

4.3 Increasing social resources

4.3.1 Increasing and improving feedback

The only way in which social resources were found to be increased, is through the crafting of feedback. The majority of the platforms also facilitate feedback. From the interviews it became clear that Uber, Temper, Upwork, Fiverr, Werkspot, Helping and Croqqr facilitate written reviews as well as a score from the clients about the gig worker that result in a rating from one to five stars on the profile of the gig worker. Deliveroo, Battle of Concepts, CityChallenges and Innocentive facilitate feedback from the client about the gig worker as well, but it does not result in a rating for the gig worker. At Deliveroo, Battle of Concepts and CityChallenges however the possibility to give feedback is more often not used by clients than it is, in contrast to the other platforms where most clients do give feedback. Also, a difference between Uber and Deliveroo compared to the other platforms is

that the feedback at Uber and Deliveroo cannot be linked to a specific gig whereas at the other platforms the gig workers can see about which gig the feedback is given. This limits the possibility to learn from the given feedback for gig workers of Uber and Deliveroo. Moreover, at Innocentive, written feedback is also given by the platform (respondent 16). Innocentive is the only platform where feedback was found to be given by the platform itself. Furthermore, Toptal and Clickworker are the only platforms not to facilitate feedback at all (respondents 17, 18 & 10).

Several respondents were found to craft feedback. Respondents 8 (Upwork), 19 (Fiverr) and 20 (Fiverr) always ask for feedback, not only at the end of a gig but constantly during the process as well. Already at the start of the gig respondent 19 and 20 present a sketch or a sample of what they are planning on doing to get feedback before they even start the execution. However, the feedback collected by respondents 8, 19 and 20 is aimed more at the creation of the product than at personal development. Since the respondents mentioned that the feedback that is crafted provides them with more information than the feedback given by the platform, which is in most cases short and very positively formulated, the crafted feedback is a substitution for the provided feedback. Respondent 18 of Toptal also asked his client for process related feedback, thereby substituting for the lack of feedback by the platform. Furthermore, respondent 6 of Temper has crafted feedback by asking the manager of the client company for feedback and got useful tips out of this. He for example learned from the given feedback to greet clients as fast as possible after they have come into the restaurant. He adds that from the feedback given in the app, he does not learn that much, as it's mostly given by someone from the office that was not present at the workplace. Thus, although feedback is offered by the client, it does not really increase the employee performance whereas the feedback collected by the gig worker himself does. Therefore, it can be concluded that crafted feedback substitutes for the provided feedback. Next to that, respondent 9 of Werkspot stated that when he just started using the platform, he often asked clients to leave a review on the platform so that he would get a rating. Now that he has a good rating, he does not do that often anymore. In the few cases where he does ask a client to leave a review, he only asks the clients where he has a good time, not the ones that were difficult. He does still ask every client at the end of the gig whether what he did is what they expected of him. Asking for reviews is stimulated by the rating system of Werkspot, thus by the performance management by the platform. Moreover, both respondents of Toptal approached the recruiter of the platform asking for feedback why they were not picked for a gig, thereby substituting for feedback that was not offered by the platform.

"I like the idea and I asked the client: why did I went out? Because they don't tell you anything. Once your out, they send you a message that you were not accepted, but you have to write to the recruiter asking why. So I wrote asking what happened and the recruiter said: 'your rate is a

little bit high'. And I was like: why didn't you tell me that? That was not a blocker if you can talk to someone." (Respondent 17, Toptal).

However, quite a number of respondents stated not to ask clients for feedback. All respondents of Battle of Concepts, CityChallenges and Innocentive stated that the possibility to ask the client for feedback is limited, as there is no contact with the client when you did not win a challenge and with some challenges there is no contact with the client if you did win either. Respondent 10 mentioned that with Clickworker, there is never any contact with the client, thus no possibility to craft feedback. Therefore, the structure of these platforms limits the possibility to craft feedback. However, respondent 11 does add that by making public what the winning concepts entail, the client and Battle of Concepts do offer the possibility to craft feedback, as gig workers can draw conclusions from this what was done differently in the winning ideas compared to their own ideas.

"I do think that the principle that they make the winning submissions public, that may sound strange, but I see that as a form of feedback as well. Because you see from those five winning submissions; on the one hand it is nice to see how other people found different approaches and it also indicates what the client found important." (Respondent 12, Battle of Concepts + CityChallenges).

Thus, the information provided by the platform and the client provide to possibility to craft feedback. Both respondents of Uber do not directly ask the clients for feedback, because they do not feel they need it, as they already have a good rating. Respondent 7 of Upwork does not ask clients for feedback, as usually they give it without asking for it. Therefore, it could be said that the feedback that is facilitated by the platform, leads to a lack of job crafting. In addition, respondent 4 of Helping and respondent 5 of Deliveroo do not ask their clients for feedback directly, as they feel that the tasks they perform are of such simplicity that there is no need or possibility to develop themselves. Thus, the simple job design leads to a lack of crafting feedback.

In conclusion, multiple scenarios of the relationship between HRM and job crafting were found to apply to the crafting of feedback. First increasing feedback is stimulated by performance management and information offered by the platform and the client. Thus, the scenario in which HRM stimulates job crafting applies to the relationship between HRM and increasing feedback. However, feedback provided by the client has a negative effect on the crafting of feedback. Therefore, scenario 2 in which HRM has a negative effect on job crafting applies to the relationship between HRM and the increasing of feedback as well. Furthermore, feedback was found to be crafted to substitute for feedback offered by the client or platform. Thereby, the substitution scenario is applied. Whether the substitution scenario or HRM stimulating job crafting scenario

applies to the feedback provided by the client, depends on whether the provided feedback is sufficiently useful. Also, a simple job design and a platform structure of anonymity moderate all relationships between HRM and the increasing of feedback, leading to less increasing of feedback. Lastly, in all cases the crafting of feedback resulted in more feedback from the client. Thereby, the scenario in which HRM stimulates job crafting is manifested.

4.4 Increasing challenging job demands

4.4.1 Crafting relationships

Another way in which gig workers were found to craft challenging job demands, is by crafting relationships with clients and other gig workers. As a gig worker relates to a client through the offering of labour, the relationships with the clients are crafted by crafting the supply of labour. There are multiple ways in which this can be done.

Crafting how labour is supplied

First of all, gig workers were found to craft what labour they supply. Respondent 1 for instance crafts what he supplies by driving a Tesla, because the kilometres are cheap in a Tesla and it allows him to drive for Taxi Electric and Uber Black. Taxi Electric is a platform similar to Uber, facilitating taxi rides with solely electric cars (www.taxielectric.nl). Uber Black is a service offered by Uber that is aimed at a more luxurious experience, whereas Uber X is aimed at being affordable (www.uber.com). Compared to Uber X, there are some additional selection criteria a gig worker has to meet to be allowed to drive for Uber Black. All Uber drivers must have a taxi permit, a tax number, a car that is not older than ten years and must have passed the taxi drivers exam (respondent 1 & 2). Uber Black drivers also need to have a car that is seen as luxurious by Uber, he must wear a suit and he needs to have an exemption for driving on tram tracks (respondent 1). Thus, respondent 1 drives a Tesla because this is a selection criterion of Taxi Electric and Uber Black and driving for Taxi Electric next to Uber increases the number of rides respondent 1 can do, whereas driving for Uber Black instead of Uber X increases his income per ride. Furthermore, respondent 4 of Helping crafts what she supplies by offering one-time gigs next to the regular ones. The platform structure of Helping facilitates gigs on a weekly-, biweekly- or one-time basis. With one-time gigs, the client wants his house cleaned just one time, not on a regular basis. Respondent 4 stated that performing one-time gigs next to the regular ones is a good way to earn extra money as the compensation for one-time gigs is higher than for regular gigs. Next to that, respondent 6 of Temper has crafted his income when the client approached him outside of the platform to come in the same day, by negotiating with the client that he would only supply his labour for a higher hourly rate than the client initially proposed. This led to the client putting the gig on Temper with a higher hourly compensation. In addition,

respondent 10 (Clickworker) and respondent 13 (Battle of Concepts) craft their income by not offering their labour for gigs that pay little money. The involvement offered by the platform that the gig worker is free to choose which gigs he performs allows respondents 10 and 13 to do so. Respondents 11 and 12 specifically mentioned that they do not find this important. Moreover, respondent 7 of Upwork offers clients to do a sample before starting the gig.

“I prefer to work with clients that do give samples, because then I can see up front if I am really capable and if I have the time to do this. And I can charge a more fair price for that task. But I don’t feel that it is as many. And if you ask for it, I feel you get immediately lower... You get put aside, because then they may feel like you don’t know how to do it. But it is not a matter of that, it is being capable of giving a fair price and even to see if you have the skills, the time. (...) When I apply, I always say: ‘If you would like, I can do a free sample to see first hand if I have the right skills for this’. I will do it for free, some people will charge for the samples. Some clients pay for the samples.”
(Respondent 7, Upwork).

She often suggests another way of working in this sample than the client had in mind and clients often accept her way. As she only proposes an alternative way of working when her way is more efficient than the one proposed by the client, it saves time if the way of working of respondent 7 is accepted by the client. Finishing the gig faster means that respondent 7 will be able to accept new gigs sooner, thus increasing her income. She learned about the samples as a few clients used it as a selection tool for a gig and then she started to offer it to all clients. Thus, a selection criterion applied by some clients stimulated this crafting initiative of respondent 7. Furthermore, respondent 13 of Battle of Concepts thinks making a submission more visually attractive helps winning a challenge, whereas respondent 12 thinks that might help a little, but that a client in the end will look at how well his evaluation criteria are met. Also, respondent 16 of Innocentive has crafted what type of labour he supplies by using the lab of his work for a challenge, as Innocentive facilitates a category of challenges for which lab work is needed. Thus, the job design of these type of challenges require the gig worker to make use of a lab. Moreover, some respondents offer extra services to their clients. Respondent 1 of Uber for example crafts the relationship with his Uber-passengers by telling people how long the ride will take and if they are going to the airport, he asks what airline they are travelling with, so he knows what terminal to drop them off at. He does this, because he learned through experience that clients appreciate it. Thus, knowledge that he has crafted stimulated him to start crafting what service he offers. Respondent 2 also offer this type of service to his Uber-passengers and tries to have good conversations with his clients. Although Uber-passengers cannot choose from all available drivers which driver they want to ride with, they can accept or decline the driver that

Uber offers them. Thus, while offering extra service will not influence that specific client using the services of the respondents again, offering extra service does increase the rating of the respondents, which increases the chance that clients in general will accept their services. Also, offering extra service to the client as is done by respondent 1 and 2 might result in getting a tip from the client, which is facilitated by the platform. Next to that, respondent 5 has offered extra service when performing rides for Deliveroo by calling the client that he was on his way with the order, to increase the tips he gets from clients. Crafting the relationship with the clients through communication and keeping them updated about the status of the gig is also done by respondent 7 (Upwork), respondent 19 (Fiverr) and respondent 20 (Fiverr). As Upwork, Uber, Deliveroo and Fiverr facilitate the possibility for the client to tip the gig worker, the crafting of the relationship with the clients is stimulated by the platform, through the client. Also, when a gig worker works with the same client more than once at Upwork, the percentage of fee that Upwork holds in is lowered. Thus, the structure of the platform stimulates the client to offer an extra HRM activity, namely to give the gig worker performance-based compensation. This in turn stimulates the gig worker to craft relationships. In addition, respondent 19 of Fiverr crafts his relationships by selecting clients that are looking to get more than one gig performed, as this gives more certainty of income than clients who just want to have one gig performed. Moreover, respondent 6 of Temper proposes to the clients to do tasks that he sees need to be done, to prevent that he is just standing around doing nothing as he knows from experience this is appreciated by clients. When a client of Temper is content with a gig worker and would like to work with him more often, they can invite the gig worker for a 'Flexpool'. This is a feature of Temper which entails that when a gig worker is in a flexpool, he does not need to be accepted by the client to get the gig, if he is to first one from the flexpool to subscribe for a gig from that client he automatically gets the gig. Respondent 6 mentioned that it also happens that a client sends him a text before putting a gig online, so that he can be the first one to respond. Thus, incentives to craft good relationships are given both by the platform and the client at Temper.

In addition, what labour is supplied was found to be crafted through the selection of gigs. Respondent 6 of Temper for example tries to get bigger gigs, with bigger clients and to get more responsibilities. Next to that, respondent 9 of Werkspot regularly accepts arborist gigs of which he thinks they might be challenging, for example because it's a tree with a very thick trunk. He would also like to pick gigs that require inspecting and giving advice about a tree's safety, as he recently has done a course about this and he would like to use his newly obtained knowledge. Unfortunately, these gigs are not offered yet on Werkspot. Furthermore, respondent 19 looks into the section on the website of Fiverr with the buyer requests for interesting challenges and trying extra hard to get those. Respondent 20 crafts challenge through accepting any subject to draw, only declining gigs that are very simple to do.

“But the fact that I say that I will draw anything. I like the challenge, so for me... I know that there are not that many on Fiverr that offer the gig “I will draw anything”. And everybody looks at my, even my friends: you are gonna do what? If you do something like pet portraits, you can put it in a category. So I said: ‘yeah, that is true, but what is you wanted a flying unicorn, in what category is that?’. That’s my most profitable gig. I will draw anything. Which for me, is nothing to big, to hard to do. From that gig I’ve done flying unicorn books, I’ve done all kinds of stuff.” (Respondent 20, Fiverr)

At Battle of Concepts and CityChallenges, selecting challenges that involve an issue for which people have been trying to find a solution for decades, such as sustainability, provide challenge (respondent 11). Many solutions have been tried for such issues, making it more difficult to think of something new. Moreover, respondent 17 of Toptal makes an effort to be selected for gigs that involve new technologies such as virtual reality. To increase his chances, respondent 17 is active on Dribbble and makes animations that he can send to the client to sell himself. Another way of increasing the chance to get a gig, is being responding as quick as possible when it comes online, respondent 17 has been told by a recruiter. Respondent 18 of Toptal however feels it is so difficult to get a gig in general, that you do not have the possibility to be selective in which gigs you perform and which you do not perform. Respondent 10 of Clickworker on the other hand does not select gigs on how challenging they are, as he feels that all of the gigs posted on Clickworker are challenging. With each of these platforms, being selective in which gigs to perform is made possible by the involvement that is offered by the platform in the form of free selection of gigs by the gig worker. Moreover, respondent 9 mentioned that performing the gigs via Werkspot next to his job in health care and braids and sells willow baskets is already a way in which he brings variety and challenge in his work. He is crafting his own working conditions this way without being stimulated to do so by Werkspot.

Crafting how labour is supplied

Second, gig workers were found to craft how they supply labour. As touched upon earlier, respondent 1 for example is active on three different mediums; Uber, Taxi Electric and private passengers, and chooses what medium to use based on which one generates the most income at that moment, for example by waiting for private passengers at Schiphol Airport as long as there are no rides available with Uber or Taxi Electric. He knows when each medium generates the most income through the information he has crafted in the form of the Excel-sheet with data that was mentioned before. Thus, the crafted information stimulates respondent 1 to craft how he supplies his labour. Respondent 5 is active on multiple platforms as well; both on Deliveroo and Uber Eats, which he uses simultaneously to get more orders. Next to that, he is a student with no other form of

income. Respondent 2 on the other hand solely drives for Uber, next to a passive income and some consultancy. Additionally, a way to craft how you supply labour at Upwork is by constantly applying for new gigs while you are still working on a gig (respondent 7). Respondent 7 herself however does not do that, as she likes to be able to say to a client that she can start immediately, thereby increasing her chance to be hired. Being active on multiple platforms nor applying to gigs constantly are stimulated by Uber, Deliveroo and Upwork. In contrast to respondent 7, respondent 5 of Deliveroo does want to perform gigs constantly, which is limited by waiting at a restaurant until an order is ready to be delivered. There is a possibility to cancel the order, but then you do not know how long it is going to take to get a next one and to get to that restaurant. The gig worker can see beforehand at which restaurant he has to pick up the order, so respondent 5 does decline orders from a restaurant of which he knows the waiting times are very long. The structure of the platform facilitates the skipping of gigs for restaurants with a long waiting time. Next to that, when respondent 4 started working for Helpling she tried to increase her offers by making her profile more attractive with a photo and a description of herself, but she soon experienced that there was so much work that it was not necessary to distinguish yourself from others. Helpling did not stimulate respondent 4 to make her profile attractive, but by offering a profile section on the website it does offer the possibility. Furthermore, respondent 20 of Fiverr has a video on his profile in which he explains what he does, which attracts clients as they can see the person behind the account. In addition, both respondents of Toptal use their profile to try to increase the chance that they are selected for a gig as well, by having different kinds of projects in their portfolio and by including types of projects that are requested much, to increase the chance that their portfolio is relevant for the gigs they want to apply for.

“So you have your own portfolio within Toptal of maximum six projects and if you for example say... One of the most boring jobs there are, are dashboards. I don't know why... Well I do know, a lot of companies feel that if they can show numbers to their clients, the client will conclude that they are saving a lot of money for them. (...) So if there is a gig that says: “we are looking for someone to make a dashboard”, then it is sensible to have at least three dashboards in your portfolio.” (Respondent 18, Toptal).

Toptal offers extensive instructions on how what to put on your profile, thereby stimulating gig workers to craft how they offer their labour through the offering of information. Furthermore, respondent 5 tries to cycle as fast as he can when delivering order for Deliveroo. He mentioned that some gig workers shorten their delivery time by driving a scooter instead of a bike, which one hand enables the gig worker to deliver faster but on the other hand costs more money. Respondent 5 does

not deliver on a scooter because of the costs, but he does rent a Swapbike, so that he always has a good bike at his disposal. Swapbikes are bikes that can be rented for a fixed fee per month and if it breaks, the rental company swaps the broken bike for a working one within a day (www.swapfiets.nl). Delivering orders quickly is stimulated by Deliveroo in the form of a target that all deliveries have to be delivered within ten minutes (respondent 5). Respondent 15 adds that at Battle of Concepts and CityChallenges communicating your idea well increases the chance of winning a challenge and thus earning money. Battle of Concepts and CityChallenges do not give instructions on how to communicate ideas but do provide ten tips on how to generate ideas. Thus, respondent 15 is substituting for information that is not provided by the platform.

Moreover, Upwork, Fiverr and Helpling offer different ways in which labour can be offered, by offering different levels that gig workers can achieve. At Fiverr for example there are new sellers, level 1 sellers, level 2 sellers and top sellers. For each level, criteria are defined regarding rating, the number of gigs performed, how quickly a gig worker responds to messages and not getting a warning about breaching the terms of service. Having a higher level, makes a gig worker more attractive for buyers to work with. Also, higher levels bring advantages such as having more access to support and getting paid quicker (respondent 19). At Upwork, gig workers can become top rated when they have a high rating and perform gigs on the platform a regular basis. Being top rated on Upwork also results in being hired more by clients (respondent 7). At Helpling, the levels based on the rating and number of performed gigs as well. When a gig worker goes up a level, the platform suggests to the gig worker to increase their hourly fee. By offering different levels to stimulate certain behaviour of gig workers, the platforms manage the performance of the gig workers. Thus, Upwork, Fiverr and Helpling stimulate gig workers to craft how they offer their labour through performance management.

Another way in which gig workers craft how they supply labour, is by trying to execute the gigs they perform as perfectly as possible. This form of crafting challenging job demands was mentioned by respondent 2 (Uber), respondent 5 (Deliveroo), respondent 6 (Temper), respondent 7 (Upwork), respondent 10 (Clickworker), respondent 11 (Battle of Concepts + CityChallenges) and respondent 16 (Innocentive).

“It’s just fun. It gives an extra dimension. There is something very competitive inside me, that’s why. I honestly only want perfect ratings. A perfect rating is more important to me than driving on search, you see? If I took a wrong turn, I close the ride and say: “the rest is on me”. Because I want to keep my rating.” (Respondent 2, Uber)

In addition, respondent 16 of Innocentive and respondent 11 of Battle of Concepts and CityChallenges make an effort to create ideas that are really out of the box instead of slight adaptations

of existing concepts as he feels these are the most valuable for the client. In the case of Uber, Deliveroo, Temper and Upwork the rating facilitated by the platform was mentioned by the respondents as a stimulus for perfecting the performance, as this provides the gig workers with a measurement of their performance and a high rating results in getting more gigs. As rating the performance of the gig workers is a performance management practice, it can be concluded that performance management has a positive effect on the increasing of challenging job demands. In the case of Innocentive, Battle of Concepts and Innocentive the most perfect contribution per challenge is rewarded with compensation, thereby stimulating perfect performance through compensation. At Clickworker there are no incentives for nor consequences of an either good or bad performance according to respondent 10.

Crafting when labour is supplied

Third, gig workers were found to craft when they supply their labour. Respondent 5 of Deliveroo always works during the rush hours, from five to ten in the evening, when there are constantly orders available. Respondent 2 of Uber also increases his income by mainly driving during peak hours because of the supply of gigs. Respondent 1 does not adjust his working times to the peak hours, as he prefers to choose himself when he drives and each medium he uses has different peak hours, so there is always work for him. Uber and Deliveroo offer involvement by letting gig workers decide when they work but stimulate gig workers to work during peak hours by offering bonuses during those hours (respondents 1, 2 & 5). Thus, working during peak hours is stimulated by the offered compensation. In addition, respondent 14 of Battle of Concepts tries to increase his chance of winning a challenge by submitting his idea as close to the deadline as possible, as other gig workers can see the title of your submission, so he leaves them as little time as possible to use this information. This form of crafting when to supply labour is stimulated by the fact that Battle of Concepts publicly shows the titles of the concepts that have been submitted for a challenge, thus by the information that is offered.

Crafting where labour is supplied

Forth, gig workers were found to craft where they supply their labour. For example, when respondent 1 is offered a ride that starts in the city centre, he often does not accept it as Uber pays more money per kilometre than per minute of driving and rides in the city centre generally are short but take a relative long time. Also, he deliberately places himself in an area where there are not many Uber-drivers active, as rides in areas where there is a high demand and a low supply of rides chances of getting a ride are higher. Thus, the compensation offered by Uber stimulates respondent 1 to practice these job crafting initiatives. Respondent 1 knows that these forms of job crafting will

lead to a higher income due to the information that he has crafted, as was mentioned before. Thus, the information respondent 1 has crafted stimulates him to craft where he supplies his labour as well. Also, when there is an extremely high demand for rides in a certain area, Uber multiplies the compensation for each ride with 1,5 (respondent 1). When driving to a quiet area, respondent 1 turns the app off, so that he won't get a ride on his way there, to prevent he won't ever reach the area that he wants to be in. Respondent 2 said that he does not make an effort to be in a certain area, he just lets the algorithm decide what rides he gets, because he believes the algorithm works best that way.

Additional forms of relationship crafting

Next to crafting the supply of labour, some additional forms of crafting relationships with clients as well as with gig workers were found. All respondents of Battle of Concepts, CityChallenges and Innocentive mentioned that they put on their LinkedIn and c.v. that they won certain challenges, as this is a proof of their innovativeness and creativity. As this makes the gig workers more interesting for possible employers, hereby possible relationships with employers are crafted. The platforms mention the improving of your C.V. as a benefit of winning challenges, thus this form of crafting is stimulated by information that is provided by the platforms. Also, networking with (possible) clients or other gig workers for social purposes were mentioned by respondents of Uber, Croqer, Battle of Concepts, CityChallenges and Toptal (respondents 1, 3, 13, 15, 17) as well as networking for acquisition purposes by respondents of Uber, Werkspot, Battle of Concepts, CityChallenges and Toptal (respondents 1, 9, 12, 13, 15, 17).

“Because I do notice, that more and more old clients are coming back to me, whereby I am looking at Werkspot less and less. (...) People approach me directly or via via. When you have been in a street, you can easily get four or five new clients out of that.” (Respondent 9, Werkspot)

As the job design at the mentioned platforms bring the gig workers in contact with clients and some of them with other gig workers as well, the job design facilitates both forms of networking. Furthermore, when Deliveroo had not offered a teambuilding event for a long time anymore, respondent 5 e-mailed Deliveroo with the request to organize one again, which they then did. This way respondent 5 crafted an opportunity to meet and form relationships with other gig workers.

Limiting factors

However, some limiting factors of increasing challenging job demands were mentioned as well. Respondent 4 stated that she does not feel the need to craft challenge in her work, as she

actually choose to do this work because of the lack of challenge, because she is a student and her study program already provides her with enough challenge. Respondent 5 of Deliveroo and respondent 6 of Temper, who are also students, expressed not desiring challenging work because of the challenge offered by their study program as well. In addition, all respondents of Battle of Concepts, CityChallenges and Innocentive stated that it is not possible to craft the relationship with the clients, as there is no direct contact with the client in most cases. Thus, the structure of the platform prevents the crafting of relationships with clients.

Conclusion

In conclusion, two scenarios of the relationships between HRM and job crafting were found to apply to the crafting of relationships. First, a number of HRM practices were found to stimulate the crafting of relationships. The first are the selection criteria both of the platform and the client, a platform structure that facilitates different forms of offering labour, as well as the involvement of gig workers by letting them choose which gigs they want to perform. In addition, offering information and incentives and managing the performance of the gig workers were found to have a positive effect on the crafting of relationships as well. Furthermore, a job design that brings gig workers in contact with new people and requires different forms of labour was found to stimulate the crafting of relationships. However, when the platform structure prevents the gig workers and the clients to have direct contact with one another, it has a negative effect on the crafting of relationships. Besides these different HRM practices, the crafting of information and the crafting of KSAs were found to stimulate the crafting of relationships as well. The relationships between the HRM practices and the crafting of relationships is moderated by gig workers being a student, as this has a negative effect on the desire to job craft in general. Again, the increasing of income seemed to be the main reason for the crafting activities.

4.4.2 Increasing interests – gig fit

Another goal with which gig workers are selective in what gigs they perform, is to increase the fit between their interests and the gig. Respondent 20 for instance will only accept gigs that he has a passion for. Both respondents of Upwork do try to get interesting gigs in which she can learn something new, but respondent 7 said that she usually is not very successful in getting these gigs. Respondent 16 crafts challenging job demands by selecting challenges that he finds interesting. However, he feels that the possibility to be selective is limited as there are not that much challenges that fit his KSAs, thus there are not many options to choose from. As mentioned before, being selective in what gigs are performed is made possible by the involvement offered to the gig workers to choose which gigs they want to perform.

4.5 Decreasing hindering job demands

4.5.1 Decreasing traditional hindering job demands

In addition to the job crafting forms mentioned so far, gig workers were also found to craft the hindering job demands that are crafted in traditional organisations according to Tims et al. (2012). The first hindering job demand that was found to be crafted, is dealing with rude or unpleasant clients. A way of doing this that was mentioned by a number of respondents, is preventing encounters with unpleasant clients by looking at the rating of the client based on reviews that other gig workers have left about the client and not accepting or cancelling the gig when the rating is low. Feedback from gig workers about clients they have worked with, in the form of one to five stars that result in a rating as well as a written comment, is facilitated by Uber, Temper, Upwork, Fiverr and Croqer. Reducing contact with unpleasant clients by looking at the client rating was mentioned by respondent 1 (Uber), respondent 7 (Upwork) and respondent 6 (Temper). Respondent 2 who is also active on Uber however does not do this, because he feels the rating does not always reflect the personality of the rated person, but more of the person that gave the rating. Respondent 1 also mentioned that he finds the Uber X clients more rude than other clients. The involvement offered by the platform of being able to choose between Uber X and Uber Black gives the opportunity to choose the type of passengers and thus craft a hindering job demand. Furthermore, both respondents of Uber have learned through experience to deal with unpleasant clients by remaining calm and going along with it but drawing a clear line and asking passengers to get out of the car when they cross that line. Thus, the crafting of KSAs has a positive effect on the decreasing of hindering job demands. As Uber does not offer any HRM activities that help the gig worker with dealing with unpleasant client once they are in the gig workers car, the respondents of Uber are substituting for protection that is not offered by the platform. Respondent 6 of Temper on the other hand just asks the manager of the client company to deal with the clients when he faces difficult ones.

"I would not do that soon, because there are no unpleasant customers really. Unless you are a manager, then you have to deal with it. But I am not, so then you can always say: "I am sorry, I will get someone else here". You get annoyed and that does not make you nicer towards people, that makes me feel bad." (Respondent 6, Temper)

Another way of preventing an unpleasant work environment mentioned by respondent 6, is by reading customer reviews about the client company, as this says something about the vibe in the restaurant or hotel. At some platforms however, the structure of the platform prevents both the

possibility as well as the need for gig workers to craft encounters with unpleasant clients. At Innocentive, Battle of Concepts, CityChallenges and Clickworker there is no direct contact between the gig worker and the client and both parties are kept anonymous by the platform, so the gig worker does not know who he will be working for when selecting a gig.

In addition, gig workers were found to craft the contact with clients who have unrealistic expectations or expectations that differ from what was agreed upon beforehand. A first way in which contact with clients with unrealistic expectations can be crafted, is by not accepting the gig when the client expresses unrealistic expectations beforehand (respondent 7, Upwork; respondent 9, Werkspot; respondent 19, Fiverr). For example, respondent 9 refuses a gig if the client put in the description that no permit for the removal of a tree is necessary, as in almost all cases a permit is necessary and clients who write that it is not necessary mostly just do not care about doing things right. Also, respondent 9 looks at how detailed the request of the client is, to determine how committed the client is to doing the project right. Next to that, if there is no photo of the tree in the request, respondent 9 will not accept the gig.

“If there is no picture, I don’t even reply. Then I cannot see. I need to see what a tree looks like and what needs to be removed. In the beginning I have replied on those gigs, but then you arrive at such big trees. Or you ask: “is there anything underneath?” “No, no, it’s completely clear, can drop right away”. And then you get there and there is a glass conservatory underneath.” (Respondent 9, Werkspot).

Next to that, both respondents of Toptal reply by offering information why it would not work as well as an alternative when a client requests something unrealistic and if this does not work for the client, they cancel the gig. At Upwork, Werkspot and Fiverr the information provided by the client about the gig leads to this form of job crafting. At Helping however, preventing to work for unpleasant clients is not possible, as gig workers do not know beforehand who they are working for. Thus, at Helping structure of the platform prevents job crafting. Furthermore, crafting initiatives once the gig had already started were mentioned. Respondent 4 stated that when a client requests her to do something out of her task package, she usually just does it at that moment because she does not know how to deal with it. However, she does quit working at a cleaning address when the expectations of the client are different than her own. Furthermore, when a client of respondent 9 (Werkspot) asks for more work than what was agreed to beforehand without being willing to pay more, he offers a cheaper, more limited service and if that does not work for the client, he tells them to find someone else to do it. For example, when a tree is bigger than the client indicated, respondent 9 offers just to cut it and leave the waste instead of also getting rid of the waste, so that

he can do the gig in the time that was agreed upon. As Werkspot and Helping do not offer any HRM activities to help the gig workers with dealing with unrealistic expectations once the gig has started, respondents 4 and 9 are applying the substituting for protection that is not offered by the platform.

In addition, gig workers were found to craft hindering job demands regarding their working times. Firstly, gig workers were found to prevent long shifts because they ask too much of their concentration (respondent 2, Uber) or because a long shift would interfere with other activities of the gig worker (respondent 6, Temper). When respondent 6 is asked to stay longer than was agreed to beforehand, he deals with this by explaining clearly why staying longer would cause a problem for him and being firm about the fact that he did not sign up for that. In addition, long shifts can be prevented at Temper by replying on gigs with shorter working hours, as the extra time is rarely more than two hours (respondent 6). As the involvement in the form of the lack of obligation to do or accept gigs at both Uber and Temper allows the gig workers to make their shifts as long as they want, involvement is stimulating the reducing of hindering job demands. Furthermore, gig workers were found to craft the hindering job demand of something taking up more time than they have available. Respondent 12 for instance does not select challenges of Battle of Concepts or CityChallenges which have the possibility of a follow-up when he knows his schedule is already full. Also, respondent 11 consciously decides to do a challenge alone when he has little time and working alone costs less time than working with others, thus crafting the amount of time the gig will take him. Joining a challenge as either a team or alone as well as freely choosing which challenge to participate in is facilitated by the platform. Thus, crafting the hindering job demand of little available time is stimulated by the structure of the platform at Battle of Concepts and CityChallenges. Next to that, respondent 18 of Toptal has had a gig that was paused, as the client was not sure if he would need more help or not. Respondent 18 then did not know whether or not to reserve time for that gig, so he asked the client just to close it so he could move on to something else to craft free time for new gigs.

Moreover, there were also some forms of reducing hindering job demands that were only mentioned by one respondent. For example, respondent 2 tried to make up for his poor sense of direction by asking the client how to get out of the neighbourhood where he picked up the client and by having a map in his car on which he checks how he got somewhere to learn the best routes. Also, respondent 5 makes the rides he does for Deliveroo less boring by listening to music or a podcast while delivering. Furthermore, respondent 19 of Fiverr deals with language barriers between him and clients by asking clients for an example of what they are looking for. Hereby these respondents are substituting for a less hindering job design. In addition, respondent 9 called Werkspot a couple of times about a change in the website that he was not happy with. The platform then said they would look into changing it, as more gig worker complained about it. Thus, the crafting initiatives of gig workers lead to a change in the structure of the platform. Next to that, respondent 19 of Fiverr will

not accept gigs when he suspects they involve something illegal, such as recreating music that has copyright on it. As Fiverr offers involvement through the possibility to decline gigs, involvement stimulates this form of reducing hindering job demands.

In conclusion, multiple scenarios of the relationship between HRM and job crafting apply to the reducing of traditional hindering job demands as well. This form of job crafting is stimulated by feedback from gig workers about the client, as well as by information and involvement offered by the platform or client. Thus, the scenario in which HRM stimulates job crafting applies. Also, the crafting of KSAs has a positive effect on the reducing of traditional hindering job demands. Furthermore, gig workers were found to reduce hindering job demands as a substitution for protection that is not offered by the platform and for a less hindering job design, making the substitution scenario apply too. Lastly, the reducing of hindering job demands was found to have a positive effect on the user-friendliness of the platform structure. This is a manifestation of the scenario in which job crafting stimulates HRM. An anonymous platform structure and a platform structure that does not provide opportunities to reduce hinder job demands were found to moderate the relationships between HRM and the reducing of hindering job demands, leading to less reducing of hindering job demands.

4.5.2 Decreasing security risks

Next to the hindering job demands that are also crafted in traditional organisations, gig workers were found the craft new forms of hindering job demands specific to gig work as well. The first is the crafting the security risks around the actual receiving of the earned income that are present at some platforms. A way in which this can be done, is by crafting the degree in which a gig worker feels he can trust the client. Both respondent 8 of Upwork and respondent 20 of Fiverr makes sure there is a clear agreement about the expectations before starting and checking with each part of the project that he delivers if it meets the expectations, to reduce the risk of the client not wanting to buy the work in the end because he is not satisfied.

“But in between the end and the start, you can constantly communicate anyway, sharing sketches. ‘How about the eyebrows, should we do them up a little bit further, should we make him smile?’. What I try to do, I try to avoid... because they do revisions and I try to avoid the constant revision process by doing it, sketching is as I’m doing it and constantly going back to the client. Because I found within the first three months that if I just did: ‘there you go’, I could have spend maybe three hours and then I would have to spend another three hours.” (Respondent 20, Fiverr)

Some clients however pretend not to like the delivered product, so they won’t have to pay for what they already have received. According to respondents 7, 8, 19 and 20, working with such people can

be prevented on Upwork and Fiverr to some degree by looking at their reviews and if a gig worker does happen to work with such a client once, by not working with that client again. Thus, the feedback given by gig workers about clients as well as the involvement of gig worker in chooses which gigs they perform stimulate the decreasing of security risks.

In addition to that, the degree of control over the security risks can be crafted as well. Respondent 20 mentioned that there is a Facebook-group on which the names of clients of Fiverr who are aggressive or dishonest are shared, so other gig workers can avoid working with them. This Facebook-group has been created because Fiverr does not allow the sharing of names on their forum. Thus, the Facebook-group is a substitution for protection that is not offered by the platform. According to respondent 20, Fiverr does try to limit the risk of work being stolen by putting a watermark on delivered files, but they do not do this when the gig worker delivers the source file, which contains the individual components of the end product and possible alterations of those components. Furthermore, to avoid not being paid by a client, respondent 8 of Upwork checks before accepting a gig if the client has a validated credit card. When a client has a validated credit card, the platform can always withdraw the money that the client owes the gig worker. The information provided by Upwork that the credit card of a client is valid stimulates the crafting initiative of respondent 6. According to respondent 7, Upwork provides information about how to prevent that you are scammed as well, but you need to search for it. Furthermore, Upwork offers mediation between the gig worker and the client when there is a conflict, as long as all conversation between the two parties is performed through the website, so they can see who said what. Upwork also offers a software program that can be used to register everything you are doing on your computer when you turn it on. For hourly paid jobs, it is obligatory to use the program, as this way the worked hours can be checked. With hourly jobs, there is a maximum of hours that can be registered per week, to prevent high costs for the client. For fixed price jobs it is not obligatory, but it is needed according to respondent 7 as it provided the gig worker with evidence of the work he has done. Also, both respondent 7 and 8 use milestones to ensure payment. This is a payment structure offered by Upwork, in which a gig worker and a client together split up the gig in multiple parts. When a part is completed and thus a milestone achieved, the gig worker gets paid an beforehand determined part of the total compensation (respondent 7). This way the amount of money that a gig worker might miss out on is reduced, as he can never miss out on the reward for one milestone at most instead of the reward for an entire gig. Therefore, Upwork stimulates the crafting of security risks through information about how to craft this and by the milestones payment structure.

“What I do now, for example, I have to do a hundred lines. When I have a hundred lines, I give the file to the client. If they do not pay me, I don’t give more. But the value on escrow, it is for that hundred

lines. In the end, to adjust it will be ten lines, thirty, fifty, never more than that. If he does not pay that one, you just loose a little bit, it is a risk. So you create milestones, then you guarantee your payment basically.” (Respondent 7, Upwork).

Moreover, respondent 9 of Werkspot who performs gigs as an arborist, crafts information about the tree he needs to work on by asking around the neighbourhood about the history of the tree to know what is safe to do with tree to prevent safety risks. Thus, the crafting of information stimulates the reduces security risks.

Furthermore, when someone steals his work, respondent 20 will make that piece of work publicly available, so the person who stole it will not be able to sell it anymore. This way he crafts the emotional impact it has on him, as he gains satisfaction from the fact that the person who stole his work will not be able to sell it. As Fiverr does not offer any HRM activities aimed at decreasing the emotional impact of dishonesty of clients, respondent 20 substitutes for this by crafting the emotional impact.

Most respondents were found not to craft security risks. Respondent 4 for example has not mentioned any security risk crafting initiatives, although Helpling offers limited protection to the gig worker from loss of income. Helpling does have a rule that if a client cancels within 24 hours, the gig workers gets paid half of the money they would have earned with the gig. However, respondent 4 mentioned that when a client sent her away because she had a cold, she did not get any payment, because it was a rescheduled appointment and the appointment was still registered two days earlier in the app. Also, she mentioned working more hours than was agreed to beforehand and not getting paid for the extra hours. Respondent 4 does not craft security risks because she does not feel there is anything she can do to reduce them. The fact that there are no options for respondent 4 to reduce safety risk, is due to the structure of the platform. Therefore, the platform structure of Helpling has a negative effect on the reducing of security risks. Furthermore, Temper offers two ways of being paid; either within three days, for which the platform takes 4% of the payment or whenever the clients decides to pay, which is free. Respondent 6 of Temper always chooses the free option, because so far he has always been paid within a maximum of 30 days. It can be concluded that at Temper there is no need to reduce security risks due to the safety provided by the client and the platform.

In conclusion, again multiple scenarios of the relationship between HRM and job crafting were found. The scenario in which HRM stimulates job crafting was found to apply to the reducing of security risks, since feedback from gig workers about the client, a platform structure that allows payment per milestone and involvement stimulate the reducing of security risks. Besides HRM practices stimulating the reducing of security risks, the crafting of information was found to do this as well. However, enough protection being offered by the platform has a negative effect on the

reducing of security risks. This is a manifestation of the scenario in which HRM has a negative effect on job crafting. Also, gig workers were found to substitute for protection from security risks that was not offered by the platform, thus applying the scenario in which job crafting is a substitution of HRM. Thus, it depends on the degree of protection that is offered by the platform which scenario applies to its relationship with the reducing of security risks. In addition, a platform structure that does not offer any possibilities for the gig worker to protect themselves was found to moderate the relationships between HRM and the reducing of security risks, leading to less reducing of security risks.

4.5.3 Increasing values – gig fit

Another way in which gig workers were found to reduce hindering job demands, is by crafting the fit between their values and the gig. Increasing the fit between their values and the gigs reduces hindering job demands because a misfit between these two causes a psychological burden on the gig workers. Respondent 20 of Fiverr crafts the fit between his values and the gigs he performs by not accepting gigs that do not fit with his personal beliefs. For example, he will not photoshop photos of people, as he feels everyone should just be who they are. Also, he will only do erotic art when it's complementary to the subject. Moreover, when a client asks respondent 9 of Werkspot for something unsafe, such as cutting a tree very short to then let it grow again for fifteen years, he refuses to do so. On the one hand he does this to prevent a risk and being blamed for it when something goes wrong, on the other hand he refuses to damage a healthy tree. In addition, respondents 11, 12 and 15 of Battle of Concepts and CityChallenges craft purpose by only participating in social challenges and not in commercial challenges, as contributing something to society is more important to them than winning money. Moreover, respondent 14 has crafted his values-gig fit by declining a follow-up for an NGO because he did not agree with the expensive way of working they chose.

“I was approached by client, but they then hire someone, a kind of consultancy firm that wants to talk to you to hand over your idea. A firm like that charges 50 euros per hour or something like that, I find that such a waste. A good cause like that should sit with me directly, then we can see from there. So that's where that stranded, quite a shame.” (Respondent 14, Battle of Concepts).

Moreover, although respondent 16 of Innocentive has not crafted purpose yet, he does regret not having done this. He mentioned having done a pharmaceutical challenge, while in hindsight he would not do this again, as he does not like the way in which the pharmaceutical industry operates. Thus, if he would select a challenge on Innocentive again, he would consider what the posted ideas would be

used for in his choice to participate or not. With Battle of Concepts, CityChallenges and Innocentive the anonymity of the platforms is limiting, as gig workers cannot see which company a posted challenge comes from and thus cannot choose whether this is a party they want to do work for. At Toptal on the other hand the client's company name and the name of the contact person are provided in the description of a gig. Thus, a gig worker could search on the internet for information about the company and the person and if the information he finds gives him the idea that it is not a company or a person he wants to work with, he does not reply on the gig. In conclusion, with all mentioned examples the involvement offered to the gig workers to choose which gigs they perform as well as the information given by the platform allows the gig worker to be selective in what gigs he does and does not want to perform. Thus, the scenario in which HRM stimulates job crafting applies to these HRM practices. An anonymous platform structure however has a negative effect on this relationship.

5. Discussion

5.1 Theoretical implications

This study contributes to literature in several ways. The results have implications not only for research about the relationship between HRM and job crafting in the gig economy, but also for research on the gig economy, HRM and job crafting in the gig economy apart from each other.

First, while existing literature on HRM in traditional organisations sees HRM as an activity of the organisation itself, in the gig economy HRM activities proved to be offered both by the platform and the client. Specifically, feedback, compensation, information, job design and training were found to be offered both by the platform and the client. This fits to with the notion of Meijerink and Keegan (in press) that gig workers, clients and platforms are all both recipients and providers of HRM activities. Thus, in future research involving HRM in the gig economy it should be taken into account that these type of HR activities are offered by both the platform and the client.

Second, while the results of this study confirm the dimensions of job crafting mentioned by Tims et al. (2012), the results also indicate that in the gig economy the forms of job crafting that are included in these dimensions differ from than those found in traditional organisations. According to Tims et al. (2012) increasing structural resources in traditional organisations entails the increasing of resource variety, opportunities for development and autonomy. In this study, increasing structural resources in the gig economy on the other hand was found to entail increasing information and development (the increasing of KSAs). Next to that, increasing social resources in traditional organisations entails the increasing of social support, supervisory coaching, and feedback (Tims et al., 2012), whereas in the gig economy the increasing of feedback was the only form of increasing social

resources that was found. The results of this study do not provide an explanation why social relationships are not crafted in gig work. A result that could possibly explain this are that most gig workers either perform gig work on the side, next to a study or other work or as something temporary and thus fulfil their social desires outside of the gig work. However, future research is needed to establish the cause of the absence of crafting other social resources than feedback. Furthermore, the increasing of challenging job demands was found to entail the crafting of relationships as well as the increasing of the interest- gig fit in the gig economy. Crafting interesting work was mentioned by Tims et al. (2012) as well, whereas crafting relationships to increase challenging job demands was not and is a form that is typical for gig work. In addition, the reducing of the hindering job demands of concentrating for a too long period of time, dealing with unpleasant people or people with unrealistic expectations are both mentioned by Tims et al. (2012) and found to be present in the gig economy by this study. Additionally, gig workers were found to reduce the security risks and to increase the fit between the gigs and their values and interests. Although Wrzesniewski and Dutton (2001) mention making the work fit with personal preferences as the goal of job crafting, this has not previously been considered to be a form of job crafting. In the gig economy on the other hand, the increasing of income seems to be the main goal of job crafting. Therefore, future research about job crafting in the gig economy should include the dimensions of job crafting of Tims et al. (2012) but with the forms of job crafting found by this study as constructs, instead of those that were found to apply to traditional organisations by Tims et al. (2012). Also, the increasing of income should be assumed to be the goal of job crafting instead of increasing the person – job fit.

Third, although existing literature on HRM such as the work of Lepak et al. (2006) argues to examine HRM as a system of practices, the results of this study indicate that when studying the relationship between HRM and job crafting in the gig economy, it is more suitable to look at HRM practices instead of systems. From the results it became clear that different scenarios of the relationship between HRM and job crafting occur within one platform and thus within one HRM system. Therefore, a lower level of abstraction of HRM than HRM systems are more suitable to study the relationship with job crafting, because by looking at the HRM system it cannot be determined what HRM activity leads to what scenario. Also, multiple scenarios occurred within one HRM policy. For example, at Fiverr both the substitution scenario and the scenario in which HRM stimulates job crafting were found to apply to the policy domain training. Thus, the HRM policy is still a too high level of abstraction of HRM to study the relationship with job crafting, whereas looking at HRM practices does allow to establish what causes a certain scenario of the HRM- job crafting relationship. Therefore, in future studies about the relationship between HRM and job crafting in the gig

economy, researchers should investigate the relationship between HRM practices and job crafting, instead of the relationship between HRM systems and job crafting.

Fourth, personal characteristics of gig workers were found to influence the relationship between HRM and job crafting in the gig economy. Interestingly, it is not the platform being the only source of income, but gig work being the only source of income that turned out to be of influence. For example, respondent 1 was found to job craft far more actively than respondent 2, although both perform gig work via Uber. The difference between the two is that respondent 1 is completely financially dependent on gig work, whereas respondent 2 also has other forms of income. Respondent 1 however is not completely dependent on Uber, as he also performs gig work via other mediums. All respondents that are financially dependent on gig work were found to actively craft their work, half of the respondents that have other forms of income as well were found to actively craft their work too. Furthermore, being a student seemed to influence to need to craft challenging job demands. All respondents who are a student were found not to actively craft challenging job demands, some also mentioning having enough challenge in their study program as the reason for this. Therefore, personal characteristics of gig workers should be taken into account in future research about the relationship between HRM and job crafting in the gig economy.

Lastly, the framework of Nakatsu et al. (2014) proved to be limitedly applicable in practice. Several platforms investigated in this study did not fit in a quadrant of the framework. Therefore, it is advised not to build future research about the gig economy around this framework. Based on the results of this study, it can be concluded that which HRM practices are offered and the form of job crafting determine the relationship between HRM and job crafting, which is moderated by the personal characteristics of the gig worker. A framework for future research on the relationship HRM and job crafting in the gig economy is proposed in figure 3 to 7. In this framework it is shown which scenario applies to which combination of an HRM practice and a form of job crafting and what personal characteristic moderates which relationship. In figure 3, an overview is given of the total of HRM practices, forms of job crafting, moderators and the relationships between the different categories. Figure 3 shows that in total, of the scenario's that were proposed in chapter 2 only the scenario in which job crafting has a negative effect on HRM was not found. It also shows that next to the relationships between HRM practices and job crafting, some forms of job crafting influence another form of job crafting. The increasing of structural job resources has a positive effect on both the increasing of challenging job demands and the reducing of hindering job demands, whereas the increasing of challenging job demands has a positive effect on the increasing of social resources. Also, it shows all moderators, which include both personal characteristics as well as HRM practices. As the relationships between all individual HRM practices and forms of job crafting are too extensive to capture in one figure, the exact relationships are shown per dimensions of job crafting in figure 4 to

7. In figure 4 it is shown in a simplified way that the increasing of social resources is stimulated by the offering of performance management and information. The relationships between offered feedback and the increasing of social resources depend on the usefulness of the provided feedback. Furthermore, a simple job design and an anonymous platform structure moderate all relationships into a negative one. Figure 5 displays that both HRM practices with a negative effect on the increasing of structural resources and HRM practices with a positive effect were found. Regarding training and information offered by the platform, a lack of offering these practices lead to substitution by the gig workers, whereas offering training and information leads to the synergy scenario. The person-job fit and a lack of perceived value of developing yourself moderate the relationships between offered training and the increasing of structural resources into negative ones. A limiting platform structure has the same effect on all relationships in this figure, whereas income dependency moderates the relationships into more stimulating. Figure 6 shows that only the scenario in which HRM stimulates job crafting was found regarding the increasing of challenging job demands. However, a disinterest in challenge in the gig work has a negative effect on this relationship. Figure 7 shows that three HRM practices were found to have a positive effect on the reducing of hindering job demands, whereas the reducing of traditional hindering job demands has a positive effect on the user-friendliness of the platform structure. Furthermore, when sufficient protection from risks that is offered by the platform, it has a negative effect on the reducing of security risks by the gig worker, whereas a lack of protection by the platform leads to substitution through the reducing of security risks by the gig worker. A limiting- and anonymous platform structure moderate the relationships into negative relationships.

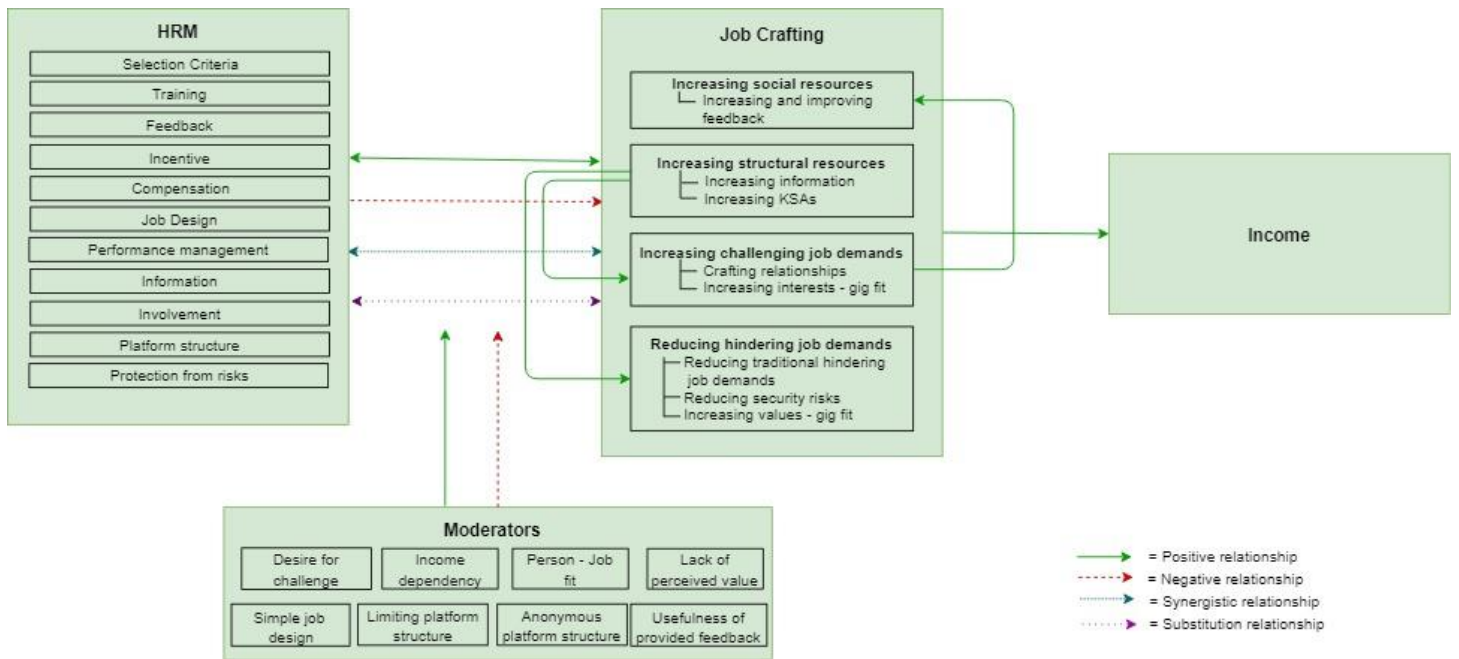


Figure 3: Framework part 1; the total model

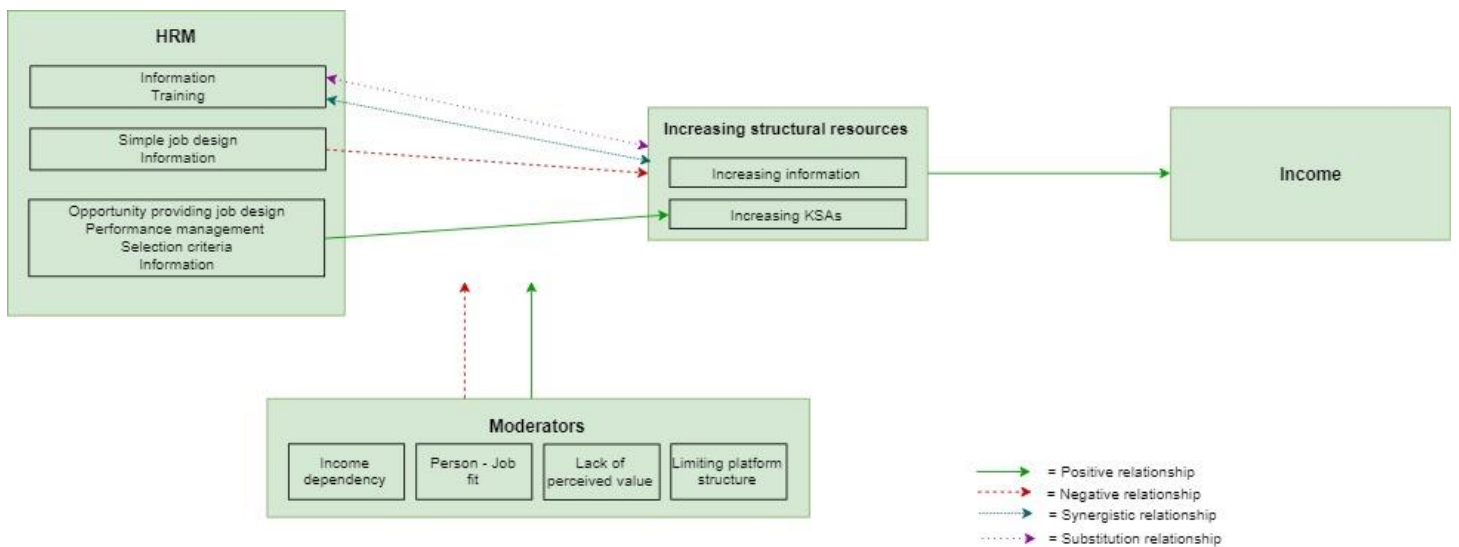


Figure 4: Framework part 2; the social resources model

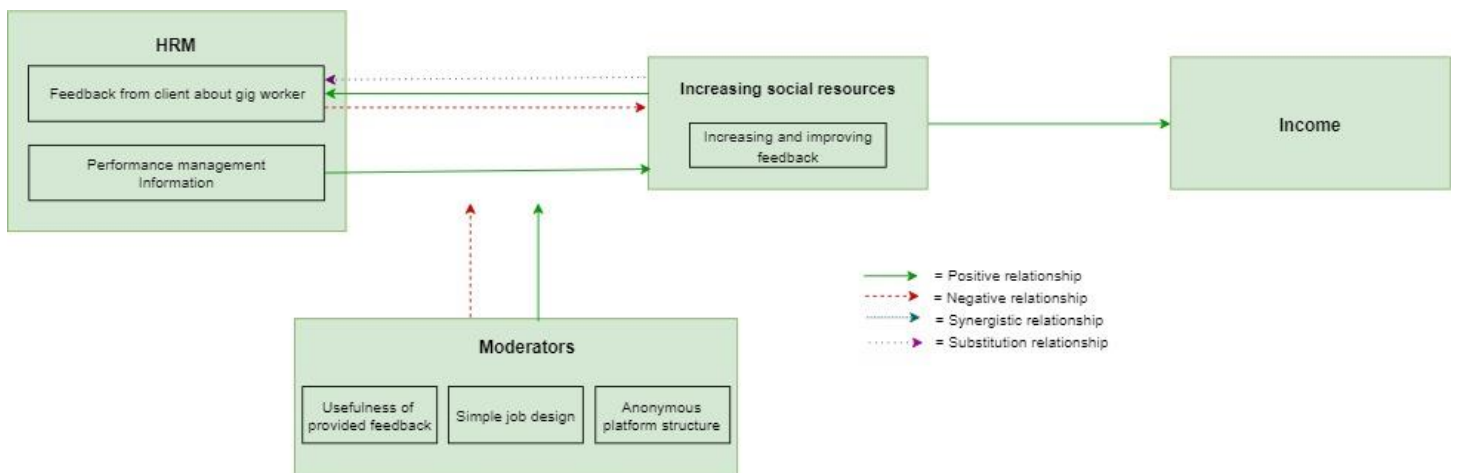


Figure 5: Framework part 3; the structural resources model

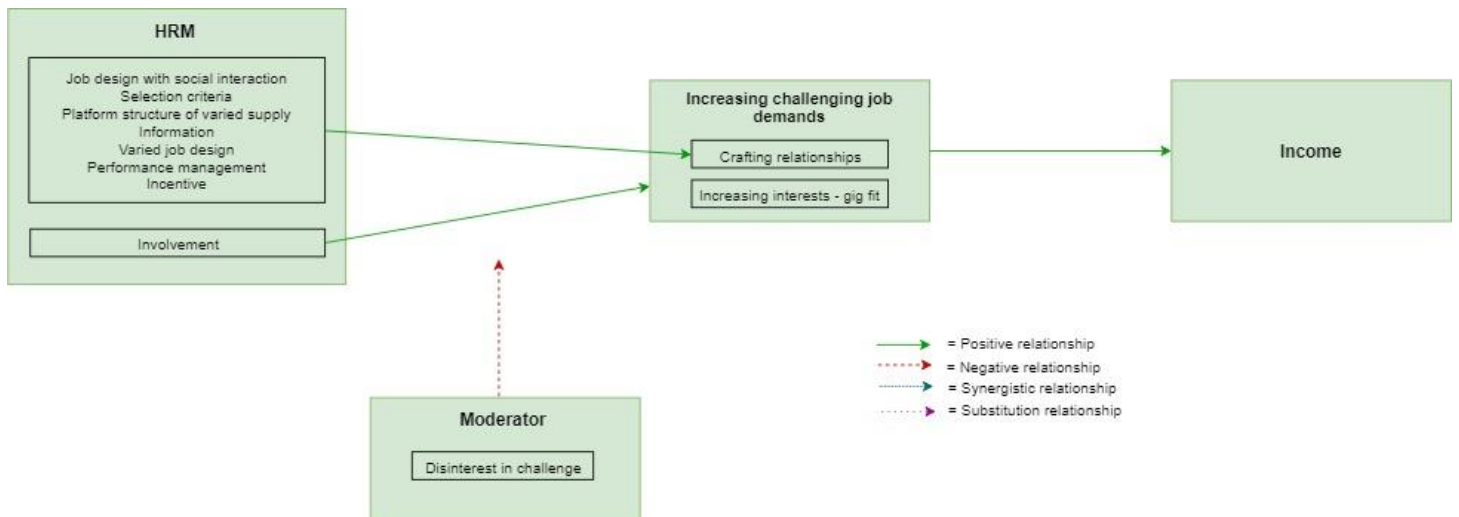


Figure 6: Framework part 4; the challenging job demands model

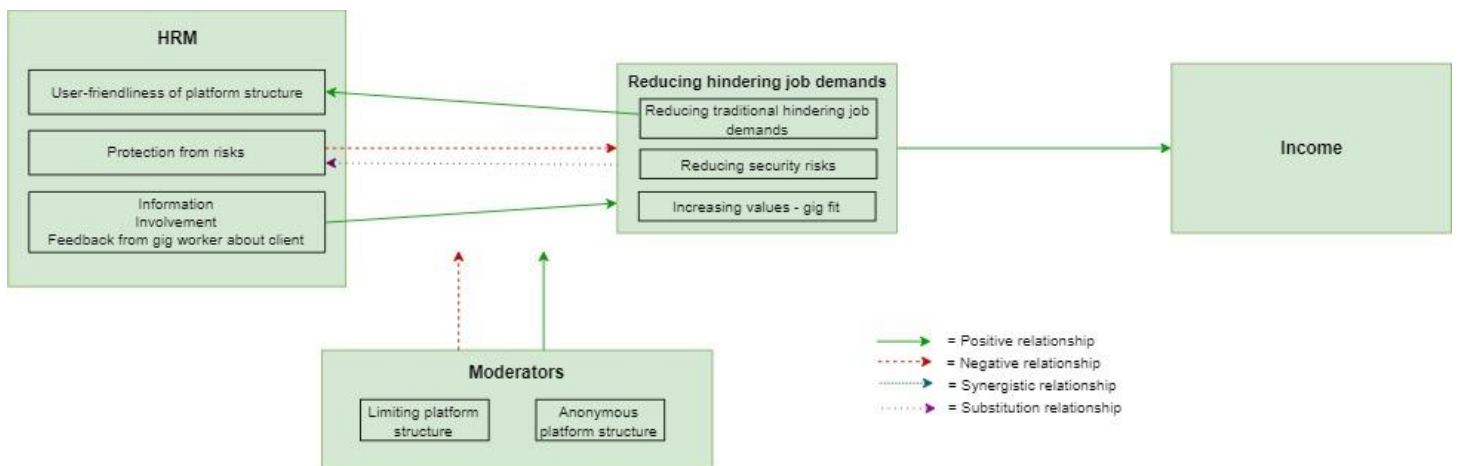


Figure 7: Framework part 5; the hindering job demands model

5.2 Practical implications

Next to the theoretical implications, this study also has practical implications for online platforms, their clients and gig workers. First of all, the fact that HRM practices are offered both by the platform and the client has implications for the platforms, their clients and gig workers. Platforms should be aware of the role of the client when it comes to the offering of HRM practices. As the HRM practices offered by the client influence the employee performance just as the HRM practices offered by the platform, the platform could benefit from stimulating the client to offer HRM practices that fit with the goal of their HRM system. If the platform offers HRM practices that together form a compliance-based HRM system, the platform might want to stimulate the client to offer HRM practices aimed at compliance as well, to prevent that the client stimulates different behaviour of the gig workers than the platform is aiming for. For example, the simple and well-defined job design and the payment per ride at Uber are part of a compliance-based HRM system. Feedback given by the

client about the performed rides by the gig worker that is aimed at how well the rules and procedures of Uber were followed, would strengthen this HRM system, whereas as feedback given by the client about work performed by the gig worker aimed at personal development would not. In addition, the clients of online platforms should be aware that they have an HRM-role towards the gig workers and thus can influence the performance of the gig workers. The platform can create this awareness by providing information to the client when he joins the platform about the role of the client and how the platform would like the client to execute this role. As a better performance of the gig workers results in a better product or service for the client, the client benefits from offering the gig worker more resources and challenging job demands and reducing their hindering job demands as well as allowing and stimulating the gig worker to craft his own work. Moreover, the implications for gig workers who have direct contact with their clients are that they cannot only practice the scenario in which job crafting stimulates HRM by stimulating the platform to offer more HRM practices, but by stimulating the client to offer more HRM practices as well. Thus, gig worker can actively ask the clients for instance for more job resources such as feedback or performance-based compensation.

Second, the additional forms of job crafting that were found next to the ones mentioned by Tims et al. (2012), such as the crafting of security risks and the crafting of relationships through how labour is supplied, have implications for the platforms and for gig workers. For platforms it means that the HRM activities they implement have effect on more types of behaviour of gig workers compared to the types of behaviour that HRM activities have effect on in traditional organisations. The platforms should consider these effects when implementing new HRM activities. Furthermore, for gig workers the additional forms of job crafting mean that they can craft more than the traditional forms of structural- and social job resources and challenging- and hindering job demands. If they are aware of this, they can actively explore the possibilities to craft their job.

Lastly, which of the proposed scenarios were found to be present within the platforms has implications for the platforms, clients and the gig workers. Since the scenario in which HRM stimulates job crafting and the scenario in which HRM has a negative effect on job crafting were proven to apply to gig work, platforms and clients as the implementers of the HRM practices have an important role in the stimulation of job crafting and employee performance. Furthermore, as the scenario in which job crafting has a negative effect on the offered HRM practices was not proven to be present in the gig economy, gig workers should not have to worry about decreasing the amount of HRM practices offered when they job craft. This means that there is no reason for gig workers not to job craft, as in the worst-case scenario nothing changes to the HRM practices offered and in the best scenario more or better HRM practices are offered.

5.3 Limitations and suggestions for future research

There are some limitations of this study that need to be acknowledged, which lead to suggestions for future research about the relationship between HRM and job crafting. First, for nine out of the thirteen platforms included in this study, only one respondent was interviewed. When the research method was designed, this did not seem to be a problem as the intention was to compare results per quadrant of the framework of Nakatsu et al (2014), not per platform. However, now that the results of the study have indicated that analysing the results per quadrant for the framework would not make sense as the framework is not fully applicable in practice, having interviewed more than one respondent for every platform would have provided the possibility to make a comparison of the results per platform. Now, it is not possible to make a reliable comparison between platforms, based on one respondent per platform. Thus, future research on the relationship between HRM and job crafting including multiple respondents per platform is recommended, to establish if a different structure than the framework of Nakatsu et al. (2014) can be found in what contexts lead to which scenario of the HRM job crafting relationship.

Second, this study solely included gig workers as respondents and thus only studied perceived HRM, but no HR practitioners of the platforms or clients were involved, thus not including the intended HRM. Because of that, the scenario in which job crafting has a negative effect on the offered HRM practices might be difficult to prove, as gig workers do not have an insight in the reason why HRM practices are not offered. It could be possible that platforms are not offering HRM practices because of job crafting initiatives of the gig workers, but that the gig workers do not realize that their job crafting initiatives are the reason that these HRM practices are not offered. Therefore, it is recommended to include HR practitioners and clients of the platforms in future research about the relationship between HRM and job crafting, to establish if the relationship is different when the intended HRM is considered instead of the perceived HRM.

Lastly, not all interviews were conducted in person, one was conducted via Skype and three by phone. Janghorban, Roudsari and Taghipour (2014) state that with Skype interviews, the interaction is comparable to interviewing in person when it comes to the presence of nonverbal and social cues. However, they add that since a webcam only shows someone's head, the observing of all the participant's body language is hampered (Cater, 2011, as cited in Janghorban, Roudsari, & Taghipour, 2014). In the case of a phone interview, no observation of body language or social cues is possible at all. King and Horrocks (2010) add that researchers should be cautious with video interviews because of technical glitches in sound and video transmission (as cited in Lo Iacono, Symonds & Brown, 2016). Although Lo Iacono et al. (2016) argue that technology has improved since 2010 and this should not be a problem any more, with the Skype interview the connection was very bad. With phone interviews this problem is less prominent, but still there were some moments in

which it was difficult to hear the respondent. Moreover, with one of the phone interviews a phone call recording app was used to record the conversation. This app however did not save the recording of the particular conversation, as a result of which there was no recording of the interview with respondent 8. This was dealt with by typing out all the answers to the interview questions that I could remember immediately after the interview and sending this document to respondent 8 for verification and complementation. Respondent 8 has checked the accuracy of the document and complemented it where needed.

6. Conclusion

In conclusion, multiple scenarios of the relationship between HRM and job crafting regarding the management of employee performance occur in the gig economy. Of the proposed scenarios, only the scenario in which job crafting has a negative effect on the offered HRM practices, was not proven by this study. In addition, per individual gig worker – platform relationship, multiple scenarios of the HRM – job crafting relationship can occur. In some cases, even multiple scenarios per HRM policy offered to the same gig worker occur. Which scenario applies depends in the first place on the combination of HRM practice and form of job crafting. With some combinations, multiple scenarios are possible. Then the degree in which an HRM practice is offered and the usefulness of the HRM practice offered determine which scenario applies. Furthermore, the relationships between the HRM practices and the different forms of job crafting were found to be moderated by other HRM practices, such as a limiting or anonymous platform structure, as well as by personal characteristics of the gig workers, such as income dependency or the disinterest in challenge.

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Appendix I: Interview protocol

Introduction questions

1. What does your job entail?
2. Is the work via the platform your only source of income?
3. What problems do you encounter in the interaction with the platform and the clients and how do you deal with these problems?

First level concept	Second level	Third level	Interview questions
HRM = Organisational practices that enhance the ability, motivation and opportunities of employees.	Ability enhancing HRM = HR policies and practices that influence the competencies of employees (Jiang et al., 2012)	Training	<ul style="list-style-type: none"> - Are you offered training? - If yes, what kind of training? - Which skills are developed through these trainings?
		Feedback	<ul style="list-style-type: none"> - Do you receive feedback after you performed your task/gig? - If yes, by whom? - What do you get feedback about? - Do you experience the feedback as useful? - What do you learn from this feedback? - Do you generally agree with the feedback you get? - Do you feel there is a possibility to improve on the feedback points? - What are the consequences of bad or good feedback?
		Staffing (recruitment and selection)	<ul style="list-style-type: none"> - Via what channels did you learn about working for this platform? - What procedure did you had to go through from applying to actually working for the platform? - What criteria did you have to meet to be allowed to perform work for the platform? - Did you get instructions about how to perform your work and how to optimize your income?
	Motivation enhancing HRM = HR policies and practices that influence employee	Performance management	<ul style="list-style-type: none"> - Is your performance appraised? - If yes, by whom? - In what way is your performance appraised? - On what criteria is your performance appraised?

	motivation and effort (Jiang et al., 2012).		<ul style="list-style-type: none"> - What are the consequences of getting a good and a bad appraisal? - How did you score in your last performance appraisal?
		Compensation	<ul style="list-style-type: none"> - Which compensation do you receive for you work? Are you satisfied with this? - Which secondary rewards do you receive for your work? - Which performance depended rewards do you receive?
		Incentive	<ul style="list-style-type: none"> - Do the platform or the client formulate goals for you that can result in a bonus? - What type of bonus is offered? - If yes, by whom? - What are goals that have been set for you? - What are the consequences of obtaining and not obtaining these goals?
	Opportunity enhancing HRM = HR policies and practices that influence employee's opportunities to contribute to the organisation (Jiang et al., 2012).	Involvement	<ul style="list-style-type: none"> - Do you have a choice in which clients you want to serve/which tasks you want to perform? - Do you have a choice in the way you execute your tasks? - Do you have a choice in when you perform your tasks? - Can you determine you own fee? - Do you use these opportunities? How?
		Job Design	<ul style="list-style-type: none"> - Does the way in which your work is structured by the platform or client offer you the possibility to perform your work well? Why? - Are there ways in which you can differentiate your services from other gig workers using the platform? - If yes, have you made use of these possibilities? How? - Does the structure of your work limit you in any way to perform your job? Why?
Job Crafting = the proactive shaping of job demands and job resources	Crafting Job Resources = the proactive shaping of job resources		<ul style="list-style-type: none"> - What do you do yourself to increase your income? - What resources/information/knowledge do you need to derive maximum value from your work?

			<ul style="list-style-type: none"> - What do you do yourself to obtain these resources etc? - Do you try to influence the feedback you get? How? - What do you do yourself to make sure that you get high client ratings? - What do you do yourself to increase your income? - What do you do yourself to maintain as much access as possible to the platform? - What do you do yourself to get high client ratings? - Do you yourself collect feedback about your work? - What do you do for your own development? - Do you influence which tasks you perform? How?
	Crafting Job Demands = the proactive shaping of job demands	Crafting challenging job demands	<ul style="list-style-type: none"> - In what way do you seek challenge in your work? - Do you ever take on any extra tasks or responsibilities during a task that are not directly expected in that task? Can you give examples? - How do you deal with new expectations the platform has of you? - How does the platform respond to this? - How does this influence your performance?
		Crafting hindering job demands	<ul style="list-style-type: none"> - How do you avoid risks of a potential low or loss of income? - How do you try to limit or avoid impediments in your work? - How do you make sure your work is as least mentally straining as possible? - How do you make sure you limit contact with people with unrealistic expectations? - How does the platform react to this? - Does this influence you performance?