

The corporate gig is up

The attitude of traditional employees towards collaboration
with gig workers

Plosnita Madalina (s2331373)

Bachelor Thesis in Communication Science (BSc)
Faculty of Behavioral, Management and Social Sciences
Supervisor: Dr. Mark van Vuuren

Abstract

Introduction: Gig employees working in companies are the temporary workers, agency employees, external consultants or any other workers who do not have a permanent contract with the company. Companies are increasingly hiring gig employees for specific tasks or time-restrained projects. Nevertheless, little research analyzes the opinion of permanent employees towards this tendency.

Objectives: The research goal is to raise awareness of the attitude of permanent employees towards collaboration with gig workers. Since it is a new trend, the HR management is not trained for approaching the collaboration efficiently, thus, the present study focuses on labelling the current situation. The factors that can influence the permanent employees' attitude might be their commitment with the organization. The participants of the study were employees with a permanent contract that have experience working with gig employees.

Method: For the aim of this study, an online questionnaire among employees (N=186) was performed. For determining the predictors of the employee's attitude towards collaboration, a questionnaire measuring the attitude of "Affective Organizational Commitment", "Continuance Organizational Commitment" and "Normative Organizational Commitment" was asked. Additionally, the mediating role of "Affect-based Trust" and "Cognition-based Trust" were measured.

Results: The study resulted in two factors that have an effect on the attitude of permanent employees towards collaboration with gig workers. The normative organizational commitment has an influence on the traditional employee's attitude. Furthermore, cognition-based trust influences the relationship between affective organizational commitment and the attitude towards collaboration with gig employees.

Conclusions: By understanding the factors influencing the employee's workplace attitudes, a better work environment can be created by the management, which will in turn improve the collaboration between the work groups: traditional employees and gig workers. .

Practical implications: The results of this research indicate that there is a connection between the organizational commitment and permanent employees' attitude. Future research is needed to analyze the correlations between these factors offer HR management recommendations for an effective collaboration.

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1.Introduction

Nowadays, companies are increasingly hiring gig workers. The concept of gig has changed significantly throughout the years, thus, the used definition in this research paper is that gig employees working in an organization are temporary workers, agency employees, external consultants and any other workers who do not have a permanent contract with the company. The motives of a company to employ gig workers may be efficiency, short-term necessity, or assurance that the new worker is the right fit for the position. In the past, all employees were similarly employed at a company from a legal perspective, however, the heterogeneous work arrangements (temporary employees, external consultants, independent employees) are more prominent in organizations. Currently, a new trend that matches the organization's motives is to engage both permanent employees and gig workers in ongoing projects, depending on the term and complexity of a task. Similarly, employment that assumes individuals performing services or tasks, without having a direct relationship is called contingent employment (Cooke, 2014). Furthermore, gig workers can also be defined as external, temporary, gigs, contingent or nonstandard employees by previous research into the corporate environment. In contrast to gig workers, permanent employees can be addressed as traditional or standard workers in an organization. Both permanent and gig employments bring their benefits to the organization. For instance, employees with a permanent contract have a stronger understanding of the company's culture, how the organization functions, the tasks and duties performed, as well as the internal and external procedures of the organization, which boost their expertise in the organization. On the other hand, companies employ gig workers for the cost-effective way of replacement or flexibility to adjust the number of employees based on the company changes and needs (Stirpe, Bonache & Revilla, 2014; Cappelli & Neumark, 2004). A previous study of George (2003) concluded that permanent employees have a decrease in emotional commitment and trust towards the organization, when gig workers are employed. In order to improve future collaboration between permanent employees and gig workers, research is needed to find the motives that drive the permanent employee to have a negative attitude towards the contingent employees. This research focuses on the organizational commitment attitude of permanent employees, which is divided in affective, continuance and normative, as well the mediating role of trust (affect-based and cognition-based). Despite the vast amount of research on the effect of organizational commitment and the mediating role of trust between colleagues, little research has been conducted in respect to the attitude of employees towards their gig colleagues. Previous research centers mostly on the

work attitudes of each party separately, for instance, permanent employees in companies and gig workers in on-demand platforms, however, without finding the opinion towards each other in the same setting. However, when working together in organizations, permanent employees might feel an interpersonal conflict with the colleagues that are not sharing the same values towards the organization. In order to understand the paper's research purpose, it is necessary to determine the concept of collaboration. Therefore, this paper uses Bedwell's et al., (2012) definition, in which collaboration is a process of two or more social individuals actively and mutually participating in cooperative activities with the goal of reaching at least one common goal. Owing to this, for an efficient collaboration, both participants should be involved equally. Lee (1996) points out that temporary workers might not be interested in forming an efficient team due to the lack of time or motivation. Multiple papers offer insights into the commitment of the contingent workers with their organization; however, the causes need to be defined. For instance, Burgess and Connell (2006) found out that temporary and permanent employees are treated differently from both the management and the colleagues. Another cause is that traditional employees may find the gig colleagues threatening since they question the company's reason to employ contingent employees, therefore, they have a decrease in fidelity towards the organization (von Hippel & Kalokerinos, 2012; Davis-Blake et al., 2003; George, 2003). For instance, von Hippel and Kalokerinos (2012) found out that traditional employees have a negative attitude towards employing gigs only when they are hired for cost reduction motives or are brought in at a higher relative position than permanent employees. Consequently, as the benefits of gig workers from organizations are lower compared to the permanent employees, their perception or relationship with the company differs. For example, the study of Kost, Fieseler and Wong (2018) concluded that gig workers face greater challenges than permanent employees in terms of making sense of their work

It is expected that as a result of globalization, this phenomenon is constantly increasing and it is one of the major key points that is in need of improvement from the HR department (Stirpe, Bonache & Revilla, 2014). From an organizational perspective, the HR management should approach these questions more in depth and analyze the statistics in each department, because misconceptions or limited information about the gig employees' value to the organization might lead to an ineffective collaboration between the parties. Chuang, C. H., & Liao, H. (2010) pointed out that HR procedures determine how employees perceive their workplaces collectively, which in response affects how they behave as a group and significantly influences how efficiently the firm performs. Therefore, before creating a HR system, the determinants of the permanent employees' attitude should be found.

The following research aim is to shed light into the collaboration between the traditional and contingent employees by looking into the attitude of the first group, that may lack empathy or interest to create a suitable environment for work. The purpose of this study is to analyze the understanding of both concepts in the today's working environment and how certain traits of the employees that are affected by their relationship with their job, influence their attitude. This research helps companies to understand the reality faced by the permanent employees in their job tasks, consequently, the level of engagement and empathy offered by the traditional workers to their gig colleagues. The paper starts with an overview about the changes in the permanent employment, as well as the causes and consequences. Afterwards, the gig economy in the 21st century is discussed. The research aims to show the differences of the organizational commitment and the mediating role of trust by comparing the perspective of traditional and contingent employment. Therefore, the final research questions of this study are:

1. *Does the organizational commitment (affective, continuance, normative) of permanent employees have an influence on the attitude towards collaboration with gig workers in companies?*
2. *Does trust (affect-based, cognition-based) in gig colleagues mediates the relationship between permanent employees' organizational commitment and attitude towards collaboration with gig workers in a company?*

2.Theoretical Framework:

2.1 Changes in the permanent employment

The concept of working was present throughout the history as one of the central activities of an individual's life. Work is an important part of the society; thus, it has a different meaning for each culture and each individual. However, from a comprehensive point of view, it is vital for an efficient development of a country. From an individual perspective, it is central to one's authentic self, as it helps to integrate into the community and places one within the stratification system and networks within it (Kalleberg, 2009). In the past, during the 20th century, employees had a permanent job where bureaucratic corporations had the main responsibility of workers' future career development as well as the course of their professional lives (Savickas, 2012). For instance, Cole (1971) stated that there is a standard procedure for engaging into permanent employment, which is entering a company after graduation, receiving organization's training and working in the same company until retirement. Nevertheless, in the last fifteen to twenty years, this idea of a career path in a life-long employment has been

questioned. In the 21st century working choices have a bigger range than ever before. Working no longer has a standard and concrete perception for a large amount of the population, rather it has become a subjective and individualistic view (Savickas, 2012). Security of work may be assessed as the main benefit of a permanent contract (Virtanen, Vahtera, Kivimäki, Pentti & Ferrie, 2002). As permanent contracts are more stable and secure, new types of work, such as temporary contracts, are putting job security and the protection established around conventional employment relationships in jeopardy (ILO, 2003). Nowadays, a permanent contract means that the person is eligible to work indefinitely in the same company until either the employee resigns (in accordance with the contract conditions) or the employer finds a reason to dismiss the employee (Dixon, 2021). Cao, Shao and Silos (2010) affirm that firing an employee with a permanent contract, in addition to the compensation, the employer must pay a firing tax and provide an explanation, both of which are substantial in regard to cost and effort. As a result, some organizations hire individuals on a temporary basis to learn about workers' individual productivity, with the understanding that if the person proves to be valuable, a permanent contract with job security will be offered (Isaksson et. al., 2010). The employee's viewpoint that temporary employment has the propriety function, as most workers accept temporary positions with the hopes of transferring to permanent employment with the same firm in the future (Cuyper, Notelaers & De Witte, 2009).

Employees looking for a stable job have to encounter more challenges, because getting a job in today's environment needs more effort, self-awareness, and confidence (Savickas, 2012). Similarly, gig workers also need to overcome barriers for receiving a job, especially because their working options are boundaryless (Cooke, 2014). Besides that, temporary employment exposes employees to increased individual risk, putting them in a unique state of precarity and limiting their capacity to formulate and carry out long-term goals (Bieber & Moggia, 2021).

2.2 Gig economy in the 21st century

An important cause that changed the working environment was the appearance of informational technologies that opened new perspectives over the employment and work balance. Information technologies have enabled the creation of a wide range of professions that simply demand an internet connection and a functional gadget (Savickas, 2012). Permanent, full-time work is not seen nowadays as a necessity for making an income. For instance, in the qualitative study of Torka and Schyns (2010, p.14) more respondents were offered a permanent

contract, however they refused because of the contingent feeling that: “they can leave whenever they want to”. The possibility to find a job in the online environment created a new era of employment concepts, which do not require a standard work schedule and engage directly with the organization, but to be able to choose the working time and tasks that the individual provides in exchange for the compensation. Therefore, it is a matter of perception regarding the contingent employment, since some may find it unreliable and unstable, while others may argue that this flexibility suits their own aspirations and/or family necessities (Cooke, 2014). Precarious labor, which is another definition of contingent employment, is not new or unique to the modern day; however, the informational technologies allowed to make it more accessible to the public than ever before. The gig economy is a subset of the larger economy that focuses on 'on-demand employment,' in which employees are hired on a temporary or freelance basis rather than on a permanent one, mostly for completing a certain task, assignment, or project (Bieber & Moggia, 2021).

The gig jobs are on rise, because of the continuous new possibilities offered by the digital space. The digitalization of gig work has piqued the interest of scholars, practitioners, and the media in the last decade, however, the gig employment may have been misunderstood in the past (Watson, Kistler, Graham & Sinclair, 2021). As most people associate gig workers with sharing platforms for drivers, delivery and renting properties, there is a division of *new* vs *traditional* temporary employees: unlike the conventional temporary worker, the new temporary worker is highly competent and frequently likes the job-hopping that comes with temporary employment (Marler, Woodard Barringer & Milkovich, 2002). On the other hand, there is still no general agreement on whether sorts of nonstandard labor (such as the sharing economy and independent contractors) should be included in the gig economy (Watson et al., 2021). Independent contractors and freelancers, for example, get tax forms for the services they provide to a firm; but they are not regarded as corporate employees and do not have the equivalent privileges and legal rights as workers (Stone, 2006). Contractors are comparable to other nonstandard arrangements in two ways: workers in nonstandard arrangements do not get additional advantages from the company, and non-standard workers, apart from part-time employees, do not have the same legal rights as regular employees (Flinchbaugh, Zare, Chadwick, Li, & Essman, 2020). Previous research analyzed the motives of the organization for employing contingent employees, consequently, Purcell et al., (2004) concluded that the cost efficiency and the shift risk are not the main factors, while more comprehensive factors influence the decision making like the “institutional, socio- economic and cultural factors and commercial environment” (Cooke, 2014, p. 500). This paper focuses on the independent

workers, external consultants and temporary employees who engage in projects or tasks operations in an organization.

2.3 Organizational commitment

Organizational commitment concept is a substantial topic throughout the years in research. Companies invest both worker's work time and money into engaging employees into the company vision and culture. Nowadays, organizations tend to pay more attention to creating pleasant conditions for its employees. Companies are not taking only the employee's hard skills into consideration, but also their interests and soft skills. Lumley (2010) affirmed that it is vital for organizations to focus on the desires and needs of the employees to increase the organizational commitment. Additionally, individuals with higher degrees of commitment are often more likely to have reduced absenteeism levels, engage in organizational citizenship actions, be higher efficiency, and exhibit greater health and balance, in addition to being less likely to quit their companies (Stazyk, Pandey & Wright, 2011; Angle & Perry, 1981; Mathieu & Zajac, 1990; Meyer et al., 2002; Solinger et al., 2008). Factors that have an impact on the level of commitment are the following: "personal characteristics, individual job investments, work experiences (e.g., leadership, justice, fairness), organizational investments in the employee, socialization, and the availability of alternate sources of employment" (Stazyk, Pandey & Wright, 2011, p. 604; Fischer & Mansell, 2009; Mathieu & Zajac, 1990; Meyer et al., 2002; Solinger, van Olffen, & Roe, 2008). Therefore, this difference in the informational rights and benefits might create a gap between the level of knowledge of workers in the company's latest updates and the management needs.

Consequently, Meyer et al., (1993, p. 539) indicate that: "employees with a strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so". Theoretically, there is a difference in the mindset of the employee commitment with the organization, a mindset of desire is distinct for affective commitment, a mindset of cost-avoidance can describe the continuance commitment, whereas a mindset of obligation is relevant for the normative commitment (Meyer & Parfyonova, 2010). Moreover, previous research supports that all three types of commitment can be perceived to a particular level by individuals, and the three components interact between each other to determine organizational behavior (Meyer & Allen, 1991). Similarly, the organizational commitment model can be compared to the

Aristotelian life concept, where the affective commitment represents the notion of pleasure, the continuance commitment indicates the notion of utility, whereas the normative commitment illustrates the notion of moral value (Meyer & Parfyonova, 2010; Gonzalez & Guillen, 2008).

2.3.1 Affective organizational commitment

Employees tend to have a different nature of motives when engaging into working schedules and routines. Allen and Meyer (1996, p. 253) characterize affective commitment as: “identification with, involvement in, and emotional attachment to the organization”. Factors that are associated with affective commitment for permanent employees are job satisfaction, job participation, occupational commitment, work experiences, and turnover (Stazyk, Pandey & Wright, 2011). Moreover, Meyer and Allen’s (1984) study concluded that time spent in a company is linked to higher affective commitment indicators. Nevertheless, Mercurio (2015) argues that the three main antecedents of affective commitment are the work experience, perceived organizational support and trust. According to Morrow (2011), communication, high-commitment human resource (HR) strategies, and interpersonal interactions affect the experience at the employee’s workplace. For the perceived organizational support, Bartlett (2001) found that individual views of organizational processes tend to get an influence on degree of affective commitment (Mercurio, 2015). Trust is a state that can be built by the management and HR of the company and be categorized between the trust from the management side and the interpersonal trust. Therefore, when taking into consideration both parties: traditional and gig employees; only permanent workers usually receive these advantages from the company. For instance, the research of Connelly and Gallagher (2006) highlights that the gig employees are usually marginalized because of HR staff’s failure to understand and address issues such as training opportunities, career planning, financial remuneration, organizational commitment (Mousa & Chaouali, 2022). When it comes to the affective commitment of contingent employees towards their organization, most studies have found lower affective organizational commitment (Connelly and Gallagher, 2004; De Cuyper et al., 2008), despite evidence to the contrary in the past (De Cuyper and De Witte, 2006, 2007; De Witte and Naswall; McDonald and Makin, 2000) (Stazyk, Pandey & Wright, 2011). Consequently, understanding the attitude of permanent employees towards the collaboration with gig workers in their organization helps to find proper solutions for creating an efficient workspace for both parties.

Social exchange theory can provide a pillar for understanding the permanent employee's relationship with their gig colleague by assuming that workers with a higher level of affective organizational commitment, expect the same input from others as the one they are offering to their duties, tasks as well as investment in the personal relationship with their colleagues. This perspective brings two scenarios that can be interpreted as truth. First, the traditional employees that develop this commitment, truthfully want the best for the organization's performance, therefore, they are open to collaborate with any individual who can bring their skills and expertise to improve the company. On the contrary, some might argue that a strong affective commitment comes with a wrong misconception about the gigs' values and their understanding of the company vision and culture. There is no previous research available regarding the effect of organizational commitments for the traditional employees' attitude towards collaboration with their gig colleagues, which raises the question if there is a connection between these manners. Therefore, the following hypotheses are proposed:

H0: Affective organizational commitment of permanent employees does not influence their attitude towards collaboration with gig workers.

H1: Affective organizational commitment of permanent employees does influence their attitude towards collaboration with gig workers.

2.3.2 Continuance organizational commitment

Allen and Meyer (1984) defined continuance organizational commitment as a subjective experience of the worker in which his investments in the organization are fairly connected to the rewards obtained from the organization. Therefore, if the employees find the experience of providing skills in exchange of a proper remuneration as fair, then they are more engaged into the company's activities and willing to remain at a company. Consequently, the employees understanding of gain and loss consequences motivates the employee to continue the job. Similarly, the social exchange theory is also relevant for this organizational commitment attitude.. If they feel that they are working too much and do not receive the expected benefits in terms of recognition or payment, they may not be motivated enough to continue to work at the organization. As the main driver that motivates the employee to stay at the organization are the earnings, it is expected that the individual will not be involved into a close relationship with the rest of the colleagues besides work-related discussions.

Employees that have continuance organizational commitment would not try to engage in a close relationship with the gig colleague due to the lack of interest and motivation in close friendship. Nevertheless, these workers might have an understanding and supportive attitude with their gig colleagues if they have the same motives for working in the company. An opposite view would be that the permanent employees might have a positive attitude towards collaboration with gig colleague due to their competence. The paper aims to find out whether continuous commitment influences the attitude towards collaboration with gig colleagues. For instance, it is easier for employees to evaluate trustworthiness by looking at peers' achievements or how they have performed position responsibilities in the past (McAllister, 1995; Cook & Wall, 1980; Cranovetter, 1985). Thus, the following hypotheses are proposed:

H0: Continuance organizational commitment of permanent employees does not influence their attitude towards collaboration with gig workers.

H1: Continuance organizational commitment of permanent employees does influence their attitude towards collaboration with gig workers.

2.3.2 Normative organizational commitment

The concept that an individual has a moral obligation to display loyalty and duty in all social circumstances in which one has a major personal participation is known as normative commitment (WeiBo, Kaur & Jun, 2009). This type of commitment is mostly perceived based on the employee's previous experience and cultural beliefs. Cohen (2011) points out that the normative commitment is affected by the socialization and/or culture before entering an organization. On the other hand, Meyer, Stanley, Herscovitch and Topolnytsky (2002) advocate that normative commitment can be established when the employees receive benefits from their managers, that as a result creates a feeling of necessity to reciprocate. Owing to this, Gellatly, Hunter, Luchak, and Meyer (2007) challenged the previous outcome by highlighting that the organizational support can even create a moral duty to a reciprocal caring relationship. Hence, as previously mentioned, the employee's attitudes towards their company are connected between each other and for instance, when normative commitment is followed by strong affective commitment the individual perceives an attitude of "moral imperative" (desire to do the right action), whereas it is perceived as "indebted obligation" (something that must be done for avoiding social costs) when accompanied by strong continuous commitment (Meyer & Allen, 1991).

Thus, the individual that has a belief that it is not ethical to change the organization or to work temporarily, as it does not show loyalty towards a specific organization, the permanent employee might have an initial misconception that the gig colleague is untrustworthy. In contrast, another viewpoint would be that normative commitment can be established in the perception that the gig colleagues have the best interests at heart for the organization. The paper aims to find out whether normative commitment has an effect on the attitude towards collaboration with gig colleagues. The following hypotheses are established:

H0: Normative organizational commitment of permanent employees does not influence their attitude towards collaboration with gig workers.

H1: Normative organizational commitment of permanent employees does influence their attitude towards collaboration with gig workers.

2.4 The Mediating Effect of Trust

As independent contractors do not receive the same rights and benefits from an organization in terms of time and money, the organizational investment and experience can be differently perceived compared to the traditional employees. In contrast, the traditional employees who may have a loyal attitude in relation to the job security offered by the corporations, temporary workers may not feel that it is their duty to recompense with their attachment to the organization (De Cuyper, De Witte & Van Emmerik, 2011). Therefore, this may create an impediment for both parties during collaboration, since there is a different vision based on perception of what suits the company best. As employees may feel that they are more involved with the company's culture and vision, it is possible for them to have a significant power of opinion, which may result in lack of trust over the gig worker. Firstly, trust is a complex phenomenon that have been extensively researched over the years and a definition would be: "Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Kadefors, 2004; Rousseau, Sitkin, Burt & Camerer, 1998, p.395). From an organizational point of view, trust is essential when collaborating with stakeholders because it influences the actions taken for the workplace achievements. For example, employees are more prone to participate in show initiative aimed at exceeding regular work requirements when they trust their team (Shepherd & Krueger, 2002; Mayer, Davis & Schoorman, 1995). Additionally, the research results of Celep and Yilmazturk (2012, p. 5769) that: "trust in colleagues was found to have a substantial effect on collaboration

to work team”. However, cooperation does not always have to be based on trust; it may also be produced through pressure, nonetheless, in order to achieve more far-reaching cooperative procedures, trust is deemed essential (Kadefors, 2004).

Past researchers have found that gig workers in work teams from organizations lower permanent employee morale (Rousseau and Libuser, 1997), since integration of contingent and contract workers into work groups is negative because gig employees may not be interested in the long-term vision and plans of the organization (Pearce, 1998). Trust can be divided into two categories based on McAllister (1995) research, cognition-based and affect-based trust.

2.4.1 Affect-based trust

In the workplace environment, affect-based trust can be considered when employees exhibit genuine concern and care for one another's well-being (McAllister, 1995). Affect-based trust motivates individuals to cooperate toward shared objectives by allowing them to gain knowledge from other colleagues more comprehensively (Dooley and Fryxell, 1999). In order for this trust to be diffused by colleagues in a team, the necessary settings need to be created by management or HR. For example, Costigan, R. D., et al. (1998) found out that employees that share an affect-based trust with each other, tend to be more inclined to engage into a risk-taking behavior, since they are prepared to accept mistakes as learning opportunities, allowing the business unit to take risks. Moreover, affective trust alleviates employees' fears about interpersonal concerns and allows them to freely share their opinions and address collective issues (Tu, Zhang, Lu & Wang, 2020; Yang & Mossholder, 2010).

On the other hand, when taking into consideration the permanent organizational commitment, trust serves as a mediator for researching their attitude towards the collaboration with gig colleagues. As per Mahato, Kumar and Jena (2021), trust is one indicator that determines the collaboration between the gig economy workers and full-time employees from a single team. Therefore, it is expected that trust is the mediator, since permanent employees' attitude towards collaboration with gig workers would be different when there is a trusting relationship and distinctive perception towards contingent colleagues, thus the following hypothesis are established:

H0: Affect-based trust does not mediate the relationship between a) affective, b) continuance, and c) normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.

H1: Affect-based trust mediates the relationship between a) affective, b) continuance, and c) normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.

2.4.2 Cognition-based trust

The cognitive aspect of trust is concerned with making an objective decision regarding trusting another individual. Lewis and Weigert (1985) pointed out that the choice to trust is founded on solid considerations such as accountability, reliability, and competency, all of which demonstrate the occurrence of reliability. As each employee may have a different understanding of these attributes, the cognition-based trust intends a clear work-related positive result from the colleagues. By taking into consideration the achievements and competences of the gig colleagues, the permanent employees can see them from a better light and be more prone to a positive attitude. Therefore, the paper researched whether the presence of cognition-based trust would influence the attitude towards collaboration with contingent colleagues. The following hypotheses are developed:

H0: Cognition-based trust does not mediate the relationship between a) affective, b) continuance, and c) normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.

H1: Cognition-based trust mediates the relationship between a) affective, b) continuance, and c) normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.

2.5 Research model

The research model was developed based on the theoretical framework proposed. Figure 1 shows the relationship between the variables and the formed hypothesis.

Figure 1

Research model and hypotheses

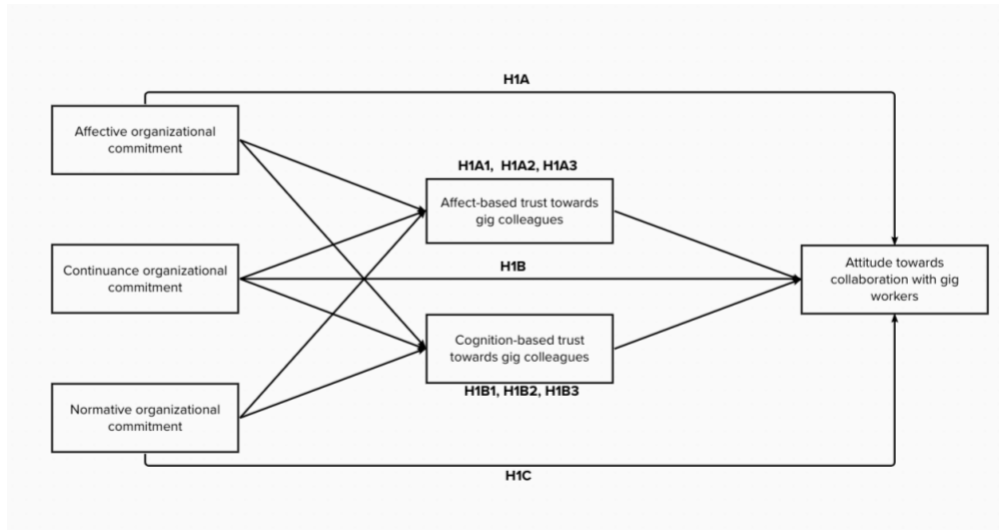


Table 1
Summary of the alternative hypotheses

Hypotheses	
H1A	H1: Affective organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.
H1B	H1: Continuance organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.
H1C	H1: Normative organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.
H1A1	H1: Affect-based trust mediates the relationship between affective organizational commitment of permanent employees and their attitude towards collaboration with gig workers.
H1A2	H1: Affect-based trust mediates the relationship between continuance organizational commitment of permanent employees and their attitude towards collaboration with gig workers.
H1A3	H1: Affect-based trust mediates the relationship between normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.
H1B1	H1: Cognition-based trust mediates the relationship between affective organizational commitment of permanent employees and their attitude towards collaboration with gig workers.
H1B2	H1: Cognition-based trust mediates the relationship between continuance organizational commitment of permanent employees and their attitude towards collaboration with gig workers.

H1B3	H1: Cognition-based trust mediates the relationship between normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.
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3. Methods

3.1 Research design

The paper aims to shed new light on a topic that became relevant during the recent years, thus, a general understanding of the employee's opinion is required. To receive a general understanding on the attitude of employees towards collaboration with gig workers, a quantitative study was conducted and specifically a survey, because its distribution allows for a broad public to be reached, thus, a bigger sample size is favorable for truly reflecting the overall population (Alessi & Martin, 2010). Moreover, a questionnaire is the best fit for analyzing the general attitudes of permanent employees for a better understanding of the internal processes. The data was collected in a software called Qualtrics, that enables anonymous participation and secure data processing. After developing the questionnaire items, the survey was approved by the Ethics Committee of the Faculty of Behavioral, Management and Social sciences of the University of Twente.

3.2 Measures

A survey questionnaire was constructed based on the research model. Questions were adapted from existing rating scales used in prior studies and changed to meet the study purposes for measuring each independent variable (affective organizational commitment, continuance organizational commitment and normative organizational commitment), the mediators (affect-based trust and cognition based-trust) as well as their influence on the dependent variable (attitude towards collaboration with gig workers).

Data was collected using an online survey developed with the Qualtrics tool. The first part of the survey consistent of an informed consent form that assured the participants about the privacy/rules of the survey and provided the aim of the study together with an explanation for the gig worker concept: "Gig employees in an organization are the temporary workers, agency employees, external consultants and any other workers who don't have a permanent contract with the company". Thus, the next section consisted of two questions that ensured that the participants meet the requirements of the study. The questions are: "Q1 - Do you have a

permanent contract with the current organization?” and “Q2 - Do you have experience working with gig employees (agency workers, external consultants, or independent employees) at your current organization?”, therefore if the respondent would have answered no to one of this question, the validation would fail and the participant could no longer continue the survey. One of the most dominant scales that is used for measuring organizational commitment is the three-dimensional (affective, normative, continuance) scales of Meyer and Allen (1990), thus, it is used in this research. For measuring the trust, McAllister’s (1995) scale was used and adjusted to fit into the context of the research. Since there are no previous scales for measuring the attitude towards collaboration with gig employees, the scale measuring the attitudes toward diversity (ATDS) was adopted using a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree) participants were required to respond how satisfied they were with their workplace, how trustful they can describe their relationship with gig and their overall attitude towards gig workers. Some items required reverse coding. The 28 measurement statements used in the survey are listed in Table 1.

For assuring that the items are relevant to be used, a validity factor analysis was performed. The goal is to provide a succinct but accurate summary of the interrelationships among the variables as a tool for following hypotheses interpretation. Additionally, the Cronbach’s alpha was conducted.

The validity factor analysis contains 28 items, divided in 6 categories. The Kaiser-Meyer-Olkin (KMO) and Bartlett’s test is used to assess the sampling quality of data for factor analysis. The KMO of all the items is 0.59, therefore, data is suitable for factor analysis.

To measure the variable’s internal consistency, Cronbach’s alpha was used for calculating the reliability. Each category was checked for reliability, therefore the Cronbach’s alpha for the Affective Commitment items is 0.74. The Cronbach’s alpha for the all the constructs of Continuance Commitment =0.51, therefore, the reversed construct COC1: *“It wouldn’t be too disadvantageous (financially) for me to leave my organisation right now”* was deleted which increased the reliability to 0.56. The Cronbach’s alpha for all the five items of Normative Continuance variables was 0.57, thus, the reversed item NOC2: *“I do not believe that a person must always be loyal (fidelity to commitments or obligation) to his or her organisation”* was deleted. Consequently, the Cronbach’s alpha was increased to 0.63. Based on the study of Perry et. al., (2004, p.364), Cronbach’s alpha from “0.50 to 0.70 shows moderate reliability”, thus, the constructs will be used for analyses. The items for the Affect-based trust construct reached 0.78, while the Cognition-based trust has 0.76. The constructs used to measure the Attitude

towards collaboration with gig employees was found to be 0.72. An overview of the Cronbach's Alpha results can be found in Table 2.

Table 2

Cronbach's Alpha results

	Cronbach's Alpha
Affective Commitment	0.74
Continuance Commitment	0.56
Normative Commitment	0.63
Affect-based Trust	0.78
Cognition-based Trust	0.76
Attitude towards collaboration with gig workers	0.72

3.3 Procedure

The participants were approached through the non-probability sampling, specifically the convenience, which is an ad hoc sampling approach in which respondents are chosen depending on their availability to the study (Jager, Putnick & Bornstein, 2017). Additionally, to contact participants, opportunity sampling method was applied, which indicates that people from the intended audience who were available and willing to participate at the time of data collection were reached. The respondents were contacted by email for completing the survey, additionally the managers of certain organizations were contacted and asked to share the survey in their weekly overview emails. The data collection lasted 15 days and data was exported when the necessary number of participants that meet the research requirements and fully completed the survey was reached. The data was exported from Qualtrics in a SPSS file. The Dataset was cleaned by taking out the unfinished responses. Additionally, the codes that were reversed were recorded into a different variable before conducting data analysis in SPSS.

3.4 Pre-test

A pretest was conducted for more information about the statements that should be chose from the scales. One manager of Sales & Marketing and one manager of Supply Chain, along with 3 export coordinators analyzed the statements, therefore, indicated which ones were ambiguous. For instance, the statement: "If one of my gig colleagues would be prejudiced, I would confront that person and let him/her know of my disapproval" was deleted based on their feedback, since the action asked was unclear. Additionally, the definition of gig workers was written bold, based on their feedback, as well as, re-writing the definition before measuring

the trust of permanent employees towards gig colleagues. The statement: “I do not think that wanting to be a -company man- or -company woman- is sensible anymore” was perceived negatively by the pre-test respondents, therefore, it was omitted. Some statements were adjusted from their original formulation, like the following statement: “It wouldn’t be too costly for me to leave the organization right now”, was changed to “It wouldn’t be too disadvantageous (financially) for me to leave my organization right now”, since didn’t provide enough information about the meaning of costly. The statement: “Jumping from company to company doesn’t seem at all unethical to me” was removed and switched to the statement: “I think that people these days move from company to company too often”. Additionally, the pre-test respondents informed that the method for choosing the answer for the statement is not user-friendly, therefore it was changed by offering all the possible answering options visible already on the screen, in a horizontal line.

3.5 Participants and data collection

The survey reached 186 respondents (see Table 2). There were 36 participants who did not finish the survey or didn’t meet the requirement for the participation, therefore these respondents were excluded. Among the participants, most of the participants were between 45-54 years old (28%), following with the age range between 35-44 years old with 22%. From 150 respondents, 52% were females, 45.3% were males, 2% preferred not so to say and 0.7% identify themselves as non-binary. Almost 45% of the participants have a working experience between 0 and 5 years, the second biggest group make employees that are working for more than 10 years at their current company with 30.7 %, followed by 24.7 % of participants that have a working contract with the organization between 5-10 years. The department in which the participants work is mostly Sales & Marketing with 30.7%. The second most chosen answer was Other with 17.3%. The IT and HR had an explicit frequency and each of these sectors scored 15.3%.

Table 3

Demographics

		Frequency	Percent
Age	18-24	23	15.3
	25-34	29	19.3
	35-44	34	22.7
	45-54	42	28.0
	55-64	20	13.3

	65+	2	1.3
Gender	Male	68	45.3
	Female	78	52.0
	Non-binary	1	0.7
	Prefer not to say	3	2.0
Work Experience	0-5	67	44.7
	5-10	37	24.7
	10+	46	30.7

4. Analysis and results

The findings of the survey were assessed by means of the SPSS program in order to test the hypotheses presented in the theoretical framework. Firstly, creating an overview towards the data sample, a descriptive statistics test was done. For testing the defined hypotheses, a multiple regression analyses were performed and a Sobel test for mediation was conducted.

4.1 Descriptive Statistics

For an understanding of the resulting data, descriptive statistics is used. The data was calculated in SPSS. Firstly, the “Cognition-based Trust” ($M=3.74$, $SD=.65$) received the highest result among all tested variables, which means that the permanent employees have a comparably high cognition-based trust in their gig colleagues. On the contrary, “Attitude_Collaboration_with_Gigs” ($M=3.12$, $SD=.68$) had a lower score compared to the other variables, however, it is still a positive attitude towards the contingent employees. Likewise, a similar score had the “Normative Commitment” ($M=3.16$, $SD= 0.75$) variable, which states that the normative commitment is a slighter positively supported by the participants. The “Affective Commitment” ($M=3.44$, $SD=.73$) variable has the higher mean comparing to the other commitments variables, which indicates a positive emotional commitment towards the respondent’s organization. “Continuance Commitment” ($M=3.44$, $SD=.65$) scores also a positive result and additionally, most of the participants had a similar view towards the statements since this variable had the lowest standard deviation. On the other hand, the higher standard deviation was reached by “Affect_basedTrust” ($M=3.44$, $SD=.74$), demonstrating that the participants had contrasting attitudes toward an affective relationship with gig colleagues, however generally a positive affect-based trust relationship.

4.2 Correlations and multicollinearity

In order to confirm that the independent variables do not highly correlate with each other, the multicollinearity test was conducted. There was a low degree of correlation between each other since all the variables have a VIF lower than 5.

Table 4

Collinearity

	VIF
Affective Commitment	1.44
Continuance Commitment	1.01
Normative Commitment	1.44

A Pearson correlation coefficient was computed to assess the linear relationship between the organizational commitment and attitude towards collaboration with gig employees. An alpha level of .05 was used for all statistical tests, thus for the correlation to be significant between two variables, it must score $p < .05$. There are 2 not significant correlations and 1 significant correlation when analyzing the relationship between organizational commitment and attitude towards collaboration with gig employees. The correlation between the independent variable “Affective Commitment” and dependent variable “Attitude towards Collaboration with gig workers” is not significant ($r = -.14$, $p > 0.05$). Likewise, is the relationship between the independent variable “Continuance Commitment” and dependent variable “Attitude towards Collaboration with gig workers” ($r = -.08$, $p > 0.05$). On the other hand, a significant negative correlation was found between “Normative Commitment” and “Attitude towards Collaboration with gig workers” ($r = -.29$, $p < 0.05$).

Consequently, when interpreting the results between organizational commitment and trust towards gig colleagues, the following correlations were found. First, there was no significant relationship between the mediator “Affect-based trust” with “Affective Commitment” ($r = -.01$, $p > 0.05$), “Continuance Commitment” ($r = -.13$, $p > 0.05$) as well as “Normative Commitment” ($r = -.07$, $p > 0.05$). In contrast, there was one significant correlation with the mediator “Cognition-based Trust” with independent variable “Affective Commitment” ($r = 0.20$, $p < 0.05$). There was not a significant relationship between the mediator “Cognition-based trust” and independent variables “Continuance Commitment” ($r = 0.0$, $p > 0.05$) and “Normative Commitment” ($r = 0.06$, $p > 0.05$).

Furthermore, two significant correlations were found between the mediators of trust and attitude towards gig colleagues. For instance, the strongest correlations are between “Cognition-based Trust” and dependent variable “Attitude towards Collaboration with Gig workers” ($r=.43$, $p<0.01$). Similarly, a positive significant correlation was found between “Affected-based trust” and “Attitude towards Collaboration with Gig employees” ($r=.39$, $p<0.01$).

Table 5

Correlation Coefficients

		Std.	AC	CC	NC	ABT	CBT
	Mean	Deviation					
Affective Commitment	3.44	0.73					
Continuance Commitment	3.25	0.65	0.08				
Normative Commitment	3.16	0.75	0.56	0.09			
Affect-based Trust	3.44	0.74	-0.01	-0.13	-0.07		
Cognition-based Trust	3.74	0.65	0.20*	0.07	0.08	0.44	
Attitude towards collaboration with gigs	3.12	0.68	-0.14	-0.08	-0.29*	0.39*	0.43*

*Correlation is significant at the 0.05 level (2-tailed)

4.3 Regression Analysis: Hypothesis testing.

The analysis of the independent variables showed 33% of variance on the dependent variable “Attitude towards Collaboration with gig workers” ($F(5,144)=14.3$, $p<.01$).

For testing the hypothesis an alpha level of .05 was used for all statistical tests, thus for the regression analysis to be significant between two variables, it must score $p<.05$. A nonsignificant main effect of affective organizational commitment on attitude towards collaboration with gig workers was found, $b = 0.04$, $SE = 0.09$, $t(146) = 0.41$, $p = 0.69$. Based on the analysis, $p>0.05$, thus, the null hypothesis H0A fails to be rejected. The second hypothesis to be analyzed is H0B, which states that the continuance organizational commitment of permanent employees does not influence their attitude towards collaboration with gig workers. The results show that the null hypothesis is supported ($p>0.05$) based on the results: $b=-0.06$, $SE=0.08$, $t(146)=-7.72$, $p=0.48$. However, the normative organizational commitment influences the attitude towards collaboration with gig employee because $b=-0.28$, $SE=0.87$, $t(146)=-3.26$, $p=0.01$, thus the null hypothesis H0C is rejected.

Table 6*Regression Coefficients*

	b	SE	t	p
Affective Commitment	0.04	0.09	0.41	0.69
Continuance Commitment	-0.06	0.08	-7.72	0.48
Normative Commitment	0.28	0.09	-3.26	0.01

The role of the mediator “Affect-based Trust” and “Cognition-based Trust” was analyzed using a Sobel test. Therefore, on the relationship between affective organizational commitment of permanent employees and their attitude towards collaboration with gig workers was not mediated by the affect-based trust variable $t(146) = 0.49$, $SE = 0.04$, $p = 0.63$, which indicates that the relationship is nonsignificant, therefore the alternative hypothesis H1A1 is rejected. Likewise, the alternative hypothesis H1A2 is rejected, since affect-based trust doesn’t mediate the relationship between continuance organizational commitment and attitude towards collaboration with gig-workers $t(146) = -1.50$, $SE = 0.04$, $p = 0.13$ because $p > 0.05$. The mediator affect-based trust doesn’t influence the relationship between normative organizational commitment and attitude towards collaboration with gig colleagues as well. The analyses shows that $t(146) = -0.83$, $SE = 0.04$, $p = 0.40$. The $p > 0.05$, therefore alternative hypotheses H1A3 is rejected. Tables provides a general overview regarding the role of the affect-based trust mediator.

Table 7*Sobel test for the “Affect-based Trust” mediator*

	SE	t	p
Affective Commitment	0.04.	0.49	0.63
Continuance Commitment	0.04	-1.50	0.13
Normative Commitment	0.04	-0.83	0.40

Cognition-based trust mediates the relationship between affective organizational commitment and attitude towards collaboration with gig colleagues (H1B1), because $t(146) = 2.13$, $SE = 0.04$, $p = 0.03$, thus, the $p < 0.05$ and the alternative hypothesis is supported. On the other hand, the relationship between continuance organizational commitment (H1B2) is not

influenced by the mediator cognition based trust, since $t(146)=0.68$, $SE=0.04$, $p=0.49$. The p-value is higher than 0.05, therefore the alternative hypothesis is rejected. Similarly, the role of the mediator is non-significant in the relationship between the normative organizational commitment and the attitude towards gig employees (H1B3) ($t(146)=-0.5$, $SE=0.04$, $p=0.61$) since $p<0.05$. An overview of the hypothesis can be found in Table 3.

Table 8

Sobel test for the “Cognition-based Trust” mediator

	SE	t	p
Affective Commitment	0.04.	2.13	0.03
Continuance Commitment	0.04	0.68	0.49
Normative Commitment	0.04	-0.5	0.61

Hypothesis overview

Table 9

Summary of the hypotheses testing

Hypotheses		
H1A	H0: Affective organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.	Rejected
H1B	H0: Continuance organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.	Rejected
H1C	H0: Normative organizational commitment of permanent employees influences their attitude towards collaboration with gig workers.	Supported
H1A1	H0: Affect-based trust mediates the relationship between affective organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Rejected
H1A2	H0: Affect-based trust mediates the relationship between continuance organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Rejected
H1A3	H0: Affect-based trust mediates the relationship between normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Rejected

H1B1	H0: Cognition-based trust mediates the relationship between affective organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Supported
H1B2	H0: Cognition-based trust mediates the relationship between continuance organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Rejected
H1B3	H0: Cognition-based trust mediates the relationship between normative organizational commitment of permanent employees and their attitude towards collaboration with gig workers.	Rejected

5. Discussion and conclusion

The purpose of the study was to gain a better understanding of the permanent employees' viewpoint towards their gig colleagues and to find out whether there is a relationship between the organizational commitment and the attitude towards collaboration with gig workers. Moreover, the effect of the trust as mediator is considered. The study is relevant in today's working environment because the collaboration between these groups is often narrowed to the individualistic approach, while HR and companies should undertake the lead in creating an efficient, pleasant, and safe environment. Limited previous research is available towards the collaboration of permanent employees and attitudes that might imply their mutual collaboration, therefore research on other topics that consider employee's organizational commitment, trust and collaborative attitudes from different settings is used. The results part offered a sharp overview about the relationships between variables, while the following two parts will discuss the highlights of the findings on (1) the effect of organizational commitment on the attitude on collaboration with contingent colleagues and (2) the mediator role of trust. Therefore, the following research questions will be answered accordingly: (1) *Does the organizational commitment (affective, continuance, normative) of permanent employees have an influence on the attitude towards collaboration with gig workers in companies?* (2) *Does trust (affect-based, cognition-based) in gig colleagues mediates the relationship between permanent employees' organizational commitment and attitude towards collaboration with gig workers in a company?*

The main findings of this research were the influence of normative organizational commitment on the attitude towards collaboration with gig workers as well as the mediator role of the cognition-based trust on the relationship between affective organizational commitment

and attitude towards contingent colleagues. As previously mentioned, the normative commitment can be encountered either as a moral duty or as a sense of indebtedness, therefore, by taking into consideration previous research, it is important to mention that: “the dual nature of normative commitment is still in its infancy” (Meyer & Parfyonova, 2010, p. 287). By understanding the motives that drive behind the normative commitment, which is especially the feeling of the employees to be loyal to the process and operations done by their management in an organization and the attitude towards collaboration with their gig colleagues, may also have the same motivation. The faith that there is a need to obey with the rules imposed by the company, can influence the employee’s attitude. Therefore, the culture of the permanent employee and the social expectations play a role because in order to have efficient results, an effective relationship with all the colleagues is necessary. However, the limitation for this finding is the connection of the organizational commitment between each other since the normative commitment can be perceived either as an inclination to perform correctly or refraining the problems. Nevertheless, the previous research is in line with the effect of normative commitment to influence positive attitude towards colleagues. For example, both studies of the study of Howell’s (2012) and Mohd Rasdi and Tangaraja (2020) found out that normative commitment leads to a higher knowledge sharing behavior between employees in organizations (Mohd Rasdi & Tangaraja, 2020). The assumption that knowledge sharing improves the collaboration between employees can be based on the Buckman Laboratories example, where a company with over 70 offices was able to create an effective collaboration environment by providing knowledge-sharing programs (Laycock, 2005).

In contrast, the attitude towards collaboration with gig workers was not influenced by the affective organizational commitment of permanent employees. As previously mentioned, the affective organizational commitment is the emotional attachment of the employee with the company, therefore, the time and effort invested are based on the true desire to make a change and improve the company processes as much as possible. Based on the study of Stazyk, Pandey and Wright (2011), the affective organizational commitment is associated with the employee’s workplace involvement, engagement, experience, and turnover; thus, a reason for the lack of influence on the attitude towards collaboration with gig colleagues may be that the factors that influence the affective organizational commitment are based only on the work environment and not on the cultural background or values, which can be more embedded in the person’s character and have a bigger influence on the permanent workers’ perception of the colleagues. Another explanation may be that the influence is reversed, meaning that the collaboration with colleagues influences the affective commitment, for instance, as in the study of McCallum,

Forret and Wolff (2014), where the results showed that internal networking between colleagues has a positive relationship towards employee's affective organizational commitment.

Similarly, the continuance organizational commitment also did not have an influence on the attitude towards collaboration with gig workers. The motives behind it may be that the employees with strong continuance commitment do not have an interest in collaboration with the colleagues that are temporarily employed. The study of Shore and Wayne (1993) confirms that current results, based on their finding that employees with strong continuance organizational commitment have a lower level of organizational citizenship behavior, meaning that they are not interested in engaging into additional relationships or processes that do not bring them an economic value.

Nonetheless, when adding the mediator cognition-based trust, the affective-organizational commitment has an influence on the attitude towards contingent colleagues from the company. An explanation to this relationship can be that the achievements and the competency of the gig employee can influence the permanent employee to have a more open and emotionally close relationship as colleagues. Even though the decision to trust is on a rational basis, which can avoid misconceptions and raise awareness about the gig colleague's potential and the significant contributions to the company. As previously assumed, the employees that have an affective commitment towards their company are open to collaborate with gig workers who can bring their skills and expertise that can improve the company. Therefore, the role of the cognition-based trust as a mediator provides the support that sharing about the gig colleagues' skills in the needed subject and qualifications, may create an efficient collaboration between the employees. The limitation of this finding, however, does not provide any additional information whether it is a positive or negative correlation between the variables, however, based on the previous research, the study focuses on the positive outcome. Additionally, this pattern of results is consistent with the previous literature and especially because a high degree of trust enhances the possibility of cooperating and sharing information with team members, thus, trust enables communication among individuals, which is likely to lead to higher attitude towards collaboration (Costa, 2003).

The mediator role of affect-based trust, on the other hand, did not influence any of the relationships between organizational commitment and attitude towards collaboration with gig colleagues. An explanation for these findings may be that the companies are not providing collaborative tools and platforms to their employees, for supporting affect-based trust between traditional colleagues and gig workers.

5.1 Limitations and directions for future research

There are at least three potential limitations concerning the results of this study.

The main limitation is the choice of using quantitative research, since qualitative research would offer more insights about the attitudes, opinions, and viewpoints of traditional workers. Prior research on the topic offers a starting point to the variables that might affect the attitude towards collaboration with gig colleagues, however, there are no previous studies that take into consideration permanent employees' attitude towards collaboration with gig workers, therefore, the quantitative research was made for finding the general determinants in a bigger sample population that might influence the attitude.

The second limitation concerns the quality of the sample, especially the small sample size and no requirement for a particular country, thus, the data is generalized without taking the effect of culture into consideration. Another explanation might be that the data are largely from European countries, therefore it decreases the diversity of cultural values. Similarities across European nations could be so high that the analysis is unable to uncover the expected relationships. Additionally, the non-probability sampling method used may provide respondents only from a specific environment or setting, thus, the overview on the general topic is biased.

The last possible limitation may be the focus on the permanent employees, which offers only half of the perception towards the collaboration between gig workers and permanent employees in the organizations. Efficient collaboration needs to have a reciprocal positive motivation for engaging into a two-way communication. Therefore, the same study for analyzing the organizational commitment, trust towards permanent employees and their attitude towards collaboration can be executed.

5.2 Theoretical and practical implications

This research paper provides an overview towards the factors that influence the permanent's employees attitude towards collaboration with contingent workers. A theoretical implication may be the further research that takes the perspective of the gig workers regarding their attitude towards collaboration or their perceived support from the permanent employees into account. Additionally, further research regarding the attitudes that influence the collaboration should be researched in order to offer HR managers a viewpoint for improving the internal processes and operations.

The results of the study can be used by HR managers as a practical implication. The results of this study can create a starting point for understanding the processes that can be done in a company for engaging both permanent and gig workers and offering them an efficient environment for collaboration. An example can be introduction articles for welcoming the colleagues that are provided by HR usually only for the permanent employees, can be made also for contingent employees. This would help to create a cognition-based trust from the traditional employees. Another input for the HR managers would be the inclusion of knowledge-sharing programs that would help employees to be more open and increase their awareness about the colleagues' interests and opinions. To sum up, HR managers should focus on making the soft and hard skills of the employees included, appreciated and respected.

5.3 Conclusion

The research aim was to find a connection between the organizational commitment of permanent employees and their attitude towards collaboration with gig workers, as well as the mediating role of trust. In conclusion, the influence of normative commitment on the attitude of collaboration with gig workers needs to be further analyzed, as well as the mediating role of the cognition-based trust as a mediator between affective-organizational commitment and attitude towards gig employees. The study offers preliminary information into the perspective of traditional employees. However further research needs to be conducted for a general overview about the collaboration between traditional and temporary workers. In brief, the findings can be used by HR managers for a better understanding of the internal processes between colleagues, which will in turn improve the collaboration at the workplace.

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APPENDICES

Appendix 1

Research constructs and measurements

Variable	Measurement Items
Affective organizational commitment (AC)	AC1: I would be happy to spend the rest of my career with this organisation.
	AC2: I enjoy discussing about my organisation with people outside.
	AC3: I feel as if the company's problems are my own.
	AC4: I think that I could easily become as attached to another organisation as I am to this one.
	AC5: This company has a great deal of personal meaning for me.
Continuance organizational commitment (CC)	CC1: It wouldn't be too disadvantageous (financially) for me to leave my organisation right now.
	CC2: Right now, staying with my organisation is a matter of necessity as much as desire.
	CC3: One of the serious consequences of leaving this organisation would be the shortage of available alternatives.
	CC4: One major reason I continue to work for this organisation is that leaving would require considerable personal sacrifice (another organisation may not match the overall benefits I have here).
	CC5: It would be very hard for me to leave my organisation right now, even if I wanted to.
Normative organizational commitment (NC)	NC1: I think that people these days move from company to company too often.
	NC2: I do not believe that a person must always be loyal (fidelity to commitments or obligation) to his or her organisation.
	NC3: One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
	NC4: If I get another offer for a better job elsewhere, I will not feel right to leave my company.
	NC5: Things were better (more effective) in the days when people stayed with one organisation for most of their careers.
Affect-based trust (ABT)	ABT1: I have a good relationship with my gig colleagues. We can both freely share our ideas, feeling and hopes.
	ABT2: I can talk freely with the gig worker about difficulties I have at work and know that he/she will want to listen.
	ABT3: We would both feel a sense of loss if one of us was transferred and we could no longer work together.

	ABT4: I would have to say that we have both made considerable emotional investments in our working relationship.
Cognition-based trust (CBT)	CBT1: Given my gig colleagues track record, I see no reason to doubt their competence and preparation for their jobs.
	CBT2: Most people, even those who aren't close friends of the gig employees at my organisation, trust and respect them as coworkers.
	CBT3: Other work associates of mine who must interact with the gig employees consider them to be trustworthy.
	CBT4: The gig colleagues approach their job with professionalism and dedication.
Attitude towards collaboration with gig workers (ACGW)	ACGW1: All in all, I would say that the gig workers (temporary/external/agency colleagues) are just as productive as other workers.
	ACGW2: Sometimes, I must compensate for the lack of productivity of gig workers.
	ACGW3: The most qualified workers in my job seem to be permanent employees.
	ACGW4: I find that the gig workers seem to be less productive on average.
	ACGW5: My gig colleagues from the organization have more difficulties in getting along with others.

Appendix 2:

Appropriate terms

Concepts	Suitable terms	Narrowed terms	General terms
Gig workers	External, temporary, nonstandard, independent employees	Flexibility, collaboration with gigs, attitude toward gigs	Gig economy, corporate gig, Precarious labor, collaboration with gigs, short-term employment
Permanent employees	Traditional, standard workers	Work experience, department, collaboration with gig colleagues	Collaboration with gigs, attitude toward gigs
Organizational Commitment	Affective, continuance, normative commitment	Emotional attachment, financial benefits, safety, loyalty, working experience	Job engagement, attitude towards company
Trust	Affect-based, cognition-based trust	Work colleagues, concern, risk-taking behavior, recognition	Attitude towards work colleagues

Literature log

Date	Search phrases	Database	Search hits	Example finding
02.04.2022	Traditional employees' collaboration with gig employees	Scholar.com	29 300	Mahato, M., Kumar, N., & Jena, L. K. (2021). Re-thinking gig economy in conventional workforce post-COVID-19: a blended approach for upholding fair balance. <i>Journal of Work-Applied Management</i> , 13(2), 261–276. https://doi.org/10.1108/jwam-05-2021-0037
14.04.2022	Affective organizational commitment	Scholar.com	770 000	<p>Stazyk, E. C., Pandey, S. K., & Wright, B. E. (2011). Understanding Affective Organizational Commitment. <i>The American Review of Public Administration</i>, 41(6), 603–624. https://doi.org/10.1177/0275074011398119</p> <p>Mercurio, Z. A. (2015). Affective Commitment as a Core Essence of Organizational Commitment. <i>Human Resource Development Review</i>, 14(4), 389–414. https://doi.org/10.1177/1534484315603612</p>
23.04.2022	Continuance affective organizational commitment	Scholar.com	68 700	Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. <i>Journal of Applied Psychology</i> , 78(5), 774–780.
02.05.2022	Affective continuance normative socialization colleagues	Scholar.com	26 100	McCallum, S. Y., L. Forret, M., & Wolff, H. G. (2014). Internal and external networking behavior. <i>Career Development International</i> , 19(5), 595–614. https://doi.org/10.1108/cdi-08-2013-0101
11.05.2022	Affect cognition trust cooperation workplace	Scholar.com	91 700	McAllister, D. J. (1995). Affect- and Cognition-Based Trust as Foundations for Interpersonal Cooperation in Organizations. <i>Academy of Management Journal</i> , 38(1), 24–59. https://doi.org/10.5465/256727
17.05.2022	Benefits traditional and gig workers human resource	Scholar.com	27 100	Mousa, M., & Chaouali, W. (2022). Job crafting, meaningfulness and affective commitment by gig workers towards crowdsourcing platforms. <i>Personnel Review</i> . https://doi.org/10.1108/pr-07-2021-0495