

# **The Millennial Workforce & The Rise Of The Gig Economy**

---

Master Thesis submitted in fulfillment of the Degree

Master of Business Administration  
in Entrepreneurship, Innovation & Leadership

Submitted to Dr. Sabine Sedlacek

Kevin Chaudhry, BSc

1321014

Vienna, Austria, 15th June, 2019

## AFFIDAVIT

I hereby affirm that this Master's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

15th June 2019

Kevin Chaudhry

---

Date

---

Signature

## **Abstract**

The objective of this research is to critically analyze: What the gig economy is all about; its rapid development, the new emerging employment relationships and the need of more in – depth research in this area from a Millennials perspective. The purpose of this paper is to align what drives individuals, in particular the Millennial generation born between 1980 - 2000, to enter the gig economy or not and discuss how this new form of work differs to traditional working arrangements. The International Labor Organization has highlighted various disadvantages about the gig economy, namely unstable salary, no sick and vacation pay and insufficient legal benefits. This paper will identify if Millennials feel the same way and if the certain disadvantages outweigh the advantages such as, flexibility to choose how much and when to work, the ability to pursue entrepreneurial activities on the side or to be able to work remotely from any place in the world.

Furthermore, Millennials job preference attributes will be compared to certain characteristics the gig economy allows individuals to pursue. This will be evaluated using a mixed methods approach. The survey – based quantitative methodology, will be followed by a qualitative approach of personal interviews to gain even more thorough answers in order help understand individual's decision making for choosing their current and future employment relationships. The results will be then compared and analyzed, further concluding if the gig economy has opened up new doors to certain individuals or seeks to exploit them.

**Keywords:** Gig economy, gig workers, Millennials, International Labor Organization (ILO), employment, advantages, disadvantages

## Acknowledgements

I would like to thank my parents for their continuing support and allowing me to take some time off our family business in order to pursue my master's degree and in specific write this thesis. Modul University has allowed me to expand my knowledge in certain areas by teaching the program in a way where individuals could steer their interests in certain directions. My purpose for this study was to understand my own generations expectations and desires when entering the working world in more detail. I barely knew anything about the gig economy and felt that this was a very interesting and important topic to research.

Mrs. Sabine Sedlacek was my first choice of preference to write my master thesis because I had always felt more intrigued and interested in her classes both during my bachelors and masters. Her support during my bachelor thesis and now also master thesis proved it was the right choice. For that, I thank her, but most importantly I thank her for making me critically analyze and question the learnings she taught in class, in everyday life.

# TABLE OF CONTENTS

<b>Affidavit</b> .....	<b>II</b>
<b>1 Introduction</b> .....	<b>7</b>
1.1 Research Question & Hypothesis .....	8
1.2 Objective Of The Study .....	8
1.3 Research Design .....	<b>Error! Bookmark not defined.</b>
<b>2 The Gig Economy</b> .....	<b>11</b>
2.1 Disadvantages of the Gig Economy.....	13
2.2 Advantages of the Gig Economy .....	16
2.3 Employment Forms.....	18
<b>3 The Millennials:</b> .....	<b>21</b>
3.1 Organizational and Job Attribute Preferences of Millennials:.....	21
3.1.1 Work/Life Balance .....	23
3.1.2 Good Pay and Benefits .....	23
3.1.3 Prospect of Rapid Advancement .....	24
3.1.4 Meaningful Work Experiences.....	25
3.1.5 Nurturing Work Environment .....	25
3.2 Millennials Technological Advantage .....	26
3.3 Value Differences of Previous Generations.....	26
<b>4 Methodology</b> .....	<b>29</b>
4.1 Research Strategy .....	30
4.2 Sample Size.....	30
4.3 Data Collection .....	32
4.4 Ethics .....	33
<b>5 Empirical Results</b> .....	<b>34</b>
5.1 Sample Description.....	34
<b>6 Interviews:</b> .....	<b>51</b>

6.1	Interview with Self – Employed Digital Nomad, Alexandra Martinez from the United States: .....	51
6.2	Interview with a former Hiring Staff Aisha Wu from China ( <i>Translated from German to English</i> ): .....	54
6.3	Interview with 31-year-old Uber Driver Sadi Nouri from Iran (Translated from German to English): .....	56
6.4	Interview with 25-year-old Uber Driver from India Harpreet Singh (Translated from Hindi to English): .....	58
6.5	Interview with 31-year-old Taxi Driver from Pakistan, Muhammad Adrees (Translated from Hindi to English): .....	60
<b>7</b>	<b>Conclusion:</b> .....	<b>63</b>
7.1	Limitations: .....	68
7.2	Future Research:.....	69
<b>8</b>	<b>Bibliography:</b> .....	<b>70</b>
<b>9</b>	<b>Appendices</b> .....	<b>80</b>
9.1	Results: .....	80

## 1 INTRODUCTION

A working agreement with traditional working hours (9 am – 5 pm) was considered a norm for a single employer for many generations. The 2008 economic recession led to a profound effect in the development of future career paths of millennials that were at this period in time, in college or just entering the workforce market for the first time. An increased tendency for employers to hire independent contractors or short-term employees gained popularity. The rise of technology and the internet opened further new opportunities for those impacted by the institutional hiring freezes and lowered workers' salaries during the recession period (De Stefano, 2016). This shaped the so-called "gig" - or "platform economy." For this study, we will use the term gig economy. The gig economy elucidates an online platform-based economy which connects "providers" with "requesters" for specific tasks of varying lengths of time (JPMorgan Chase Institute, 2016). The basic model of this labor platform administers services through an internet-based technological platform authorizing gig workers to enter into a formal agreement with on-demand companies who connect them with potential clients. The clients also request services through the online based platform via their smartphone or desktop computers. These on-demand companies are then compensated for creating intermediate employment relations. (Donovan, S. A., Bradley, D.H., & Shimabukuro, 2016)

In recent years, the gig economy has been flourishing at a remarkable pace. Recently, it has become subject to critical and mixed opinions concerning regulatory issues regarding the world of work these platforms generate (Collier et al., 2017). The International Labor Organization has expressed its concern over misclassified employment relations and the hampering of employment and labor laws (ILO, 2017). They claim that these intermediaries employ freelance or casual workers who are then termed as independent contractors. By labeling them this way, the risk of potential costs such as unemployment insurance or employment benefits are avoided, revealing a form of a misguided employment relationship (Aloisi, 2015). On the other hand, these platforms provide more accessible and quicker job

---

opportunities and allow more flexible working hours. The exact definitions of these type of employees is still controversial (Rogers, 2016).

## **1.1 Research Question & Hypothesis**

With the emergence of the internet, certain employment structures have changed and new ways of working have been introduced. Computers, smartphones and tablets have allowed individuals to work outside of their offices, allowing organizations' employees to be more flexible. This can range from managers working while they are travelling to workers using online platforms to execute their work. What remains to be seen is, if these new regulations have aggrieved the current traditional working structures, as the International Labor Organization claims that the new forms of employment exploit workers' rights. Millennials are the generation that were born when the internet picked up. It is therefore, the first generation being able to choose certain employment relationships. The research question for this topic wants to investigate whether Millennials are driven to choose platform - based work due to the advancement of technology and more flexibility or prefer traditional work structures due to better employment benefits.

## **1.2 Objective Of The Study**

With the rapid growth of the gig economy, the development of this kind of employment relationship has proven to lack in - depth research in this field. Research has yet to explore the relationship from a general standpoint and more importantly, the Millennials perspective. First, this paper will investigate if the previous generations statement about the Millennials is true. Parents of the Millennial generation and a recent study conducted by Gallup in May 2016, argues that the majority of Millennials are so called "*job hoppers*" who are believed to have worked several jobs already in their 20s. Secondly, it will identify if



---

Millennials have ever worked platform - based jobs and what their reasons might have been for opting for such an agreement or not. Lastly, this research is intended to identify the perceived advantages of the gig economy from a Millennial viewpoint including flexibility, ability to work independently and remotely, with the proclaimed disadvantages as stated by the International Labor Organization namely; fewer social benefits and lousy working conditions. To conclude, results will assert what future issues this generation might be facing with this type of work.

This paper will investigate what impact the gig economy has on the Millennial generation. It reviews what encourages them to enter gig work or not and whether the perceived advantages and disadvantages are different to the generic working structures and its population. This will allow to consider the importance of increased regulations as stated by the International Labor Organization. The research will highlight the issues within the gig economy and investigate if Millennials are aware of all perceived advantages and disadvantages. Assessing Millennials most important values in an employment relationship will help evaluate if certain advantages and disadvantages as well as Millennial character traits play a significant role in deciding whether to work in the gig economy or traditional work forms.

The literature review introduced in chapter 2, discusses the gig economy in general and more detail. The disadvantages and advantages within the gig economy are divided in sub – chapters 2.3 and 2.4, ending the topic by explaining the different employment structures that exist now. Chapter 3 then tackles the Millennial generation. The following sub – chapters talk about the organizational and job attribute preferences of this generation and their technological advantage. These character traits are then compared to previous generations, further evaluating what the major differences are between them. Chapter 4 discusses the methodology and the strategies behind the chosen methods which assisted in investigating the research purpose of this

study. Chapter 5 highlights the empirical results and compares them to the literature review. The research question will be answered in this section. To conclude, the key findings will then be summarized and again compared to specific findings within the literature review and explain the limitations of this research and what future research needs to do, in order to gain more insightful information about this topic.

## 2 THE GIG ECONOMY

The term “*gig*” refers to a slang word meaning “*a job for a specific period of time*” (Whatls.com, 2019). The Cambridge Dictionary explains it as a job which lasts for only a short period of time (Cambridge Dictionary, 2019). Combined with the advancement of technology the term gig economy describes a place where “*people use apps to sell their labor*” (Taylor et al., 2017). In spite of missing a proper terminology, the gig economy is described as the performance of working activities within a network connecting customers with clients through an online platform (Brinkley, 2016). It is understood to include two forms of work; in particular: “*Crowd work*” and “*work-on-demand via the app*” (De Stefano, 2016). The initial term is referred to the bidding and completion of work through open websites. These platforms offer jobs or services that can be completed online. The platforms role is solely to connect customers with clients. An example would be the online renting marketplace called Airbnb. Work-on-demand systems involve more traditional working activities that require physical or “*real world*” tasks and jobs such as cleaning or transport. The platforms role is to maintain a certain quality of standards of service such as the selection and management of workforce and setting prices and standards (Aloisi, 2015). An example for this would be the ride sharing platform Uber.

The gig economy describes an online platform-based economy which connects “*providers*” with “*requesters*” for specific tasks of varying lengths of time (JPMorgan Chase Institute, 2016). The basic model of this labor platform provides services through an internet-based technological platform allowing gig workers to enter into a formal agreement with on-demand companies who connect them with potential clients. The clients also request services through the online based platform via their smartphone or desktop computers. These on-demand

---

companies are then compensated for creating intermediate employment relations (Donovan. S. A., Bradley, D.H., & Shimabukuro, 2016)

Business models can vary. Some companies keep control of price – setting and assignment decisions, whereas others allow the service providers to agree on prices or specific the tasks they want to take on. These companies can operate local (e.g., select cities) or serve on a global client base. The most famous brands known are Uber and Airbnb. Uber describes itself as “*tech company*” providing a platform to meet demand and supply for its rides, whereas Airbnb claims to offer its members lodging, primarily homestays or tourism experiences. The gig economy is present in various sectors, including business services (e.g., Freelancer, e.g., Upwork,) delivery services (e.g., Instacart) and also medical care (e.g., Heal Pager) (Donovan. S. A., Bradley, D.H., & Shimabukuro, 2016)

This kind of model of work organization was best described by Lukas Biewald (2014), the CEO of CrowdFlower, a company engaging in Crowd work:

*“Before the Internet, it would be tough to find someone, sit them down for ten minutes and get them to work for you, and then fire them after those ten minutes. However, with technology, you can actually find them, pay them a tiny amount of money, and then get rid of them when you do not need them anymore.”* (Marvit, 2014; as cited in De Stefano, 2016, p. 4)

Despite being a quote referring to crowd work, these also hold for “*work on demand via the app.*” This form of work structure does bring advantages. It has led to the creation of new employment structures, boost in productivity and easier approach to goods and service but not without implications and misclassified employment relationships in the labor market (Huws et al., 2016).

## 2.1 Disadvantages of the Gig Economy

The online work platforms operate through the internet to match demand with supply. This allows cutting down on transaction costs and increasing growth in markets. The opportunities offered and accepted allow individuals to complete and execute tasks more quickly and strenuously (De Stefano, 2016).

The idea was to maximize underutilized assets. Individuals could use their car for example, allowing them to add additional streams of income in their spare time, by offering rides to other individuals commuting to close by destinations. (De Stefano, 2016). In many cases, however, the incentives received from these platform companies represented the primary or sole source of income for workers challenging the current paradigm of these firms. The International Labor Organization argues, that by allowing workers to be virtually summoned by clients through a click on their smartphone and complete their work and then disappear again has significantly contributed to hiding human activities (ILO, 2019).

The online companies expect their workers fulfilling these tasks are work as accurately and smoothly as robots and software, and if anything goes wrong, these individuals are to be given a rating/review which is compared to their counterparts within the firm. Negative ratings can lead to implications in continuing to work together with the company which can eventually lead to a termination of their working agreement. The result is to be classified as “*emotional labor*”, as everyone is expected to show unprecedented hospitality and always be joyful with customers. For the companies, this kind of method proves to keep their organization “*lean*” as it forces to shift all of the customer care to the individual workers. Clients are given the perception that

the individual performing the task is at fault if any, and not the company itself. Furthermore, by labeling the workers in the gig economy as independent contractors, any potential indirect liabilities or insurance obligations towards customers is shifted toward their employees. A majority of duties associated with employment laws and labor protections, revolving around jurisdiction, compliance with minimum wage laws, contribution to social security, antidiscrimination regulation, sick pay and holidays are all excluded in the gig economy (De Stefano, 2016).

The above-mentioned issues are traded off by reporting to allow flexibility connected to a self-employment status. The individual worker decides when and for how long he wants to work. This allows them to find work they might not be able to have found otherwise, allowing to match a better work-life balance. Moreover, it is seen as an opportunity to earn extra income for people who are in need of some extra cash or any restricted person with disabilities (Donovan. S. A., Bradley, D.H., & Shimabukuro, 2016).

However, with all these arrangements in mind, most jobs in the gig economy enter a global dimension of competition through the internet. Not only between workers but also businesses face more fierce competitiveness who share the platform in order to reach potential customers (Agrawal, 2013). By allowing more competition to enter the market than ever before, compensation for carrying out these tasks are pushed down. In other words, workers are forced to cut down on their good deal of flexibility and instead work longer hours in order to make actual earnings and beat the competition (Berg & Janine, 2016). Allowing participants from anywhere in the world to execute their tasks online limits flexibility in particular. If a U.S. based company needs certain micro-tasks to be done during their working hours, parties in different geographical regions and time zones, require to work late at night or in the course of very unsociable hours (Gupta et al., 2014).

---

The United States Department of Labor addressed this general problem. The ongoing issue of this debate related to disguised forms of employment relationships, is that there is no official terminology of what nonstandard employment is. The latest debates on this topic reached some significant conclusions. According to the experts of the International Labor Office, nonstandard forms of employment:

*“include, among others, fixed-term contracts and other forms of temporary work, temporary agency works and other contractual arrangements involving multiple parties, disguised employment relationships, dependent self-employment, and part-time work” (ILO, 2015b, 50; as cited in De Stefano, 2015)*

These decisions were made during a meeting consisting of three parties of experts on non-standard forms of employment. Similar to non-standard employment is contractual employment. This involves numerous parties, such as temporary agency workers and workers operating via subcontracting or outsourcing practices. As a result, these workers are often left confused as to who their actual employer is. This could cause a lack of transparency where workers may find it challenging to identify who is responsible for any disagreements within the contract (Agrawal et al., 2013).

An excerpt of the terms and conditions agreement of Amazon Mechanical Turk makes sure that the specifications in service agreement exclude any employee relationship agreement between the platform or app and the worker.

*“As a provider you are performing Services for a Requester in your capacity as an independent contractor and not as an employee of the Requester.” . . .*

*... This Agreement does not create an association, joint venture, partnership or franchise, employer/employee relationship between*

---

*Providers and Requesters, or Providers and Amazon Mechanical Turk” (Amazon Mechanical Turk Participation Agreement, Dec.2, 2014)*

Work on demand app platforms have similar clauses. For instance, TaskRabbit's terms of service agreement states:

*“to indemnify, hold harmless and defend Company from any form and all claims that a Tasker was misclassified as an independent contractor, any liabilities arising from a determination by court, arbitrator, government agency or other body that a Tasker was misclassified as an employee (including, but not limited to, taxes, penalties, interest and attorney’s fees), any claim that Company was an employer or joint employer of a Tasker, as well as claims under any employment termination, employment discrimination, harassment or retaliation, as well as any claims for overtime pay, sick leave, holiday or vacation pay, retirement benefits, worker's compensation benefits, unemployment benefits, or any other employee benefits” (Terms of Service TaskRabbit, 2019)*

By making sure workers agree to these terms and conditions, companies ensure that they are not held liable for any classification of work relationships and distancing themselves from any future classification laws that would instill these worker rights. The gig economy therefore allows companies to thrive through platforms and apps by avoiding having to pay for all the benefits one would receive as an employee of a company.

## **2.2 Advantages of the Gig Economy**

With the technological advancement, the idea to freelance work once in a while has picked up enormously. Previously the economy was solely driven by full-time employees who occasionally performed



freelance tasks. With more and more businesses resolving to platform-based services, people have been drawn away from full-time jobs in order to continuously shift from different types of work within the gig economy. People, for example, can utilize their car and drive for a few hours for Uber and afterward perform other tasks on their computer via TaskRabbit (Allon, 2019).

It is expected that the economy will further grow and a vast amount of proportion is being shaped by the gig economy. According to PricewaterhouseCooper (2008), the gig economy is set to be worth 63 billion USD globally (Anastasiu, 2016).

This is inevitable as companies are entering the digital era as several factors are influencing people's decisions to be part of this industry (Balaram et al., 2017). Research from Deloitte (2017), claims that Millennials do have preferences for non – traditional work forms. Their main reasons are: the increasing number of opportunities given through technology, more flexibility, and the uncertainty about the economy (Brown, 2017). In particular, one-third of millennials already opt this kind of freelance type work as compared to full – time employment (Deloitte, 2017).

With the 2008 recession, when millennials were entering the workforce, many faced difficulties to find full – time employment and were forced to enter the gig economy, due to the lack of choice and availability to work in traditional working arrangements (Brown, 2017).

To summarize, individuals have to choose for themselves, which type of work employment relationship suits them best. Table 1 illustrates all major advantages and disadvantages of the gig economy:

<u>Advantages:</u>	<u>Disadvantages:</u>
<ul style="list-style-type: none"> <li>• Work – Life Balance</li> <li>• Flexibility</li> <li>• More opportunity through technology</li> <li>• Uncertainty about economy</li> <li>• Reduction in transaction costs and growth in economy</li> <li>• Maximize underutilized assets</li> <li>• Ability to add an additional income stream</li> </ul>	<ul style="list-style-type: none"> <li>• Emotional labor</li> <li>• Disguised labour employment forms</li> <li>• Labelling as independent contractor</li> <li>• Indirect liabilities and insurance shifted towards worker</li> <li>• Self – employed status</li> <li>• More competition in the market</li> </ul>

Table 1: A comparison of advantages and disadvantages (summary based on the literature presented in 2.1 and 2.2)

## 2.3 Employment Forms

In general, the status of employment refers to an economically active person within a company based on a contract concerning his or her

---

employment. There are three main types of employment types which have been there over the decades. Namely, the worker, the employee, and the self – employed. Workers are confronted with less legal rights than employees. These include protection against discrimination and unlawful deduction from wages and entitlement to the national minimum wage, not having to work more than 48 hours on average per week, a minimum level of paid holiday and a minimum length of rest break (Gov.uk, 2019).

In Austria, the term “*worker*” is used for individuals carrying out manual work. This type of employment relationship enjoys the minimal form of legal protection. The term “*employee*” is for individuals performing commercial activities. They are entitled to a much better employment status. There are two classical types of contract employments. Namely, full or part – time employees. Both of them qualify to the same rights such as leave entitlement, protection against dismissal, social insurance, sick pay, accident, unemployment and pension insurance. Marginal employment contracts are exempt from these benefits as they work under 10 hours a week. (Migration.gv.at, 2019).

A self-employed person does not own any form of employment rights as they are their own boss. This means that they decide when and how they work and have to take care of their success in the business (Gov. uk, 2019). In Austria, new formed self-employed people report their activities to the Social Insurance Institution for Trade and Industry. This covers them with sickness, pension and accident insurance. Since 1 January, 2009, self-employed people have been allowed to insure themselves against the risk of unemployment (Migration.gv.at, 2019).

There are several subpar working arrangements such as interns, volunteers, apprenticeships, contractors, and independent contractors. For the relevancy of the topic, the paper will only discuss the form of independent contractors.

The gig economy has made heavy use of this kind of working arrangement. The individual who agrees to becoming an independent contractor with this sort of working conditions undergoes various tasks for a business under a contract different from a contract of employment. Income is generated through a limited customer base, depending on supply and demand. The individual is only informed about how the work is to be completed but other than that, is very flexible in his working arrangements. As this form of work does not fall under the category of a formal employment agreement, workers are not legally protected by the labor laws which include, having the right to minimum wage, social insurances and vacation and sick pay (ILO, 2019). In Austria, this type of employment offers limited protection as well. The only addition is that they get to be fully socially insured. Since 2008, there has been the addition of unemployment insurance as well. The fees to pay for the Chamber of Labor, which is compulsory in Austria, has to be covered by employees themselves (Migration.gv.at, 2019).

### 3 THE MILLENNIALS:

With the retirement of many Baby Boomers (born 1946 - 1964), understanding generational shifts are especially crucial given that organizations strive to recruit and retain younger generations for their replacement (Twenge et al., 2010). The term “*Baby Boom Echo*” was first used by economist David Foot who defines the generation born between 1980 and 1995. These are the children of the “*Boomers*.” Various authors labelled these children as “*Generation Y*,” “*Nexters*,” “*Nexus Generation*” and “*Millennials*” (Burke, & Ng., 2006; Zemke et al. 2007). For this research, we continue with the term “*Millennials*.”

With the characteristics and events that shaped this generations lives (e.g., globalization, rapid technological advancement, increasing demographic & diversity), Millennials are known to “*want it all*” and “*want it now*”, in terms of good pay and benefits, rapid job advancement, work-life balance, exciting and challenging work and while also contributing to society (Ng, Schweitzer, & Lyons, 2010). Generational differences in work values have received extensive media coverage as managers are wondering if it’s just their perception, or if this young generation of workers is different (Alsop 2008; Chao 2005; Gloeckler 2008; Needleman 2008). It is anticipated that with the projected shortage of workers over the next 25 years (Statistics Canada, 2007), Millennials will have a high level of choice in choosing for which organization they want to work for. Companies are being assessed based on working conditions, opportunities, flexibility, and even amenities. (Ng, Schweitzer, & Lyons, 2010). Managers have already reported saying, “*we are not interviewing them, they are interviewing us*” (Kyle, 2009).

#### 3.1 Organizational and Job Attribute Preferences of Millennials:

Millennials are expected to make up half of the global workforce by the year 2020 (PwC, 2011). They are stereotypically seen as self –

centered, unmotivated, disrespectful, and disloyal (Myers and Sadaghiani, 2009). These characteristics are said to make it difficult for organizations to depict how communication with Millennials should be developed in order to develop relationships with other generations within the company itself. Literature and the press have described them as the “*look at me*” generation. In other words, they are overly confident and self – absorbed (Pew Research Center, 2007). Another problem of this generation was the lack of loyalty and work ethic (Marston, 2009).

On the other hand, academic research describes their positive characteristics often to be “*self – reliant*,” independent and entrepreneurial thinkers (Martin, 2005). They tend to be optimistic, cooperative, trusting, achieving and civic-minded (Kowske, Rasch, & Wiley, 2010), & demonstrating higher narcissism and self – esteem, and lower need for social approval than previous generations (Twenge & Campbell, 2008). Hershatter & Epstein (2010), argue that Millennials consider technology to be a sixth sense and are very knowledgeable and superior in the field of technology (Deal, Altman & Rogelberg, 2010). The introduction of social media plays a significant role in information seeking behaviors (Holliday & Li, 2004). Factors such as their consumption habits and preferences (Bakewell & Mitchell, 2009; Noble, Haytko, & Phillips, 2009), buying behaviors through social media (Pate & Adams, 2013), cause-related marketing responses (Cui, Trent, Sullivan & Matiru, 2003), attitudes towards internet related ethics (Freestone & Mitchell, 2004), and their political engagement (Kiesa et al., 2007), play a significant role in investigating Millennial expectations. Extensive literature identified five predominant categories: work-life balance, excellent pay and benefits, opportunities for advancement, meaningful work experiences and a nurturing work environment (Ng et al., 2010).

### 3.1.1 Work/Life Balance

It is reported that Millennials struggle to understand their parents continuously working extended hours only to be laid off due to corporate downsizing, many layoffs, and high divorce rates (Loughlin and Barling 2001). This has led to Millennials choosing “*making a life*” over “*making a living*” (Zhang et al., 2007). One of the significant incidents which shaped this perception was the 2009, September 11 terrorist attack which caused them to reassess their life priorities and a lifestyle that revolves around their personal life and not their work (Corporate Leadership Council, 2005). Furthermore, given that they enjoy a significant level of higher education, Millennials tend to accommodate the terms and conditions within their job contracts, by demanding work-life balance at every stage of their careers (Corporate Leadership Council 2005; McDonald and Hite 2008).

### 3.1.2 Good Pay and Benefits

It is argued that good pay is the most motivating and important element in choosing jobs for Millennials (Corporate Leadership Council, 2004). Although many employees who seek other jobs early on, are said to be willing to take a pay cut in order to find the right job. This can be related to environmental and social issues within their work culture or working too much, which results in uneven work-life balance. Millennials are more likely to stay in jobs when their mission statements match their values. Smaller companies have a higher chance of Millennial employees to job hop as those struggles to offer continuous advancements in their career and financial rewards (Forbes, 2017).

It is believed that financial rewards are seen as a high need for feedback. McClelland (1965, p.7) argued that:

---

*“the person with a high need for achievement is interested in money rewards or profits primarily because of the feedback they give him as to how well he is doing. . . The money reward is not the incentive to effort”.*

Another study conducted by a university student, argued that Millennials were drawn to getting good grades due to a feeling of receiving rewards which had no affiliation to academic abilities. Hill (2002) described this as the *“ability performance nexus”*. This demonstrated that Millennials did not understand the relation between what they expect to achieve and what they are actually capable of achieving.

### **3.1.3 Prospect of Rapid Advancement**

Simon Sinek (2017) is a leadership expert, a professor at Columbia University, founder of SinekPartners (Corporate Refocusing) and author, who believes that Millennials have a reputation for *“job hopping.”* He believes that the advancement of technology has shaped the Millennial perception by receiving instant information. Thus, influencing their psychological emotions which invariably grant immediate gratification, be it through likes on social media, gaining knowledge in a matter of seconds through the internet or connecting with people through text messages rather than in person. Job promotions and salary increases are very important to Millennials. The only process which does not result in instant gratifications is entry level jobs, pushing Millennials to rethink their current job situation. If they are not given a quick reward within their company, they will look for an employer that will provide better opportunities (Corporate Leadership Council, 2005; Twenge, 2006).

It has also been reported that if promotions were not in reach within the first six months of working, they would ask themselves if they were doing anything wrong (Erickson, 2009). Another report from an



investment banker who had been new to the job, said that he could not wait two years to get promoted and instead would develop his skills as much as possible to then move on for something bigger and better (Pooley, 2006). Furthermore, it is believed that Millennials are a product of pampered upbringing which has resulted in them putting in minimal effort in order to receive a promotion for which they feel entitled to (Corporate Leadership Council, 2005; Twenge, 2006).

### **3.1.4 Meaningful Work Experiences**

Work has to have a sense of meaning and at the same time be fulfilling. A paycheck is not the only important thing (Lancaster and Stillman, 2002; Yang and Guy, 2006). Companies value and mission statements and corporate responsibility play a vital role in Millennials decision making. (PwC, 2008). They inquire about job mobility and international assignments in order to explore and learn new things (PwC, 2008). As a result, less meaningful work proves to demotivate them as compared to more challenging and appealing experiences (Corporate Leadership Council, 2005).

### **3.1.5 Nurturing Work Environment**

Schools have emphasized on various group activities and assignments during Millennials era (Lowe et al. 2008). This laid the foundation of the social aspects of work they aspire to. Friendly co-workers, a fun environment while collaborating closely and learning from their colleagues and supervisors are essential (Lyons, 2003). Managers have to be available for constant feedback and be able to form friendships (Corporate Leadership Council, 2004). In short, working together with people around one another, plays a significant role in decision making.

### 3.2 Millennials Technological Advantage

From being able to access the internet through computers to eventually through smartphones, this generation is the first one to be born into households equipped with technology and has grown up surrounded by digital media (Gorman et al. 2004; Raines, 2002). It is also stated by popular literature (Pew Research Center, 2007), that Millennials are more congenial in engaging with digital media than previous generations. As a result, they have a higher media consumption rate as they spend more time per week not only following but also creating content online (Deloitte, 2009; Consoli, 2006; Marketing Charts, 2007).

Organizations who are familiar with these Millennial traits have used these beneficiary skills and characteristics to their own good for their communication and information technologies (CIT's), such as the world wide web and instant text messaging (Gorman et al., 2004; Tapscott, 1998).

This advancement of technology has allowed many to be more flexible with their work as well. It is easier to decide when and where to complete specific tasks via smartphone, tablet, or laptop. The desire for a more work-life balanced lifestyle is also a result of this (Randstad Work Solutions 2007; Simmons, 2008). At the same time, Millennials do enjoy a supportive supervision and structure of their work (Ondeck, 2002) even though it contradicts many of the desired flexible and work-life balanced lifestyles.

### 3.3 Value Differences of Previous Generations

According to empirical and various accessible press sources, previous generations believe that Millennial newcomers are not entitled to anything and should "*pay their dues*" as they did when they started as

---

new employees (Marston, 2007). As research suggests, careers play a pivotal role in previous generations lives (Collinson and Hearn 1994). Boomer workers are described to have sacrificed much personal life on behalf of the firm. They are said to have been working 55 – 60 hours a week. This has led to an expectation that promotion is only granted with hard work, dedication, and patience (Chatman and Flynn, 2001). Boomers had accepted competitiveness but were ready to struggle in order to rise in organizational ranks (Gursoy et al., 2008). The term “*workaholic*” derived from the work ethic of young boomer adults who no understanding of the term “*work life – balance*” (McGuire et al., 2007; Stauffer, 1997).

This has interfered with Millennials values as they feel that building a long-lasting, hard-working career is not the primary motivator for them (Marston, 2007). Some empirical research by Wentworth and Chell (1997), does suggest that this is because younger aged people are generally less caring about the prospect of a long lasting and rewarding career which has nothing to do with a specific generation. Although, there was evidence to be found that Millennials showed stronger differences in life - goal values.

With the effect that Millennials were constantly in contact with their friends, through the help of technology and being able to decide and manage their time even more efficiently, allowed them to develop a significant amount of interests outside the workplace. This caused some of the more senior workers to rethink their interests as well. Boomers especially, have asked themselves if all the long hours in the offices and personal sacrifices have led to long - lasting happiness and other benefits they had hoped for (Collinson, 1997).

In the aftermath effect of these generational shifts, some organizations have readdressed their firm's expectations. For example, the company Deloitte (2017), had improved its 33% turnover rate for

women when it readdressed its requirements to be able to work 80-hour work weeks (Babcock and Laschever, 2003).

## 4 METHODOLOGY

The methodology will clarify the underlying assumptions within the gig economy and justify the sets of methods and procedures used. The research question investigates Millennials reasons for entering the gig economy or not and the impact the perceived advantages and disadvantages has on their future decision making in employment relationships. The research approach is a mixed methods approach. This means that both quantitative and qualitative methods will be used. Quantitative research uses instruments to congregate numerical data or data that can be transformed into usable statistical data. It is used to gather patterns of certain behaviors and opinions towards an issue. In the present research a survey has been sent out to several individuals representing the Millennial generation. This will allow the researcher to collate the results to certain character traits of Millennials backed by the literature part. Furthermore, it will test if Millennials are a generation of job hoppers as stated by the Gallup report (2016). The results of the quantitative research will be then analyzed and summarized. In order to complement the survey data which is based on general questions related to the Millennials' perception of the gig economy implicitly, an interview guideline with in-depth questions has been designed. The purpose of the interviews is to further understand how individuals perceive their jobs and what their reasons were to choose their type of work.

As mentioned, qualitative research will be conducted in the form of Interviews. This will accredit the researcher to selectively target specific individuals in order to attain more in-depth analysis. The interview sample size for this will is relatively small as compared to the quantitative research part. The information compiled will then be aligned with the results of the survey, which will then be compared to the literature review once again to further conclude new findings.

## 4.1 Research Strategy

Creswell (1994) argues that researcher bias is inevitable. He claims that methods and strategies used can lead to an inclination towards a particular behavior. This research is conducted using an empirical, quantitative and qualitative methodology. The data findings discuss the proposed research question. This approach was chosen in order to achieve clear measures of certain Millennial character traits.

The survey consists of 36 questions with open ended questions written in English language as well as single and multiple-choice answer possibilities. Not all questions had predetermined answer options in order to allow full discretion in understanding individuals problems and issues. In order to investigate the Millennial character trait findings, a Likert scale approach was administered towards the end of the survey.

The scale reached from 1 – 5, with 1 showing the least importance and 5 the most importance towards the designated question.

In order to understand the majority of Millennials issues, the top 4 answers were selected to generalize and highlight the most relevant findings. All detailed questions and answers can be reviewed in the Appendix section.

## 4.2 Sample Size

The survey targets Millennials born between 1980 and 2000. The number of respondents was 87 which was considered adequate for an explorative analysis of the new phenomenon of the gig economy. The 88<sup>th</sup> respondent still showed up in the results but was left out as conclusions had already been analyzed before the respondent's

---

submission. For the purpose of the explorative research, a small sample size seems to be adequate and doable to create a fitting outcome in this master thesis. The limited size could have allowed for a certain margin of error. A purposive sample strategy was chosen based on characteristics of the Millennial generation born between 1980 – 2000 in order fit the objective of the study.

Interviewees were selected based on convenience. This means that the researcher targeted specific character traits which would fit the picture of the gig economy. The survey response rate of Millennials having worked within the gig economy was low, which did not allow to fully understand the motivations behind joining it. All the individual people had also conducted the survey by themselves prior to the interview questions. Every interviewee held disparate characteristics which was essential in order to conclude findings in more in – depth understanding. They were was confronted with the same three questions. By asking open – ended questions, the researcher allows himself to change the order of the questions resulting during the discussion. Furthermore, he is able to exclude questions when inappropriate, or to inquire about more detailed information (Kvale, 1996). Such was the case with the Interview of an Uber driver in India, who was unaware of the disadvantages of the gig economy. He was then confronted with an additional question which explained the disadvantages to him and then asked about his opinion on them.

In general, the first question of the interview inquired about the individual's specific employment status. This was followed up by asking them about the advantages and disadvantages within their working arrangement and lastly, if they saw themselves working in this employment relationship for the rest of their lives. The individuals agreed to give out their names. Mrs. Alexandra Martinez was contacted via Social Media. Mr. Sadi Nouri was interviewed in person. Mrs. Aisha Wu, Mr. Harpreet Singh and Mr. Muhammad Adrees were contacted via telephone.

### **4.3 Data Collection of Survey**

The survey questions and circulation as well as analysis was completed using Google Docs. This option was chosen due to the ease of set up and no cost structure. The invitations followed via Facebook and WhatsApp. Responses were collected during a three - week period from the 2nd May to the 21st of May. Personal contacts did play a vital role in this survey. To maximize response rates, a Facebook group sharing each other's surveys was joined to further help with the research. Since many respondents in the survey were familiar to the researcher, there might have been an unfair representation of the Millennial generation. A non-probability sample approach allowed for certain target groups to be left out in the survey. A few questions were ignored after evaluations as they proved to be too open-ended in order to assess a proper consistency in result findings. A very accurate representation of the general population was not possible. These mistakes were then compensated via personal interviews.

### **4.4 Data Collection of Personal Interviews:**

In order to compensate, individual interviews were undertaken of various social classes and backgrounds to evaluate a more unbiased result. Millennials from different regions and social classes might show very different results towards certain questions, the results could deviate from a more general standpoint. The reason this approach was chosen was also due to time constraint, ease of administering and lack of tools to reach large pools of the Millennial generation worldwide. The intention was to allow interviewees to answer as detailed as possible. As Kvale (1996) suggests, when every interviewee is asked the same open-ended questions, a quicker analysis can be formed and compared.



The prior knowledge of the individuals working relationship was important for the research question. Further inquiries were based on the collected data from the survey results and literature review.

This allowed for better understanding of Millennials views with different interests from diverse cultures and social classes.

#### **4.5 Ethics**

Respondents were notified that the survey is intended for an MBA research graduate dissertation paper. Participants were notified that their answers were to remain undisclosed and anonymous. Additionally, respondents knew that their cooperation in this study was entirely voluntary, and one could exit the questionnaire whenever they wanted. This could have affected the survey results if participants decided to leave the survey midway.

Interviewees were informed about the researcher publicly citing their answers. Names were therefore, to be kept anonymous if requested. All of the interviewed people permitted the use of their names in this research paper.

Permission to ask the given questions in the survey and interviews was granted by the IRB.

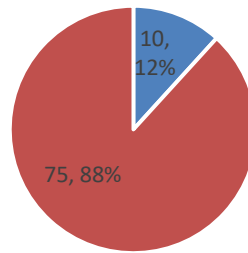
## 5 EMPIRICAL RESULTS

A self-administered online survey was conducted using “*Google Docs*” to collect primary data from people of the Millennial generation. A total of 87 survey answers were collected from May 2nd to May 15th. In order to reach every participant, the study was sent via Email, Facebook or WhatsApp. Participants were handed a questionnaire in English language consisting of 36 questions set up with single and multiple choice as well as open-ended questions. The survey did not entirely consist of pre-determined answer options, which resulted in a more complex task of analysis in the end. This survey helped to figure out if the stereotypical characteristics of Millennials were accurate and if the reasons for either choosing or not choosing a platform-based job depended on the lack of opportunities for this generation, the advancement of technology or preference for good social benefits and or flexibility.

### 5.1 Sample Description

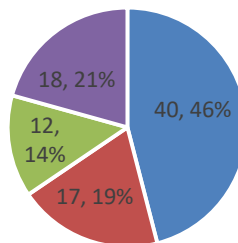
The first part of the survey consisted of nominal scale questions identifying the demographics of respondents, such as age, gender, and the level of education. The survey sample consisted of 55 male and 32 female participants out of which ten were born between 1980 – 1989 and 75 were born between 1990 – 2000. Two were born before 1980 and were taken out of the survey as they did not represent the Millennial generation. One late survey submission was ignored due to results having been analyzed before. The majority of participants were Austrian (39 out of 87), followed by Indians (17 out of 87) and Americans (12 out of 87). A Total of 17 out of 87, held other nationalities. The sample assessment of vital information is defined below:

Figure 1: Age (85 Respondents)



■ 1980 - 1989 ■ 1990 - 2000

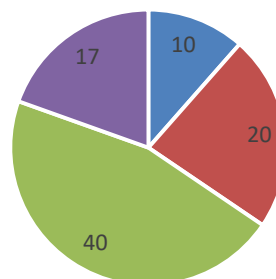
Figure 2: Nationality (87 Respondents)



■ Austrian ■ Indian ■ USA ■ Other

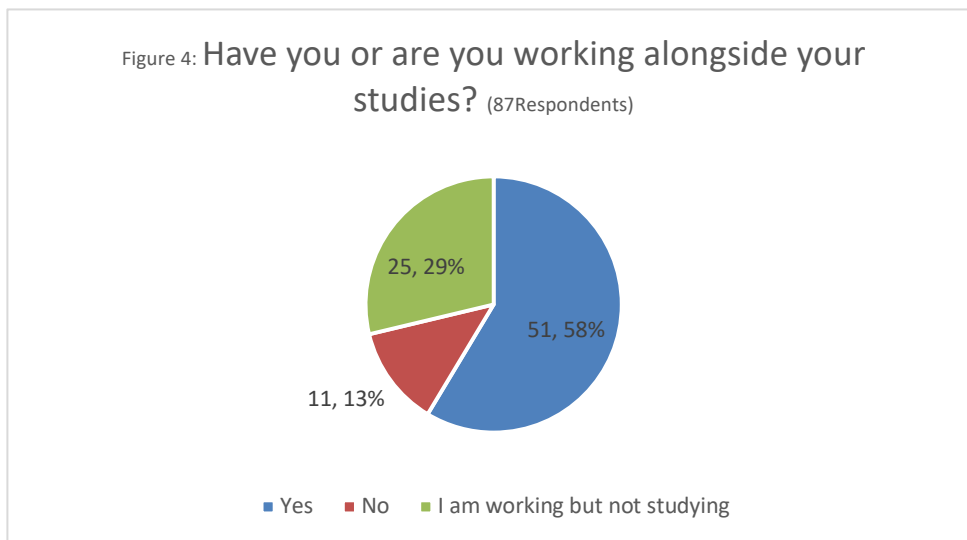
Ongoing questions were asked in order to gain insight if participants pursued further higher education and simultaneously worked side by side.

Figure 3: Education level (Completed) (87 Respondents)



■ < High School ■ High School ■ Bachelors ■ Master

Millennials are believed to be a generation of job hoppers, which is why one of the first questions illustrated below, asked “*Have you or are you working alongside your studies?*” The researcher wanted to know how many individuals considered needed to work during their studies and if the ones who had not pursued higher studies showed different response rates in numbers of jobs worked.



The following question asked “*How many jobs have you worked since graduation*”. This was a closed question with 5 possible answers. Individuals who noted that they had not graduated from high school, were left to answer according to their interpretation of the question.

Figure 5: How many jobs have you worked since graduation?

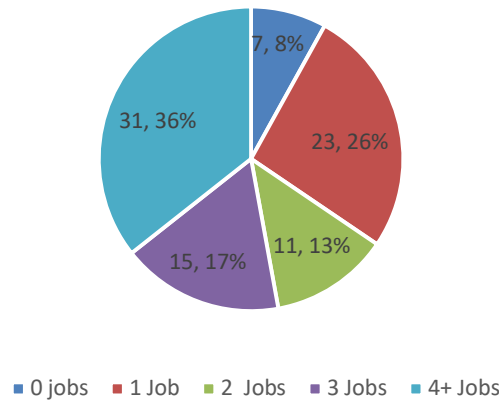


Figure 6: Industry (130 Responses)

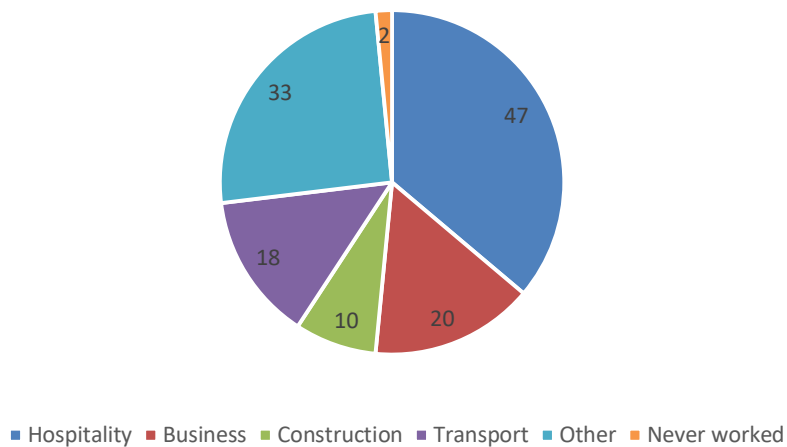


Figure 6 allowed individuals to choose multiple answers which is why the response rate is higher. The researcher assumed that people who had worked multiple jobs had worked in more than one industry as well.

Addressing the first question, whether Millennials are a generation of job hoppers, the results show that the majority of them already worked 4+ jobs in the early stages of their career. Thus, supporting the claim that Millennials are perceived to change jobs quickly. According to Gallup's May 2016 study "*Millennials: The Job-Hopping generation*",

---

six in ten Millennials are likely to switch to new job opportunities. A reason given was the low engagement level at their workplace (Adkins, 2016). As mentioned in the literature review, Millennials five predominant categories of job value attributes were, the need of good work – life balance, good social benefits and salary, the possibility of quick promotion, purposeful work involvement and a supportive work environment. If these characteristics are not met, Millennials feel the need to look for something else.

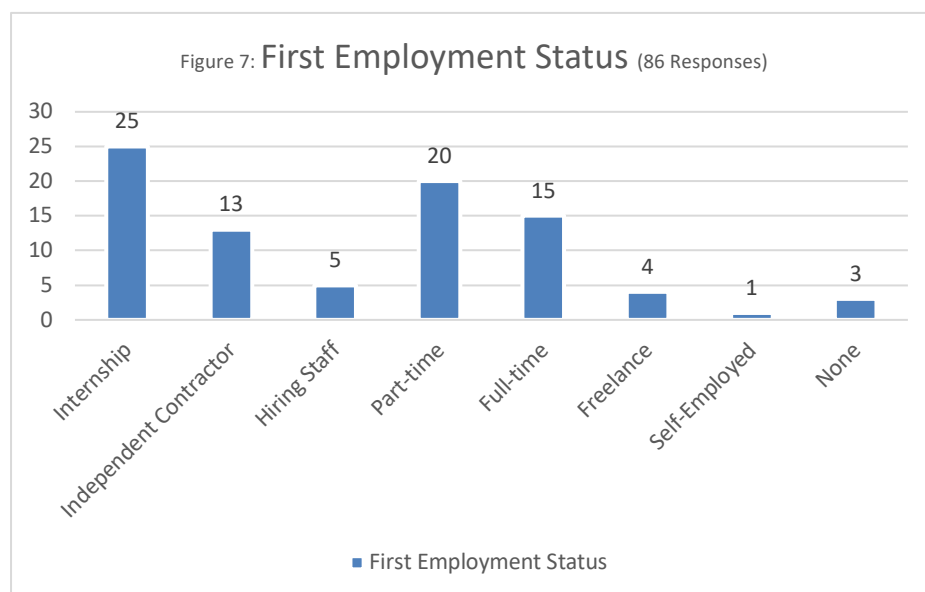
Albeit, reasons for this can be that young adults work traditional teenage jobs such as restaurants and retail jobs. This is because they require a significantly low amount of training and skill set. Students can quickly start in the desired working environment without supervisors and managers having to train them for a long time. It is usually seen, that once graduate studies are at an advanced stage and the provided skill set and workplace knowledge is no longer given, Millennials will seek a change for more meaningful interactions (Greenberger, 1988). A majority of Millennials in this study are still considered as young adults. The researcher studying at a tourism focused university and working in the hospitality sector himself, distributed the survey through contacts known to him. There could have been a bias towards the industries individuals had chosen to work for. To add, working in the hospitality industry does not require extensive skills and less experience. By being able to work in a more flexible manner, be it part – time, seasonal or freelance, this industry does prove to be a favorable choice for students as well.

It is evident, that that the ones who have not pursued further education, opted for a job in either hospitality, construction, or transport. This is verified by the survey results. An individual interview, later on, is provided for more in-depth knowledge about these criteria as well.

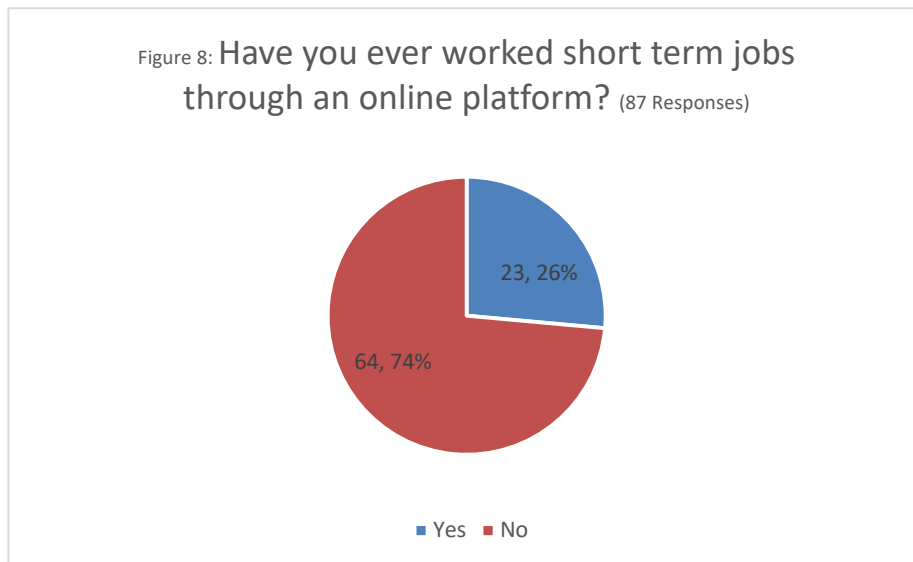
An article from Forbes (2018), attempted with the help of Pew Research Center (2017) to compensate Gallup's data by factoring in the

data of modern Millennials (circa 2016) and GenXers when they were the same young age (circa 2000) and then comparing it to Gallup’s study again. The study conducted in 2016 found that, 63.4% of Millennials stayed longer than 13 months with their employer and 59.9% for GenXers in 2000. To add, the same working groups between Millennials (2016) and GenXers (2000), were also to be found having stayed for five years or longer. 22% for Millennials and 21.8% for GenXers to be precise. The results were even more noticeable among university students (Fry, 2017). As a result, the new research of Pew Research Center (2017), showed a similarity between employer loyalty of different generations, again shielding the argument that certain low-skilled entry level jobs do not satiate the young adults in general rather than a specific generation. This insinuates that Millennials are job hoppers but one should understand that they are not the only generation having compassed these decisions in their young adult life.

Following the distribution of Millennials first type of employment status is represented below. The majority of employment relationships indicate a further short – term working agreement. Internships are solely ventured by young adults who want to gain first - hand work experience.



Out of these, the follow-up question asked Millennials if they had ever performed short term work over online platforms. The results showed that 64 out of 87 respondents had never pursued gig type work.



Addressing the research question “Are Millennials driven to choose platform-based work due to the advancement of technology and more flexibility or prefer traditional work structures due to better employment benefits”, is partially answered in Figure 8 and 9. Figure 9’s top three answers did not mention a strong desire for individuals joining work for better employment benefits. Figure 11 is listed further below on page 42 and asked them a control question:

“What do you think are the negative sides of the gig economy?”. Only then, the most significant answer demonstrated a strong tendency towards not being able to enjoy the proclaimed social benefits after performing gig type work. According to Figure 3, 66% of respondents had already obtained a bachelors or a master’s degree. Therefore, as most of the respondents in this survey were individuals studying or had already studied for a higher degree. A bias towards the opportunities to choose their type of work was definitely to be found. Therefore, interviews of different social classes and from the emerging

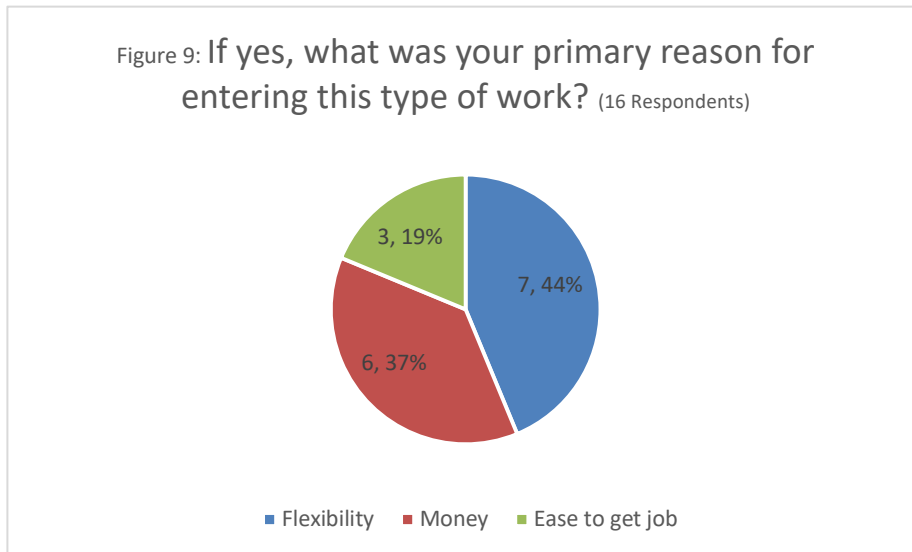


markets were undertaken to conclude, if the same reasons aligned with the low amount of gig type workers from the survey.

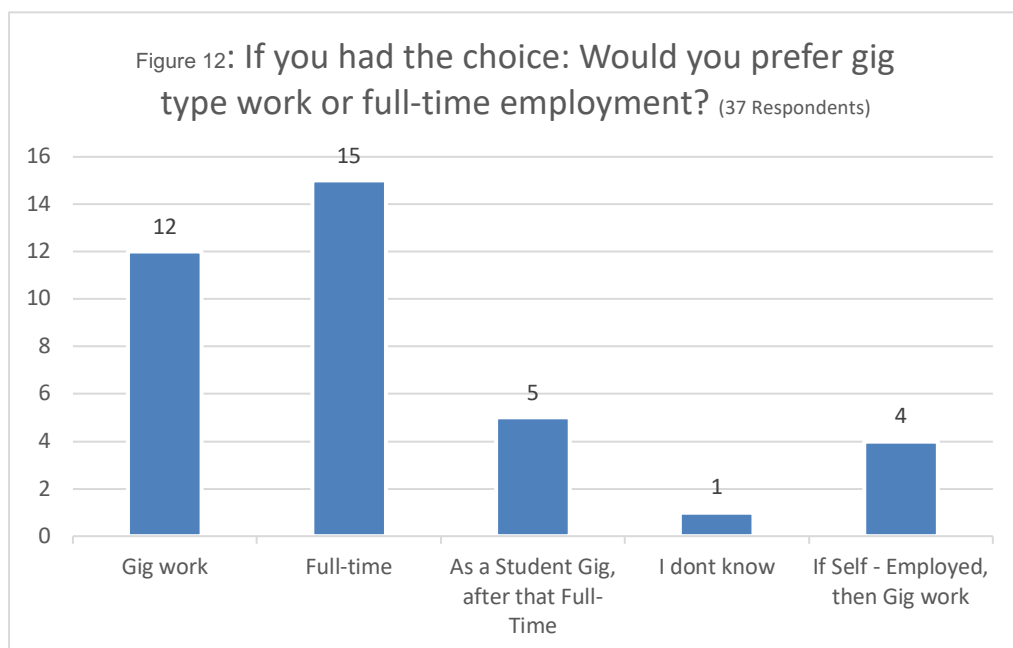
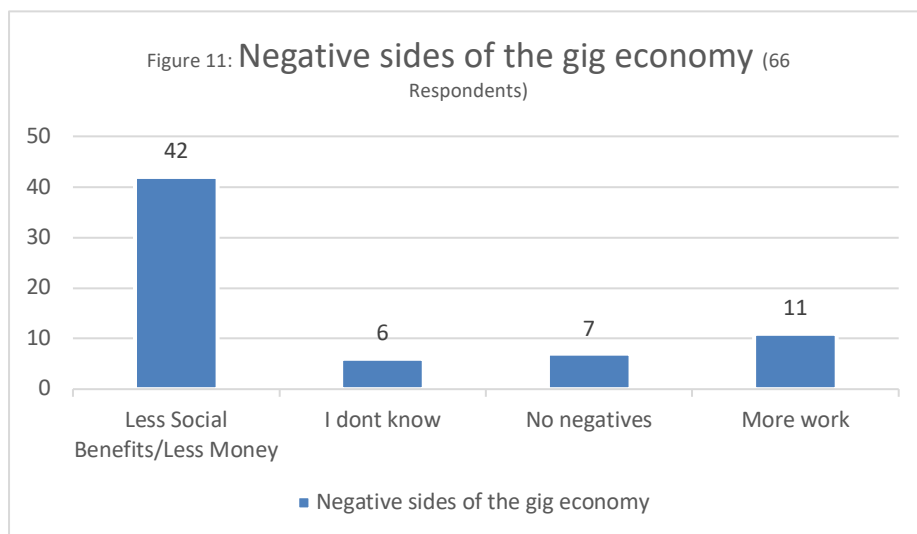
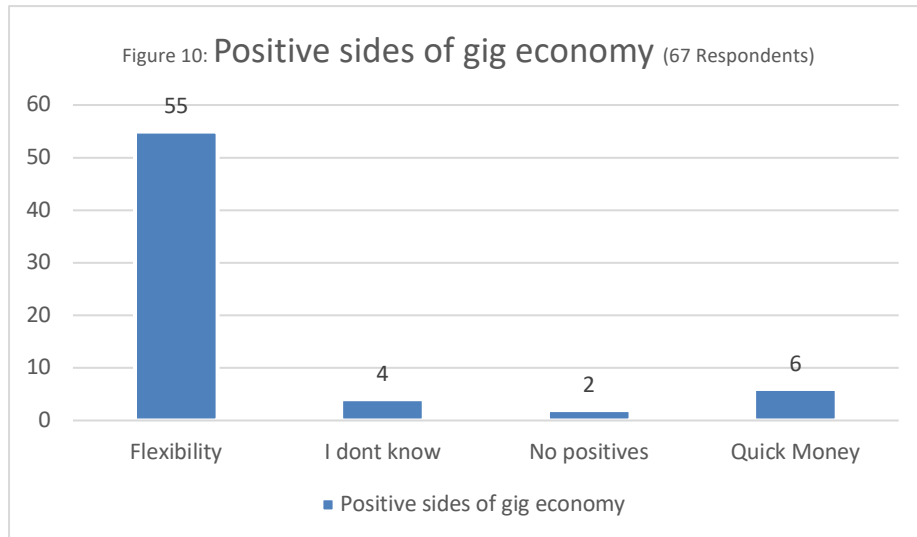
In order to compare certain patterns of gig workers, the survey respondents who answered that they had worked in the gig economy once in their lifetime, were separated and analyzed. The specific results are not shown in the survey sample. Instead, the researcher had to analyze the demographics and answers accordingly.

Individuals who worked through an online platform-based company consisted of 15 male and 8 female candidates. Out of the male participants one held a bachelor's degree and one a master's degree. 6 held a high school degree and 7 had no degree at all. The participant with a master's degree claimed to have worked as a web designer. He was of Indian origin. The bachelor student was an American and both the Indian and him, claimed to prefer to work full time after their studies. The gig work was used to add income during their time of studying. For the individuals with had only a high school education to no formal education at all, all of them claimed to have worked in transport or as hiring staff personnel. Everyone claimed to prefer to have full - time employment. All of the individuals were from different origins, namely India, USA, Turkey, Serbia and Austria. Females who had claimed to work through an online platform constituted of two Americans with a bachelor's degree. Both of them were self – employed. Four female respondents held a high school degree originating from Austria, USA, and Pakistan. Two female respondents did not hold any degree at all, one coming from Pakistan and the other from Austria. A difference is seen in work experience. The majority of females worked in the hospitality sector in restaurants or as hiring staff, compared to their male counterparts where the majority worked in transport or construction. The most frequently named online platform company was Uber.

Overall, there is a clear indicator that the majority of Millennials still prefer traditional working relationships. Question 14 required the respondents who had chosen gig type work to tell them what their prime reasons were for exercising such jobs. Again, the answer board was left open-ended to allow full freedom of choice in answering. The top 3 answers turned out to be 1) “*Flexibility*”, followed by 2) “*Money*” and then 3) “*Ease to get a job.*” (Figure 9)



In order to find out why many of the respondents did not pursue such a job which guaranteed them their desired character traits, the survey investigated what they thought were the negative and positive sides of the gig economy and working relationships. Again, both questions were left open-ended in order to give respondents a full range of freedom to answer. The top 4 answers for “*What do you think are the positive sides of the gig economy?*”, are listed below (Figure 10). The single most positive factor about working in the gig economy again was flexibility. On the other hand, the negative side of the gig economy was being paid less than a traditional job and also not having the needed social benefits within this working arrangement. This is also the concern the ILO had raised about the gig economy in the literature review. It shows that majority of Millennials are aware of the issues with gig type work.



---

The question “*If you had the choice: Would you prefer gig type work or full – time employment?*”, was another open - ended question. The data listed above (Figure 12) shows the top five answers. There is a significant number of individuals still willing to work in the gig economy even with the proclaimed disadvantages. It is evident that the majority of Millennials feel online platforms can provide the needed flexibility to work with the downside of having fewer social benefits and unstable income. It might also support the argument of being able to accumulate an additional stream of income. As labour laws are getting better and more lenient towards more worker protection rights for gig workers, Millennials might feel that this could be an option in the future if pay and legal protection improve. The lack of blue-collar gig type jobs in this survey analysis restricts further conclusions to the underlying assumptions.

If given the choice though, there is no strong evidence of preference to which type of employment they would prefer in the long run. This can be that every individual has different aspirations for their future and current goals. It is clearer that from a Millennials perspective the disadvantages in the gig economy do not distinctively outweigh the perceived advantages.

As mentioned in the literature part, Millennials are believed to be a generation of more entrepreneurial thinkers, which is why working flexible at any given point in time and even avoiding high employee costs and transaction costs within the gig economy can be very beneficial to them. The data did not specifically ask about the social status of individuals which would have been essential to detect whether certain types of individuals choose gig type work over full – time work and vice versa. The lack of finding full – time employment can be a factor for low – skilled people having to choose gig type work as well. This group comparison analysis was made by picking out individuals from the survey with no degree to only a high school degree and comparing their current employment relationships and future aspirations.

Further questions targeted Millennials perceived character traits. Questions 22, 23, 24 & 25 asked individuals through a Likert - scale approach how necessary the following things were to them. The scale reached from 1 – 5 with 1 showing the least importance and 5 the most importance towards the designated question:

How important is money to you?

87 responses

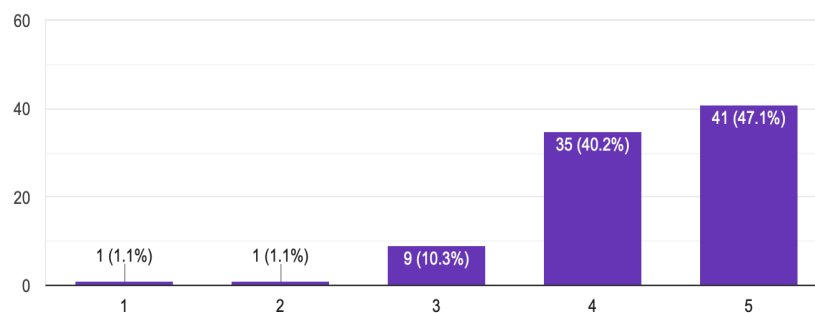


Figure 13:

Money still plays an essential role for Millennials. This does not come to any surprise, as stated in the literature review, good salary was to be found the most decisive component when choosing a job (Corporate Leadership Council, 2004). Interestingly, 30 (55%) of all male respondents answered with option number 5, claiming to find money very important. Only 9 (28%) of all females chose option 5 of the answer board. Only 2.2% felt money was not important.

### How important is sick pay and vacation pay?

87 responses

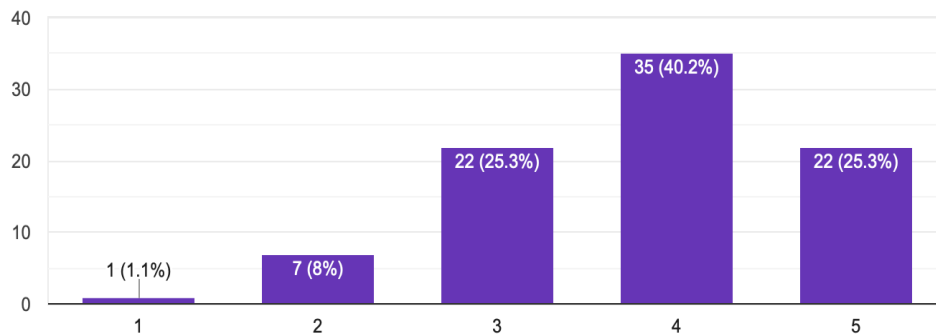


Figure 14:

Given the fact that sick pay and vacation pay is essential to Millennials, it is of no surprise that a majority of them had never performed any sort of work over an online platform, as they usually do not support such kind of agreements. A total of 9 male participants (22%) felt sick pay and vacation pay was very important (5). Females similarly felt the same way with 8 (25%) choosing option 5. The majority of individuals chose option 4, indicating that a total of 65,5% find sick pay and vacation pay either important or a very important factor in deciding which type of work they are willing to choose.

### How important is flexibility to work as much as you want and where ever you want

87 responses

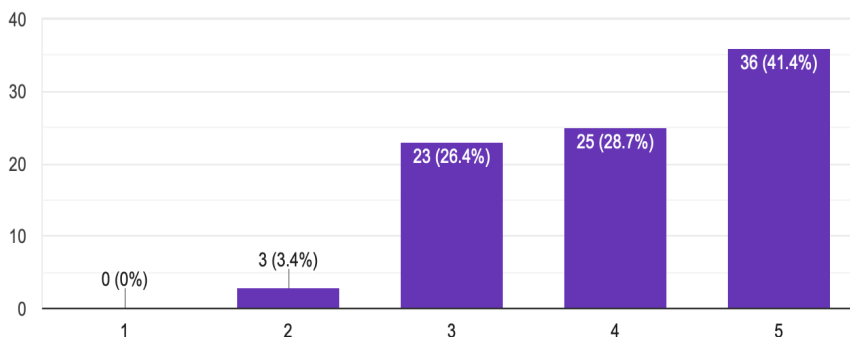


Figure 15:

An interesting aspect is the need for flexibility. This is claimed to be the single most important trait of the gig economy. Traditional workplaces do not provide this but are moving towards it. Technology such as smartphones, tablets and laptops have accustomed employees to some sort of flexibility to work outside their offices. A total of 36% male respondents (20) chose flexibility as very important and 44% of female's respondents (14) saw this as very important as well. 0% felt that having no flexibility and only 3.4% of all respondents wanted less flexibility to work.

This aligns with the literature review part of the Millennials character traits, where generational differences at work are to be seen. Companies are now being assessed based on working conditions, opportunities, flexibility and amenities (Ng, Schweitzer, & Lyons (2010). This is because Millennials live in a time where workers over the next 25 years will have the luxury to choose their jobs due to the projected shortage of workers (Statistics Canada, 2007).

### How important is work-life balance to you?



87 responses

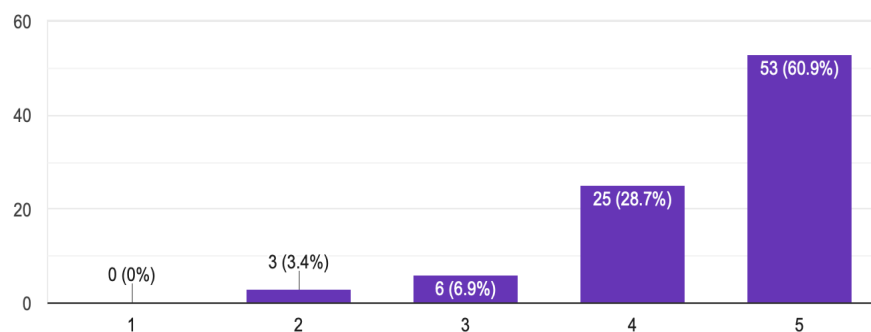


Figure 16:

Furthermore, work-life balance is crucial to Millennials. This argument is also supported in the literature review stating that Millennials had seen their parents sacrifices only to be hit by corporate down-sizing

and frequent layoffs. This is why they opt for “*making a life*” over “*making a living*” (Zhang et al., 2007). 53% male participants chose the most important option. A total of 63% of females had a strong desire for work – life balance. A total of 89.6% of all respondents preferred to answer important or very important.

## What is your overall career path goal?



87 responses

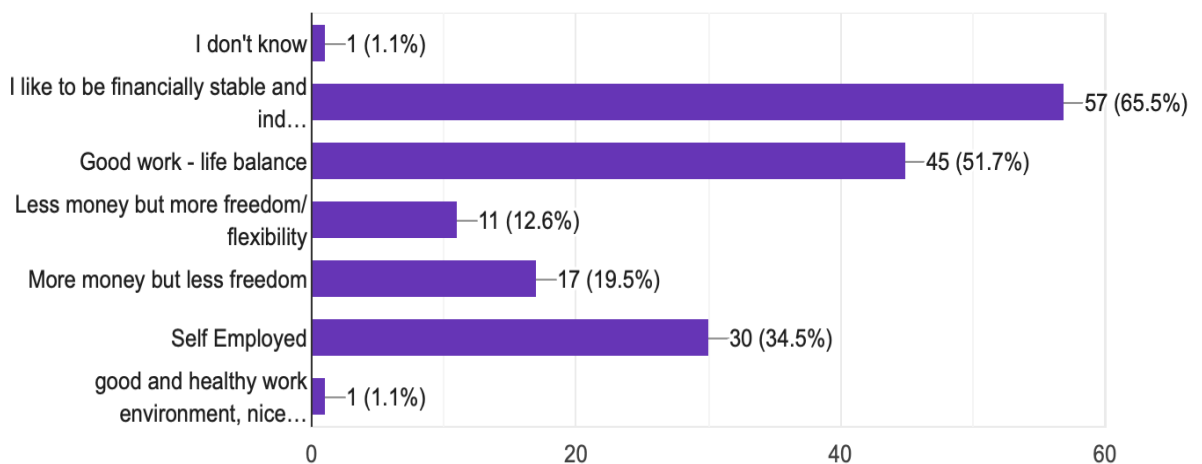


Figure 17:

In order to figure out what the young Millennial generation sought for their overall career path goal, the survey found that 65.5% wanted to be financially stable and independent followed by a good work - life balance. A significant number of Millennials wanted to be self-employed in the future. This also supports the literature review arguing that they are more entrepreneurial thinkers. Respondents had full freedom in answering this open – ended question. Overall a career with good social benefits but at the same time with certain flexibility and the option to become an entrepreneur at a later stage of their life, seems to be the ideal career path for Millennials.



How important are workers protection laws to you? E.g. Minimum wage, healthcare, social security, sick pay etc.

87 responses

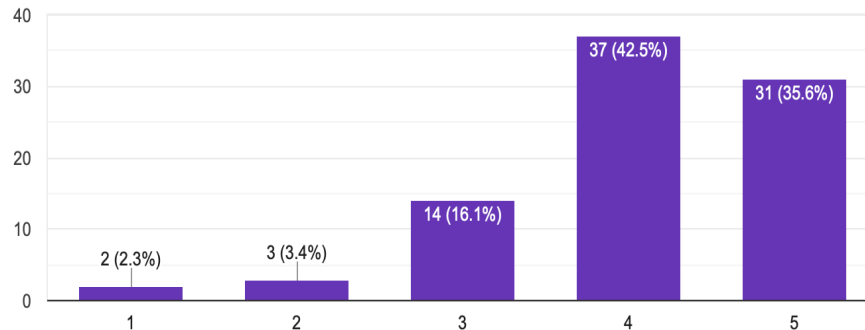


Figure 18:

Coming back to the importance of useful benefits; for Millennials, these incentives represent a sort of entitlement for their achievements. It is seen as a reward for all the hard work they have gone through. Millennials compare these sorts of social benefits to receiving good grades in school (Greenberger et al., 2008).

According to the Congressional Research Service report (2016), recorded by Donovan. S. A., Bradley, D.H., & Shimabukuro, Uber Technologies, claims that the gig economy is said to be a secondary source of income for workers involved (Uber Technologies Inc. 2019). In order to understand this work type in more detail, the organization Uber Technologies Inc., which is a ride-sharing platform, had partnered with an Economist named Alan Krueger (2015). 601 Uber drivers were sampled in December 2014. During the period of 2012 and 2014 further data was being collected. 162,037 actively partnered Uber drivers were registered during the sample analysis in 2014.

Active drivers are accounted only when individuals had completed a series of four or more trips within the same month. Male Uber drivers (86.2%), were the dominant gender for this type of job, with the majority aged between 30 to 49. Half of them held at least a college degree (47.7%). Most of the drivers were said to not be using Uber as

their single sole source of earned income. 31% worked different full-time jobs, and 30% worked part-time jobs elsewhere. The reason why Uber was a primary draw for an added source of income was the flexibility to work when and as much as they wanted (Donovan. S. A., Bradley, D.H., & Shimabukuro, 2016)

Alan Krueger's survey analysis, did confirm to have struggled to collect significant data. The response rate was only 11% (Hall & Krueger, 2017). Many organizations tried using a variety of methods to create an in-depth analysis of understanding the American workforce within the gig economy. It was argued that this topic appeared to be sensitive. Hall and Krueger were only able to estimate around 600,000 gig workers in 2015, which is approximately 0.4% of the U.S. employment rate. McKinsey Global Institute (2015), estimates that "*less than 1%*" of the American working – age population are considered as workers operating through the online platform (McKinsey Global Institute, 2015).

## 6 INTERVIEWS:

In order to gain more in-depth understanding into the growing gig economy, personal interviews were conducted. Each individual came from a different background in order to interpret full – understanding of their work relationship choices. In total, 5 individuals were interviewed. One Digital Nomad, who is a self – employed gig worker, one recent high school graduate who worked as hiring staff, two independent contractors who are Uber drivers from different countries, and one full-time employed taxi driver.

### 6.1 Interview with Self – Employed Digital Nomad, Alexandra Martinez from the United States:

Kevin Chaudhry (KC): “Your name is Alexandra Martinez; you are a 27-year-old American citizen with a bachelor’s degree who calls herself a Digital Nomad. Is this correct?”

Alexandra Martinez (AM): “Yes, *that is correct.*”

KC: “What is a Digital Nomad? Is it different from a freelancer?”

AM: “*Completely. A freelancer can be someone who works from home and could never leave their state or country. An example would be a stay at home, who freestyles as a gig. A digital nomad is someone who travels while working, thus using the world as their office space. You can usually find a freelancer working from home in their pajamas. Whereas a digital nomad is working online at a co-working space, airport, or coffee shop from places like Chang Mai and Mexico City!*”

KC: “What do you think are the positives and negative sides this relationship through technology has added for employers and employees? How has it changed your life?”

---

AM: *“Positives - Hiring freelance, remote workers or digital nomads saves a business time and money! Employers do not have to do traditional on-boarding, pay for insurance, cover unemployment, etc. There are tons of benefits for the employer! For the worker, they get to determine when they work and how. Thus, cultivating freedom, which leads to higher work output and better quality. When you let them do their thing from wherever they want, they perform better in their own best working environment. Another main positive is that employers can tap into global talent pools, by contracting freelancers from around the globe (not only being limited to hiring local people in their small city). Now they can outsource their skills and perspectives from different countries, sometimes for very low prices!”.*

*Negatives - There are none that come to mind. However, certainly, if the business or team lacks communication as a strong point, they may struggle with staying connected to their freelancer. However, this is what business communication tools are for, such as Slack or Bitrix 24. Companies can stay communicating together all day in chat rooms on projects, just like they would meet in an office.*

KC: “Do you see yourself or others doing this for the rest of your life?”

AM: *“For sure, I could never go back to a 9 – 5 pm job and have someone dictate my hours, tell me when I can take a lunch break, or only give me two vacation weeks off per year. This just will not happen. Now that I have found my groove and found success in earning a living this way and being my own boss, I would never go back. There is too much power and freedom to gain. The work is way better, which I push out on my own time, in my own way.”*

KC: “Thank you for your time!”

AM: *“You’re welcome!”*

---

According to Forbes (2018), more and more people with online-based jobs are seizing the opportunity to take their work on their travels. As more digital work is becoming available, the economy as it is also shifting towards a more project-based economy. Millennials favor experiences over possessions. The ability to travel and connect with people all over the world while still earning seems like the ideal work preference for Millennials. As mentioned in the literature review, job hopping Millennials argue that they tend to leave their jobs the moment it feels repetitive and they cannot develop their skills any further. The constant sense of new adventures and learning as a digital nomad seems to be the ultimate dream life of a Millennial. During their early college years and the growth of the internet, this might have started as a hobby by falling in love with posting travel adventures online and talking about them or taking upon short term tasks which could be executed from anywhere with an internet connection. For many, this has become the ideal escape from the stringent corporate world. In a way, the gig economy has promoted a new form of entrepreneur: People who want the freedom and the flexibility to make their own decisions without being bound by any corporate objective. By creating space and allowing individuals to explore and further develop new skills, the gig economy seems to provide unlimited growth of opportunity for individuals on their own terms. It is understood that this sort of entrepreneurship can be compared to an online - based franchising aggregator. Franchising is something that comes along with decades of experience, proved know - how and a successful track record. As an online gig worker, you use social media platforms as your aggregator, thus allowing you to reach a large pool of potential clients allowing individuals to create their own life of their dreams (Scudamore, 2018).

## 6.2 Interview with a former Hiring Staff Aisha Wu from China (*Translated from German to English*):

KC: "Your name is Aisha Wu You are a 19-year-old Austrian who completed her high school education, is that correct?"

Aisha Wu (AW): "Yes, *that is correct.*"

KC: "You worked as a hiring staff, mainly in the hospitality industry during your school years. Can you explain what a hiring staff is exactly?"

AW: *A hiring staff is called upon when needed. This means that they do not have any regular work schedule. I was mainly used in the hospitality industry sector. It gave me much flexibility to choose specific jobs by answering E-mails saying "yes I will take this job." For example, I would receive constant E-mails saying they would need someone on a given day to complete specific jobs. Anyone interested just had to reply to the E-Mail that he is willing to take the job".*

KC: "What do you think are the positives and negative sides this relationship through technology has added for employers and employees? How has it changed your life?"

AW: *The positives are the low skill set required and quick access to the job market and decision to take up jobs whenever you have time or need money. If I have exams for example, I will not take up any jobs and when I have more time I can choose to work as much as I want. It is a good step as well to gain first hands-on experience in the job market as a young adult, and you get to meet a lot of new people. It is a perfect student job.*

*The negatives are that I only receive social insurance if I work a particular set of hours. Sometimes there are weeks or months where*

---

*there are no jobs available. In terms of career opportunities, there are none. You continuously are put together with different organizations meaning you never stick to one employer who can recognize your work. It feels like you are just someone out of many. But that is okay, I only took these kinds of jobs for the quick access to money.*

KC: “Do you see yourself or others doing this for the rest of your life?”

*AW: No. Definitely not. This is as I said a perfect student job to gain first on hand experience and to earn some extra cash. Now that I have graduated, I will look for a stable job. I can imagine this kind of working agreement is excellent for self – employed people though because they do not have to carry the costs for their employees.*

KC: “Thank you for your time.”

*AW: “My pleasure!”*

This job platform seizes the opportunity to draft a large pool of young first - time workers looking to work occasionally for a few days in a month to earn a little extra money on the side. Individuals can accept or decline short - term work in a very uncomplicated way. Companies who need quick staffing in short notice, can reach a large pool of workers in a matter of seconds by sending out E - Mails to registered people. Additionally, these companies do not have to rely on paying these workers anything else other than the hours worked, thereby saving a lot of additional costs a part-time or full-time employee would need. Both the employer and employee are not bound to anything, allowing both parties to act in a very flexible and cost - saving manner.

### 6.3 Interview with 31-year-old Uber Driver Sadi Nouri from Iran (Translated from German to English):

KC: “Your name is Sadi Nouri. You are from Iran and 31 years old and an IT graduate? Is that correct?”

SN: “Yes, *that is correct.*”

KC: “You currently work as an Uber driver as an independent contractor. Can you explain what that is exactly and why you did not choose to drive a taxi?”

SN: “*Well, I drive Uber because I came from Iran 2 years ago to find a job in the industry. I have studied my bachelors. Until now, I have not been able to find a job, so I am currently working as an Uber driver to pay off my bills. It is better than living off social welfare, which is too less to make ends meet at the end of the month. Now I have additional income with being an Uber driver, and I am also active. An independent contractor is someone who has a contract with the company that allows you to work whenever you want and as much as you want. I did not have to complete the taxi exam, which is mandatory if you want to drive as a cab driver. With Uber, I could immediately start my job.*”

KC: “What do you think are the positives and negative sides this relationship through technology has added for employers and employees? How has it changed your life?”

*I prefer this type of working relationship. In my opinion, the taxi business has a bad image. They are always unfriendly and older drivers. As Uber driver, I give my customers more flexibility as well. They can listen to their music and ask me anything they want in particular through the phone before I pick them up. I also feel that with Uber, there is more demand. Additionally, the great advantage is that when I drop off someone, I do not have to go back to a station and wait for*



---

*my next call. I can start from anywhere I am, and Uber tries to find me the closest customer available for pick up. This saves me much time. In terms of safety, what I find great about Uber is that during the night time shifts, I always know who the person is I am picking up because it shows in the app. I have his credit card details, his name, and his rating as well. With taxi drivers, they do not know whom they pick up. I can be anyone. Moreover, I have heard stories about many cab drivers who were insulted and even physically attacked by their customers or robbed. Without any form of identity, it is difficult for them to trace the customers. Thanks to Uber I feel safe to the driver at night. I honestly do not see any negative sides to this working agreement.*

KC: “What do you think about the fact that Uber drivers as independent contractors are not insured and enjoy fewer social benefits compared to traditional full-time employees?”

SN: *Why do you say that? I can also have full-time employment as an Uber driver. As an independent contractor, I make more money though. I earn up to 2300 Euros, which is excellent. How much do taxi drivers earn?*

KC: “Do you see yourself or others doing this for the rest of your life?”

SN: *“No, of course not. As I said, I have a degree in IT. I am currently looking for jobs, but my problem is that when I arrived here, I could not speak any German. I was shy to speak it. Thanks to Uber, I was able to talk a little with my customers and gain confidence. I still have to finish my German exam, but now with all the work and me having moved to a house with my wife in the 19th it is not easy to pay off the rent etc. but the quality of life is so amazing and worth it, I love it. I am at peace here, and this district is much nicer than the other ones. I will see when I will find the time to finish my German classes”.*

---

KC: It was a pleasure meeting you, thank you”.

SN: *“No problem, sir!”*

The Uber driver here claims to be working to earn money until the time he finds a job in his field he has studied. Uber claims to help individuals find temporary work in order to pay their bills, rather than employ the people. It has become a very popular and in - demand app for both customers and workers. Thus, creating uncertainty about workers conditions wanting to perform this work full - time. In this case, Uber seems to be a better mode of transportation for both worker and customer as it even insinuates safety and ease of use while also allowing an individual to work during his time of studying the local language.

#### **6.4 Interview with 25-year-old Uber Driver Harpreet Singh from India (Translated from Hindi to English):**

KC: “Your name is Harpreet Singh, and you are a 25-year-old Uber Driver in India. You did not go to school. Is that correct?”

HS: *“Yes, that is right.”*

KC: “You currently work as an Uber driver as an independent contractor. Can you explain what that is exactly and why you did not choose to drive a taxi?”

HS: *Sir, this is the first job I got. I would take any job. I come from the village and need to provide for my family so whoever gives me a job I will take it.*

KC: “What do you think are the positives and negative sides this relationship through technology has added for employers and employees? How has it changed your life?”

---

HS: *The company I work for gave me a car. They said I would be a driver for Uber and all I have to do is pay off the car in monthly installments while driving customers around. For every trip, Uber will take 30% of the bill, and the company I work for takes a certain amount for the car and its insurances.*

KC: What do you think about the fact that Uber drivers as independent contractors are not insured and enjoy fewer social benefits compared to traditional full-time employees?"

HS: *Sir. How can a beggar be a chooser? I got this job to provide for my family. I have no education. What shall I do? It is better than being a rickshaw or three-wheeler driver. Because I do not have the money to purchase a rickshaw or three-wheeler. This way I got a car, and I can pay it off monthly. My brother helps me. We take turns driving. I drive 12 hours then he drives 12 hours. That way, we utilize the maximum time available to make money. It works great. If there is any problem, me or my brother can take over for a few hours longer. If there is a special occasion, we can turn off the Uber application and go back to our family. As a taxi driver, you always have to do what the boss says. Here if I work or do not work, it depends on me. As long as I can pay the bills at the end of the month, my employers are happy with me. They do not care how much I work or when I take a break. Yes, at times, it is difficult to make enough money because the amount that stays with you after paying off everything is not a lot. However, as I said, with my brother helping me, it works out. Sometimes we have customers who want us for more extended periods during the day or even the whole day. Then we turn off our Uber app and drive them around the whole day while officially being off work. If you do it once in a while, the company does not notice it even with the mileage. We usually say we used it for the private purpose for our family.*

KC: "Do you see yourself or others doing this for the rest of your life?"

*I do not know. As long as I can provide for my family, I am happy. We are saving up to be able to find an apartment in the city and leave the village, so that is our primary goal.*

KC: “Thank you for your time.”

HS: *“No problem, sir.”*

In this case, Uber seems to have opened more working opportunities in a country with a high number of poverties. It has found a way to bridge people with little to no education to the local economy. The question remains whether these working conditions are to be accepted by local governments as there seems to be a high mode of exploitation in this regard. The driver does not even know who his real employer is, making it very difficult for him to fight any legal case he would face in the future.

## **6.5 Interview with 31-year-old Taxi Driver Muhammad Adrees from Pakistan (Translated from Hindi to English):**

KC: “Your name is Muhammad Adrees, you are a 31-year-old Taxi driver in Austria. You finished your high school education in Pakistan. Is that correct?”

MA: *“Yes, sir.”*

KC: “You currently work as a Taxi driver as a full – time employee. Can you explain what that is exactly and why you did not choose to be an Uber driver?”

MA: *“I work full-time 60 hours a week. I have my fixed schedules and a lot of regular customers. I always make sure to give my own telephone number to people, especially if they need me to drive them to*

---

*the airport. I never tried Uber to be honest. I am happy with my job. I do not need to drive at night a lot, which is a huge relief. I think as Uber driver; you have to do that as well. I cannot say much to Uber because I never tried it. It's not fair though that their drivers do not have to obey the rules as we do and they also do not have to take an exam for their license. Many Uber customers are young and do not pay much; they only take an Uber for a 5min drive. How are people supposed to make money with that?*

KC: "Uber Drivers have the flexibility to enjoy when to work and as much as they want. Is that not something appealing to you?"

MA: *"Yes, but are they really that flexible? Can they choose to work just a few hours a day and make enough money? Especially as I said with the low fees, they charge their customers. I also know many Uber drivers they do not own the car. They rent the car on a daily or monthly basis and then drive to make money. I have a car given to me by the company for which I do not have to pay. Every drive they accept is also online on a platform. There is no way to hide anything. If I take a customer who calls me privately, for example, and he pays me in cash, I cannot show this.*

*So, I think I am better off."*

KC: "Do you see yourself or others doing this for the rest of your life?"

*Whichever job pays me more money, I will take it. I am not bound to be a taxi driver. I worked in restaurants as well in summers, for example, I often take leave from the taxi company for two months or switch to part-time while working at a restaurant. Then I often make double the money.*

KC: "Thank you for your time."

MA: *"No problem."*

In this case, we have a taxi driver who has been working as a taxi driver for quite a while. He cannot compare his experience to those of Uber drivers as he claims to have never tried it. It seems that the majority of taxi drivers feel scared about the new competitor in the market. Riding and taking a cab seemed to be a luxury which is now being brought to the middle class as prices of Uber are a lot cheaper. Adding to that, the customer can quickly call an Uber via his mobile app while setting the time and destination. Young customers seem to be driven to this kind of business model. Taxi drivers feel that they have invested so much time into this company by following guidelines and regulations while also studying for the taxi license exams, that switching does not guarantee them better results. Taxi companies charge higher fares in order to be able to afford the social benefits of their drivers. The problem with this is that customers do not care about this. Governments are pushing to regulate these two fierce competitors leaving Uber no option but to not even operate in some countries when pressured to meet the same standards as the cab industries.

## 7 CONCLUSION:

The basic model of the online platform allows markets to match providers with consumers on a so-called “gig” basis with on - demand companies. Gig workers enter into formal agreements to complete jobs of the online company’s clients. Customers access the online platform through their smartphone application in order to request services to certain job tasks. The individuals choosing to complete the tasks are termed, gig workers. For every task completed the gig worker is then compensated.

The research question, “*Are Millennials driven to choose platform-based work due to the advancement of technology and more flexibility or prefer traditional work structures due to better employment benefits*”, shows that traditional work structures are still the preferred choice of working arrangement, as they tend to be more secure and award a stable income. Millennials who decide to opt for gig work argue that it has opened up more doors to add quick income. It has also allowed individuals who struggle to find full – time employment, to temporarily work through online platforms, hence avoiding unemployment. Additionally, young Millennials are able to decide when and how much they want to work, allowing them to manage everything at their own will, during the time they are pursuing higher education for example.

A study conducted by the Center of Talent Innovation (2016), revealed that social income played a huge deciding factor in Millennials choosing work. The more privileged Millennials showed a higher rate of leaving jobs within a year. This is because their parents provide a safety net if they were to quit their jobs and look for something better. The majority of this generation faced difficulties in choosing jobs due to the economic conditions they faced (Hewlett & Kuhl, 2016).

---

Addressing the empirical results, the question “*Have you ever worked short term jobs through an online platform?*” showed a strong leniency towards traditional work as the majority of respondents claimed to never have worked through an online platform. Respondents had been asked another question “*If you had the choice: Would you prefer gig type work or full-time employment?*”. This equals a control questions which is visualized as the proclaimed perceived disadvantages as stated by the International Labour Organization, did not significantly outweigh the perceived advantages. A majority of Millennials did work traditional jobs due to the better social benefits and better pay, but according to the survey results, there was a tendency to be self – employed and independent at some stage in their careers. If this is to be with the help of certain online – platforms, is not evident. The only reference is that the majority of Millennials characteristics were aligned to the positive features the gig economy allowed individuals to pursue.

Furthermore, whether Millennials are more likely than other generation to change jobs and termed as “*job hoppers,*” the survey question 6 showed a strong likeliness of under 30-year-olds having performed 4 or more jobs. There is evidence in the literature (See Pew ResearchCenter, p. 38), that Millennials were not the only generation having encompassed these decisions in their young adult life. Job hopping occurs due to the low amount of training and skill set required as a young adult. With the increase in technology and online platforms, the opportunities to find work has also increased. It is, therefore, more comfortable and quicker to find a job. At the same time, performing short term jobs which can account to just a few hours to a few weeks are also regarded as a job. It is now a time where young adults can accumulate their time more efficiently. The gig economy has allowed people to be more flexible and decide on their own terms whether they currently need to work in order to earn some money or whether they need time off to concentrate on other activities. Individuals are now more than ever, able to add multiple streams of incomes.



Questions 14 and 35 asked whether Millennials saw themselves working in the gig economy or preferred full-time employment showing a clear indication towards full-time employment once they had graduated. The only difference is that the job market is more accessible for individuals who might not be able to find full – time employment work. The gig economy allows individuals to work, if basic guidelines of the companies providing the platform are met. Again, this allows unemployed people to work until they find a better job with better conditions.

The proclaimed advantages of the gig economy, namely flexibility, ability to work independently and remotely, strongly agree with Millennials desired workplace conditions, as shown in Figures 9, 10, 15, 16 & 17. The gig economy represents an opportunity brought by digital technology. On the other hand, this new model should not end up exploiting and worsening the terms of workers protection rights. The push shifting costs to individuals is creating a debate between lawmakers and service providers. Lawmakers argue, that the online – platforms must carry the responsibility to provide their workers with the basic need of social security and minimum pay. Service providers argue that they are just an online platform helping demand meet supply.

The personal interview answers allowed the researcher to gain further in – depth knowledge about the positives and the negatives of the gig economy for individuals who had or had not pursued gig type work. The first interview with Mrs. Martinez, showed how certain individuals want to live their life according to their needs without anyone having to tell them what to do. Another interview with Mr. Singh, showed that many individuals from developing nations who were left out of the job market due to difficulties in finding a job, have found a way to work and earn money. Even though labour laws are not as fair as they should be, the individual claimed to be happy because he had finally found a way to provide for his family. Mrs. Wu, who was a young high – school graduate had worked as a hiring staff and found

it helpful to work whenever she was in need of some income. Mr. Adrees, who is a taxi driver for many years claimed to be happy with the full – time employment given by the taxi company but argued that if he would find a job with more income, he would take it. The Uber driver from Vienna, Mr. Nouri, who was a migrant from Iran, liked the possibility to earn some income during the time he was learning the local language before he would find work in the field he had studied.

It is claimed that such processes have created new opportunities for work and therefore inspiring extraordinary growth in consumer demand for contracted labor. The problem lies in the long run, where laborers pay the cost of not being insured, resulting in a hazardous environment. It is also important to note that the generational theory (Strauss & Howe, 2000) suggests, that some social groups have a preference for the gig economy. This means that some groups might have a less negative impression about the gig economy than others, mainly due to the impact and opportunities given. Extensive literature (ILO, 2019), has focused mainly on disruption and unfair workers' rights, highlighting the suffering experiences of workers and the need for regulation. It must be brought to further attention that these working conditions have helped certain people and not just Millennials to create a new form of work or even find work. The disadvantages overshadow the positive impacts. Disadvantages which have always been there also without the gig economy. The International Labour organization argues, that work in the gig economy is classified as emotional labor as rating systems force workers to constantly engage in extraordinary hospitality and always be cheerful with customers. Traditional businesses and entrepreneurs who do not engage in the gig economy are now more than ever, also being rated online.

The exploitation of low skilled laborers has always been a huge problem especially in places where the essential social needs such as social security and retirement plans are usually provided by employers to their employees. As a result, the rest of the workforce (workers) is left unprotected. (State of Florida Department of Opportunities, 2015).

---

The only difference is that the gig economy makes everything a bit more visible. It is clear that, stable income remains an illusion for majority of the workers within the gig economy as proclaimed by one of the business CEO's (Biewald, 2014) quoted before, "*one of the chief sources of flexibility is exactly the possibility to hire and people and fire them after ... ten minutes*".

Technology has definitely helped the less fortunate people to find work. The interview with an Uber driver from India explained how this form of worked supported him and his family to find a credible source of income. They are not aware of the lesser benefits provided but also do not care about them as they claim to have been given the opportunity to work during times when nobody else was willing to hire them. A strong dependent factor on choosing certain work structures is therefore dependent on the country one is born in and level of education and social status one is in.

A more social and better developed nation which already provides certain benefits to employees and workers will definitely highlight the problems with gig type work. Lesser developed nations which struggle to provide the necessary protection of their workers will find it less of an issue to have as unemployed people will seek any sort of employment forms. If certain governments continue to gridlock the potential of the gig economy with even more lawsuits, legislatives and lenient regulations against online platforms, the new breed of entrepreneurs of the modern society may represent one of the nation's greatest missed opportunities.

Overall, a competitive economy is valuable as it factors innovation and drives growth within the national country. What is missing is proper government data on what may be one of the greatest opportunities for expansion of both the national economy and middle-class wealth creation, as the gap between rich and poor continues to increase. With the addition of the gig economy middle class families are able to

---

improve their incomes by performing short – term jobs. Additionally, low -skilled to illiterate and handicapped individuals are given a chance to enter the local economy as well. Thus, tackling income disparity.

## 7.1 Limitations:

Although the research has managed to fulfill its aim, there were a few avoidable limitations. First, the survey appeared to be too complex making it challenging to attract a large number of respondents. A total of 87 respondents of the Millennial generation does not represent a large pool. Many respondents opted out of the survey leaving out a significant number of questions. It can be argued, that several large organizations have also tried and failed using a variety of methods to analyze large amount of pools of gig workers and the gig economy itself. It appears that this topic is sensitive to many people. The researcher was also denied interviews or ignored, further proving that many do not wish to inform anyone about their gig jobs. In order to understand differences within Millennials, individual respondents had to be picked out and compared to each other. There was a strong leniency between individuals towards gig type work who had lower education levels. High skilled type gig workers were not representing enough in order to evaluate resounding comparisons to traditional full – time employees. As a result of not having asked any specific question towards income and social levels, the only credible source that could back up such claims were the comparisons of the interviewees where one taxi and Uber driver in Austria was compared to an Uber driver in India.

The research was also limited due to researcher bias, because the survey was distributed through personal networks. This could lead to indirectly targeting certain Millennials groups who do not represent the

whole Millennial generation leading to a more bias for specific answers. The personal interview therefor chose groups of entirely different locations and social classes in order to try to contribute to a more in-depth analysis.

## **7.2 Future Research:**

Further research will need to separate different industries within the gig economy and analyze the advantages and disadvantages as not only low skilled jobs but also blue - collar jobs offer gig work. The survey sample size and limited research time could not investigate this process. The overall perception of the gig economy for more educated people also leads to more bias opinions about the gig economy, leading to a more artificial distinction between the positive and negative sides of the gig economy (BBC, 2017). This also reflects on the survey as this meant that respondents have some basic knowledge about the internet and their employment relationships. This allowed to miss out on Millennials from developing countries who were part of the gig economy but unaware of the advantages and disadvantages. In the personal interviews, it was noted, that some Millennials were unaware over their worker's rights and regulations. As the gig economy is relatively new and continues to grow, a critical future review would be to compare the impact of the gig economy in developed nations and developing nations.

## 8 BIBLIOGRAPHY:

Agrawal, A. (2013). *Can You Gig It? An Empirical Examination of the Gig-Economy and Entrepreneurial Activity*. Retrieved April 15, 2019, from <https://pdfs.semanticscholar.org/c6d5/f03a87b33d26b6014421f8984873e84220de.pdf>

Allon, G. (n.d.). *What Motivates Workers in the Gig Economy?* Retrieved April 08, 2019, from <https://knowledge.wharton.upenn.edu/article/what-motivates-workers-in-the-gig-economy/>

Aloisi, (2015). *Commoditized Workers. Case Study Research on Labor Law Issues Arising from a Set of 'On-Demand/Gig Economy' Platforms*. Retrieved 05 April, 2019 from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2637485](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2637485)

Alsop, R. (2008). *The trophy kids group up: How the Millennial generation is shaping up the workplace*. San Francisco: Jossey-Bass. Retrieved May 2, 2019 from [https://scholar.google.com/scholar\\_lookup?title=The%20trophy%20kids%20group%20up%3A%20How%20the%20Millennial%20generation%20is%20shaping%20up%20the%20workplace&author=R.%20Alsop&publication\\_year=2008](https://scholar.google.com/scholar_lookup?title=The%20trophy%20kids%20group%20up%3A%20How%20the%20Millennial%20generation%20is%20shaping%20up%20the%20workplace&author=R.%20Alsop&publication_year=2008)

Alton, L. (2018, January 22). Millennials Aren't Job Hopping, Young People Are: 5 Things To Keep In Mind. Retrieved June 6, 2019, from <https://www.forbes.com/sites/larryalton/2018/01/22/millennials-arent-job-hopping-young-people-are-5-things-to-keep-in-mind/#7ccb490310d8>

Anastasiu, M. (n.d.). *Work 'gig economy' set to be worth \$63bn globally by 2020 – PwC research*. Retrieved April 10, 2019, from [https://www.pwc.ro/en/press\\_room/assets/2016/connected-world-market.pdf](https://www.pwc.ro/en/press_room/assets/2016/connected-world-market.pdf)

Babcock, L., & Laschever, S. (2003). *Women don't ask: Negotiation and the gender divide*. Princeton, NJ: Princeton University Press. Retrieved May 2, 2019, from [https://scholar.google.com/scholar\\_lookup?title=Women%20don't%20ask%3A%20Negotiation%20and%20the%20gender%20divide&author=L.%20Babcock&author=S.%20Laschever&publication\\_year=2003](https://scholar.google.com/scholar_lookup?title=Women%20don't%20ask%3A%20Negotiation%20and%20the%20gender%20divide&author=L.%20Babcock&author=S.%20Laschever&publication_year=2003)

Bakewell, C., and Mitchell, V. W. 2009. Generation Y female consumer decision-making styles. Retrieved 10 May, 2019 from <https://www.emeraldinsight.com/doi/abs/10.1108/09590550310461994>

Balaram, B., Warden, J., & Stephans, F. W. (2017). *Good Gigs: A fairer future for the UK's gig economy - RSA*. Retrieved May 5, 2019, from <https://www.thersa.org/discover/publications-and-articles/reports/good-gigs-a-fairer-future-for-the-uks-gig-economy>

---

Berg, & Janine. (2016, March 03). *Income Security in the On-Demand Economy: Findings and Policy Lessons from a Survey of Crowd workers*. Retrieved 05 April, 2019 from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2740940](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2740940)

Brinkley, I. (2016). In search of the 'Gig-Economy'. Retrieved April 6, 2019, from <http://www.theworkfoundation.com/projects/in-search-of-the-gig-economy/>

Brown, D. (2017). *The Gig Economy: Are Millennials failing to develop important work skills?* Retrieved May 8, 2019, from [https://us.sagepub.com/sites/default/files/upm-binaries/89762\\_Chapter\\_1\\_The\\_Gig\\_Economy.pdf](https://us.sagepub.com/sites/default/files/upm-binaries/89762_Chapter_1_The_Gig_Economy.pdf)

Burke, R. J., & Ng, E. (2006). The changing nature of work and organizations: Implications for human resource management. Retrieved 2 May, 2019 from [https://www.researchgate.net/publication/222432322\\_The\\_changing\\_nature\\_of\\_work\\_and\\_organizations\\_Implications\\_for\\_human\\_resource\\_management](https://www.researchgate.net/publication/222432322_The_changing_nature_of_work_and_organizations_Implications_for_human_resource_management)

Chao, L. (2005), For Gen Xers, it's work to live: Allowing employees to strike balance between job and life can lead to better retention rates. The Wall Street Journal, Eastern edition. Retrieved 21 May, 2019 from <https://www.wsj.com/articles/SB113322872522408680>

Chatman, J. A., & Flynn, F. J. (2001). The influence of demographic heterogeneity on the emergence and consequences of cooperative norms in work teams. Retrieved 27 May, 2019 from <https://pdfs.semanticscholar.org/dafe/f677187ee061ed9398562820bfc243537ba7.pdf>

Collier, Berins, R., V.b., Carter, & Christopher. (2017, September 21). *Labor Platforms and Gig Work: The Failure to Regulate*. Retrieved 05 April, 2019 from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3039742](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3039742)

Consoli, J. (2006, June). 'Millennials' big for media biz. *Media Week*. Retrieved May 19, 2019, from <http://mediaweek.com>

Crossman, D. (2016, October 29). Simon Sinek on Millennials in the Workplace. Retrieved June 04, 2019, from <https://www.youtube.com/watch?v=hER0Qp6QJNU>

Cui, Y., Trent, E. E. S., Sullivan, P. M. and Matiru, G. N. 2003. Cause – related marketing: how generation Y responds. Retrieved 9 May, 2019 from [https://www.researchgate.net/profile/Pauline\\_Sullivan/publication/240260663\\_Cause-Related\\_Marketing\\_How\\_Generation\\_Y\\_Responds/links/55280e780cf29b22c9ba7873.pdf](https://www.researchgate.net/profile/Pauline_Sullivan/publication/240260663_Cause-Related_Marketing_How_Generation_Y_Responds/links/55280e780cf29b22c9ba7873.pdf)

Collinson, D. L., & Hearn, J. (1994). Naming men as men: Implications for work, organization and management, gender, *Work and Organization*. Retrieved 13 May, 2019 from



[https://www.researchgate.net/publication/280112849\\_Naming\\_Men\\_as\\_Men\\_Implications\\_for\\_Work\\_Organization\\_and\\_Management](https://www.researchgate.net/publication/280112849_Naming_Men_as_Men_Implications_for_Work_Organization_and_Management)

Corporate Leadership Council. (2004). Generation X and Y employees. Retrieved May 12, 2019 from <https://pdfs.semanticscholar.org/57dd/369935d6ce268d78382de206fc8eb066bbbd.pdf>

Corporate Leadership Council. (2005). HR considerations for engaging Generation Y employees. Retrieved May 12, 2019 from [https://scholarship.claremont.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1297&context=cmc\\_theses](https://scholarship.claremont.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1297&context=cmc_theses)

Creswell, J. W. (2004). *Research design: Qualitative & quantitative approaches*. Thousand Oaks, Calif; London; Sage Publications.

Deloitte. (2009). State of the media democracy survey (3<sup>rd</sup> ed.). Retrieved May 12, 2019 from <https://mediaandentertainmentobservatory.files.wordpress.com/2010/10/2010-state-of-media-democracy-survey.pdf>

De Stefano, V. (2015). The Rise of the “Just-In-Time Workforce”: On-Demand Work, Crowd work, and Labor Protection in the “Gig Economy”. Retrieved April 5, 2019 from [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/publication/wcms\\_443267.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_443267.pdf)

Donovan, S. A., Bradley, D. H., & Shimabukuru, J. O. (2016). *What Does the Gig Economy Mean for Workers?* Retrieved 05 April, 2019 from [https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?referer=https://scholar.google.at/scholar?start=10&q=gig\\_economy&hl=en&as\\_sdt=0,5&httpsredir=1&article=2512&context=key\\_workplace](https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?referer=https://scholar.google.at/scholar?start=10&q=gig_economy&hl=en&as_sdt=0,5&httpsredir=1&article=2512&context=key_workplace).

Deloitte, (2017). *The 2017 Deloitte Millennial Survey – Apprehensive millennials: seeking stability and opportunities in an uncertain world*. Retrieved May 12, 2019 from <http://tinyurl.com/h4arf2c>.

Freestone, O. and Mitchell, V. 2004. Generation Y attitudes towards e-ethics and internet – related misbehaviors. Retrieved 9 May, 2019 from [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=2ahUKEwiD\\_vaizNDiAhWOp4sKHVVED\\_MQFjACegQIA-hAC&url=https%3A%2F%2Fmyelms.umd.edu%2Fcourses%2F1199371%2Ffiles%2F44556764%2Fdownload%3Fdownload\\_frd%3D1&usq=AOv-Vaw0hQpTxYiTX5K9YgqnJ7NQ6](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=2ahUKEwiD_vaizNDiAhWOp4sKHVVED_MQFjACegQIA-hAC&url=https%3A%2F%2Fmyelms.umd.edu%2Fcourses%2F1199371%2Ffiles%2F44556764%2Fdownload%3Fdownload_frd%3D1&usq=AOv-Vaw0hQpTxYiTX5K9YgqnJ7NQ6)

Erickson, T. J. (2009) Gen Y in the workforce: *How I learned to love Millennials and stop worrying about what they are doing with their iPhones*. Harvard Business Review. Retrieved May 15, 2019, from <https://hbr.org/2013/09/youre-probably-wrong-about-mil>



Fry, R. (2017, April 19). Millennials don't switch jobs any more than Gen Xers did. Retrieved June 6, 2019, from <https://www.pewresearch.org/fact-tank/2017/04/19/millennials-arent-job-hopping-any-faster-than-generation-x-did/>

Gallup, Inc. (2016). Millennials: The Job-Hopping Generation. Retrieved 6 May 2019 from <https://www.gallup.com/workplace/231587/millennials-job-hopping-generation.aspx>

GIG | meaning in the Cambridge English Dictionary. (2019). Retrieved 29 May, 2019 from <https://dictionary.cambridge.org/dictionary/english/gig>.

Gloeckler, G. (2008) *The millennials invade the B-schools*. Retrieved 21 May, 2019 from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.674.3681&rep=rep1&type=pdf>

Gorman, P., Nelson, T., & Glassman, A. (2004). The Millennial generation: A strategic opportunity. *Organizational Analysis*, 12(3), 255–270. [https://scholar.google.com/scholar\\_lookup?title=The%20Millennial%20generation%3A%20A%20strategic%20opportunity&author=P.%20Gorman&author=T.%20Nelson&author=A.%20Glassman&journal=Organizational%20Analysis&volume=12&issue=3&pages=255-270&publication\\_year=2004](https://scholar.google.com/scholar_lookup?title=The%20Millennial%20generation%3A%20A%20strategic%20opportunity&author=P.%20Gorman&author=T.%20Nelson&author=A.%20Glassman&journal=Organizational%20Analysis&volume=12&issue=3&pages=255-270&publication_year=2004)

Greenberger, E. (1988). Working in teenage America. In J. T. Mortimer & K. M. Borman (Eds.), *Work experience and psychological development through the life span* (pp. 21-50). Retrieved May 23, 2019, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2872249/>

Greenberger, E., Lessard, J., Chen, C., & Farruggia, S. P. (2008). Self-entitled college students: contributions of personality, parenting, and motivational factors. Retrieved May 23, 2019, from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.591.7867&rep=rep1&type=pdf>

Gupta, N., & Gupta, N. (2014). *Understanding Indian Crowd workers*. Retrieved 11 May, 2019 from [https://www.academia.edu/39043767/Understanding\\_Indian\\_Crowdworkers](https://www.academia.edu/39043767/Understanding_Indian_Crowdworkers)

Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27, 458–488. Retrieved May 2, 2019, from <https://linkinghub.elsevier.com/retrieve/pii/S0278431907001223>

Hershatter, A., & Epstein, M. (2010, March 05). *Millennials and the World of Work: An Organization and Management Perspective*. Retrieved 12 May, 2019 from <https://link.springer.com/article/10.1007/s10869-010-9160-y>

Hill, R. P. (2002). Managing across generations in the 21<sup>st</sup> century: Important lessons from the ivory trenches. Retrieved May 15, 2019 from <https://journals.sagepub.com/doi/abs/10.1177/1056492602111020>

Holliday, W. and Li, Q. 2004. Understanding the millennials: updating our knowledge about students. Retrieved 3 May, 2019 from <https://www.emeraldinsight.com/doi/abs/10.1108/00907320410569707>

Howe, N., & Strauss, W. (2000). Millennials rising: The next great generation. Retrieved May 25, 2019, from [https://digitalcommons.georgefox.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1019&context=student\\_life\\_works](https://digitalcommons.georgefox.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1019&context=student_life_works)

Huws, U., Spencer, N., & Joyce, S. (2016). Crowd work in Europe. Retrieved April 15, 2019, from [http://researchprofiles.herts.ac.uk/portal/files/10749125/crowd\\_work\\_in\\_europe\\_draft\\_report\\_last\\_version.pdf](http://researchprofiles.herts.ac.uk/portal/files/10749125/crowd_work_in_europe_draft_report_last_version.pdf)

ILO. (2019). *Declaration on Fundamental Principles and Rights at Work* (DECLARATION). Retrieved 18 April, 2019 from <https://www.ilo.org/declaration/lang--en/index.htm>

JPMorgan Chase & Co (2016). The Online Platform Economy: *What is the growth trajectory?* Retrieved 06, April, 2019 from <https://www.jpmorganchase.com/corporate/institute/insight-online-platform-econ-growth-trajectory.htm>

Kiesa, A., Orlovskii, A. P., Levine, P., Both, D., Kirby, E. H., Lopez, M. H. and Marcelo, K. B. (2007) Millennials Talk Politics: A Study of College Student Political Engagement. Retrieved 9 May, 2019 from <https://eric.ed.gov/?id=ED498899>

Kinds of employment. (2019). Retrieved June 2, 2019, from <https://www.migration.gv.at/en/living-and-working-in-austria/working/kinds-of-employment/>

Kowske, B., Rasch, R. and Wiley, J. 2010. Millennials' (Lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes. Retrieved May 22, 2019 from <https://www.ibm.com/downloads/cas/5VXXN19M>

Kuhl, S. A., Hewlett, S. A., & Carmichael, S. G. (2016, August 31). Research: Millennials Can't Afford to Job Hop. Retrieved June 6, 2019, from <https://hbr.org/2016/08/research-millennials-cant-afford-to-job-hop>

Kyle, C. (2009). Millennials know what they want. Saskatoon Star Pheonix. Retrieved May 22, 2019 from <http://www.canada.com/Business/Millennials+know+what+they+want/1494997/story.html>

---

Lancaster, L. C., & Stillman, D. (2002). *When generations collide: Who they are. Why they clash. How to solve the generational puzzle at work*. New York: Harper Collins

Lea, G. (2019, May 11). *The world is my office: Why I chose to become a digital nomad worker*. Retrieved 17 May, 2019 from <https://www.theguardian.com/technology/2019/may/11/digital-nomads-work-technology-asia-cities-wifi>

Loughlin, C., & Stillman, D. (2002). *When generations collide: Who they are. Why they clash. How to solve the generational puzzle at work*. New York: Harper Collins

Lowe, D., Levitt, K. J., & Wilson, T. (2008). Solutions for retaining Generation Y employees in the workplace. *Business Renaissance Quarterly*. Retrieved May 22, 2019 from <https://halshs.archives-ouvertes.fr/halshs-00863619/document>

Lyons, S. (2003). An exploration of generational values in life and at work. Retrieved April 28, 2019 from [https://curve.carleton.ca/system/files/etd/c3cc861c-e720-47a1-a33f-e8d570474474/etd\\_pdf/a7c568598ba00df4561fdcf79e18a131/lyons-an-exploration-of-generational-values-in-life-and-at-work.pdf](https://curve.carleton.ca/system/files/etd/c3cc861c-e720-47a1-a33f-e8d570474474/etd_pdf/a7c568598ba00df4561fdcf79e18a131/lyons-an-exploration-of-generational-values-in-life-and-at-work.pdf)

Martin, C. A. (2005). From high maintenance to high productivity: What managers need to know about Generation Y. *Industrial and Commercial Training*, 37, 39-44. Retrieved May 21, 2019 from [http://libertyeducationgroup.org/yahoo\\_site\\_admin/assets/docs/From\\_high\\_maintenance\\_to\\_high\\_productivity\\_Gen\\_Y.132144708.pdf](http://libertyeducationgroup.org/yahoo_site_admin/assets/docs/From_high_maintenance_to_high_productivity_Gen_Y.132144708.pdf)

MBO Partners *Highlights Key Characteristics of Independent Workers in the On-Demand Economy*. (2019, March 03). Retrieved 05 May, 2019 from <https://www.mbopartners.com/blog/press/characteristics-of-workers-on-demand-economy/>

Marston, C. (2007). *Motivating the "What's in it for me?" workforce: Manage across the generational divide and increase profits*. Hoboken: Wiley. Retrieved May, 21, 2019 from [https://scholar.google.com/scholar\\_lookup?title=Motivating%20the%20%22What's%20in%20it%20for%20me%3F%22%20workforce%3A%20Manage%20across%20the%20generational%20divide%20and%20increase%20profits&author=C.%20Marston&publication\\_year=2007](https://scholar.google.com/scholar_lookup?title=Motivating%20the%20%22What's%20in%20it%20for%20me%3F%22%20workforce%3A%20Manage%20across%20the%20generational%20divide%20and%20increase%20profits&author=C.%20Marston&publication_year=2007)

Marston, C. (2009). *Myths about Millennials: Understanding the myths to retain Millennials*. Retrieved May 21, 2019, from [https://www.researchgate.net/publication/44630352\\_Millennials\\_in\\_the\\_Workplace\\_A\\_Communication\\_Perspective\\_on\\_Millennials'\\_Organizational\\_Relationships\\_and\\_Performance](https://www.researchgate.net/publication/44630352_Millennials_in_the_Workplace_A_Communication_Perspective_on_Millennials'_Organizational_Relationships_and_Performance)

McClelland, D. C. (1965). Achievement motivation can be developed. *Harvard Business Review*. Retrieved 11 May, 2019 from <https://hbr.org/2003/01/power-is-the-great-motivator>

McDonald, K. S., & Hite, L. M. (2008). The next generation of career success: Implications for HRD. *Advances in Developing Human Resources*. Retrieved 12 May, 2019 from <https://journals.sagepub.com/doi/abs/10.1177/1523422307310116c>

McGuire, D., By, R. T., & Hutchings, K. (2007). Towards a model of human resource solutions for achieving intergenerational interaction in organizations. Retrieved 21 May, 2019 from [https://www.researchgate.net/publication/48381428\\_Towards\\_a\\_Model\\_of\\_Human\\_Resource\\_Solutions\\_for\\_Achieving\\_Intergenerational\\_Interaction\\_in\\_Organizations](https://www.researchgate.net/publication/48381428_Towards_a_Model_of_Human_Resource_Solutions_for_Achieving_Intergenerational_Interaction_in_Organizations)

McKinsey & Company, (2015). *Connecting talent with opportunity in the digital age*. (n.d.). Retrieved 08 April, 2019 from <https://www.mckinsey.com/featured-insights/employment-and-growth/connecting-talent-with-opportunity-in-the-digital-age>

Ng, E. S. W., Schweitzer, L. and Lyons, S. T. 2010. *New generation, great expectations: A field study of the millennial generation*. Retrieved May 21, 2019 from [https://www.researchgate.net/publication/225617101\\_New\\_Generation\\_Great\\_Expectations\\_A\\_Field\\_Study\\_of\\_the\\_Millennial\\_Generation](https://www.researchgate.net/publication/225617101_New_Generation_Great_Expectations_A_Field_Study_of_the_Millennial_Generation)

Needleman, S. E. (2008). The latest office perk: Getting paid to volunteer. More companies subsidize donations of time and talent; bait for Millennials Generation. *The Wall Street Journal*, April 30, 25-26 Retrieved April 29 from <https://www.wsj.com/articles/SB120940853880850351>

Noble, S. M., Haytko, D. L. and Phillips, J. 2009. What drives college-age Generation Y consumers? Retrieved 9 May, 2019 from [https://www.academia.edu/24448075/What\\_drives\\_college-age\\_Generation\\_Y\\_consumers](https://www.academia.edu/24448075/What_drives_college-age_Generation_Y_consumers)

Ondeck, D. M. (2002). Intergenerational issues in the workplace. *Home Health Care Management & Practice*. Retrieved 4 May, 2019 from [https://www.researchgate.net/publication/44630352\\_Millennials\\_in\\_the\\_Workplace\\_A\\_Communication\\_Perspective\\_on\\_Millennials'\\_Organizational\\_Relationships\\_and\\_Performance](https://www.researchgate.net/publication/44630352_Millennials_in_the_Workplace_A_Communication_Perspective_on_Millennials'_Organizational_Relationships_and_Performance)

Participation Agreement. (n.d.). Retrieved 2 May, 2019 from <https://www.mturk.com/participation-agreement>

Pate, S. S. and Adams, M. 2013. The Influence of Social Networking Sites on Buying Behaviors of Millennials. Retrieved 9 May, 2019 from <https://digitalcommons.kennesaw.edu/cgi/viewcontent.cgi?article=1020&context=amj>

Pew Research Center. (2007). *How young people view their lives, futures, and politics: A portrait of "Generation Next."* Retrieved May 21, 2019 from <https://www.people-press.org/2007/01/09/a-portrait-of-generation-next/>

Pew Research Center. (2016). *Shared, Collaborative and on Demand: The New Digital Economy.* Retrieved May 21, 2019 from <https://www.pewinternet.org/2016/05/19/the-new-digital-economy/>

Pooley, E. (2006). Hire Education Canadian Business. Retrieved April 29, 2019, from [https://www.jstor.org/stable/40605786?seq=1#page\\_scan\\_tab\\_contents](https://www.jstor.org/stable/40605786?seq=1#page_scan_tab_contents)

PricewaterhouseCoopers. (2008). *Millennials at work: Perspectives from a new generation.* Retrieved 17 May, 2019 from <https://www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf>

Hershat, A., & Epstein, M. (2010). *Millennials and the world of work: An organization and management perspective.* *Journal of Business and Psychology*, 25(2), 211-223. Retrieved 23 May, 2019 from <https://link.springer.com/article/10.1007%2Fs10869-010-9160-y>

Raines, C. (2002) *Connecting generations: The sourcebook for a new workplace.* Retrieved 22 May, 2019 from <https://lib.ugent.be/en/catalog/rug01:001213578>

Randstad Work Solutions. (2007). *The world of work 2007.* Retrieved May 22, 2019 from <https://www.coursehero.com/file/p7033n7/Randstad-Work-Solutions-2007-The-world-of-work-2007-Retrieved-July-26-2009-from/>

Rogers, B. (2016). *Employment Rights in the Platform Economy: Getting Back to Basics.* Retrieved April 5, 2019, from <https://docplayer.net/50518945-Employment-rights-in-the-platform-economy-getting-back-to-basics.html>

Sadaghiani, K., & Myers, K. K. (2009). *Parents' influence on leadership values: The vocational anticipatory socialization of young millennial adults.* Retrieved 22 May, 2019 from [https://www.researchgate.net/publication/44630352\\_Millennials\\_in\\_the\\_Workplace\\_A\\_Communication\\_Perspective\\_on\\_Millennials'\\_Organizational\\_Relationships\\_and\\_Performance](https://www.researchgate.net/publication/44630352_Millennials_in_the_Workplace_A_Communication_Perspective_on_Millennials'_Organizational_Relationships_and_Performance)

Sb. (2015, February 16). *Tripartite Meeting of Experts on Non-Standard Forms of Employment.* Retrieved 28 April, 2019 from [https://www.ilo.org/travail/whatwedo/eventsandmeetings/WCMS\\_310212/lang--en/index.htm](https://www.ilo.org/travail/whatwedo/eventsandmeetings/WCMS_310212/lang--en/index.htm)

Scudamore, B. (2018, May 09). *How The Gig Economy Is Fueling A New Type Of Entrepreneur?* Retrieved 17 May, 2019 from

<https://www.forbes.com/sites/brianscudamore/2018/05/09/how-the-gig-economy-is-fueling-a-new-type-of-entrepreneur/#477ee4286e11>

Smith, A., & Smith, A. (2017, December 27). *The New Digital Economy: Shared, Collaborative and On Demand*. Retrieved from <https://www.pewinternet.org/2016/05/19/the-new-digital-economy/>

Statistics Canada. (2007). Labor force projections for Canada, 2006-2031. *Canadian Economic Observer*, June 2007. Retrieved April 30, 2019, from <https://www150.statcan.gc.ca/n1/pub/11-010-x/00607/9980-eng.htm>

Stauffer, D. (1997). For generations Xers, what counts isn't work or all play. *Management Review*, 86(11), 7-19. Retrieved 21 May, 2019 from [https://www.researchgate.net/publication/44130000\\_Leadership\\_style\\_The\\_X\\_generation\\_and\\_Baby\\_Boomers\\_compared\\_in\\_different\\_cultural\\_contexts](https://www.researchgate.net/publication/44130000_Leadership_style_The_X_generation_and_Baby_Boomers_compared_in_different_cultural_contexts)

Stefano, D., & Valerio. (2016, April 24). *Introduction: Crowdsourcing, the Gig-Economy and the Law*. Retrieved 05 April, 2019 from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2767383](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2767383)

Tapscott, D. (1998). *Growing up digital: The rise of the net generation*. New York: McGraw-Hill. Retrieved May 21, 2019, from [http://socium.ge/downloads/komunikaciisteoria/eng/Grown\\_Up\\_Digital\\_-\\_How\\_the\\_Net\\_Generation\\_Is\\_Changing\\_Your\\_World\\_\(Don\\_Tapscott\).pdf](http://socium.ge/downloads/komunikaciisteoria/eng/Grown_Up_Digital_-_How_the_Net_Generation_Is_Changing_Your_World_(Don_Tapscott).pdf)

TaskRabbit, Inc. (n.d.). *TaskRabbit Terms of Service*. Retrieved 15 April, 2019 from [https://www.taskrabbit.co.uk/terms?utm\\_source=pd\\_search&utm\\_medium=ggl&utm\\_campaign=Google\\_Search\\_London\\_DSA&utm\\_content=56981831674&utm\\_term=&qclid=CjwKCAjw5pPnBRBJEiwAUL-ZKvqIDhRqbWZXWvqU3jLWGB80ltvqaV7AKCmF7HkansFmTKJereE-DnhoCvxwQAvD\\_BwE](https://www.taskrabbit.co.uk/terms?utm_source=pd_search&utm_medium=ggl&utm_campaign=Google_Search_London_DSA&utm_content=56981831674&utm_term=&qclid=CjwKCAjw5pPnBRBJEiwAUL-ZKvqIDhRqbWZXWvqU3jLWGB80ltvqaV7AKCmF7HkansFmTKJereE-DnhoCvxwQAvD_BwE)

Taylor, M, Marsh, G, Nicole, D, Broadbent, P (2017). *Good Work: The Taylor Review of Modern Working Practices*. Retrieved 15 April, 2019 from <https://www.gov.uk/government/publications/good-work-the-taylor-review-of-modern-working-practices>

Twenge, J. M., Campbell, S., Hoffman, B. J., & Lance, C. (2010). *Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing*. Retrieved May 20, 2019, from [https://www.researchgate.net/publication/228360704\\_Generational\\_Differences\\_in\\_Work\\_Values\\_Leisure\\_and\\_Extrinsic\\_Values\\_Increasing\\_Social\\_and\\_Intrinsic\\_Values\\_Decreasing](https://www.researchgate.net/publication/228360704_Generational_Differences_in_Work_Values_Leisure_and_Extrinsic_Values_Increasing_Social_and_Intrinsic_Values_Decreasing)

Twenge J. M., & Campbell, S. M. (2008). *Generational differences in psychological traits and their impact on the workplace*. Retrieved May 20, 2019,



---

from [http://www-personal.umich.edu/~prestos/Downloads/DC/pdfs/Redman\\_Sept29\\_TwengeCampbell2008.pdf](http://www-personal.umich.edu/~prestos/Downloads/DC/pdfs/Redman_Sept29_TwengeCampbell2008.pdf)

Twenge, J. M. (2006). *Generation me: Why today's young Americans are more confident, assertive, entitled and more miserable than ever before*. Retrieved May 20, 2019, from <http://homepages.se.edu/cvonbergen/files/2012/12/You-Can-Be-Anything-You-Want-to-Be1.pdf>

What is gig economy? - Definition from WhatIs.com. (n.d.). Retrieved 29 May, 2019 from <https://whatIs.techtarget.com/definition/gig-economy>.

Wentworth, D. K., & Chell, R. M. (1997). American college students and the protestant work ethic. Retrieved 3 May, 2019 from <https://www.tandfonline.com/doi/abs/10.1080/00224549709595440>

Yang, S., & Guy, M. E. (2006). GenXers versus boomers: *Work motivators and management implications*. *Public Performance and Management Review*. Retrieved 2 May, 2019, from <https://www.tandfonline.com/doi/abs/10.2753/PMR1530-9576290302>

Zemke, R., Raines, C., & Filipczak, B. (2000). Generations at work: Managing the clash of veterans, boomers, Xers and Nexters in your workplace. Retrieved 2 May, 2019 from [https://www.researchgate.net/publication/312999302\\_Generations\\_at\\_work\\_Managing\\_the\\_clash\\_of\\_veterans\\_boomers\\_Xers\\_and\\_nexters\\_in\\_your\\_workplace](https://www.researchgate.net/publication/312999302_Generations_at_work_Managing_the_clash_of_veterans_boomers_Xers_and_nexters_in_your_workplace)

Zhang, Y., Straub, C., Kusyk, S., (2007) "Making a life or making a living?: *Cross-cultural comparisons of business students' work and life values in Canada and France*", *Cross Cultural Management: An International Journal*, Vol. 14 Issue: 3, pp.174-195, Retrieved May, 28, 2019, from <https://doi.org/10.1108/13527600710775739>

## 9 APPENDICES

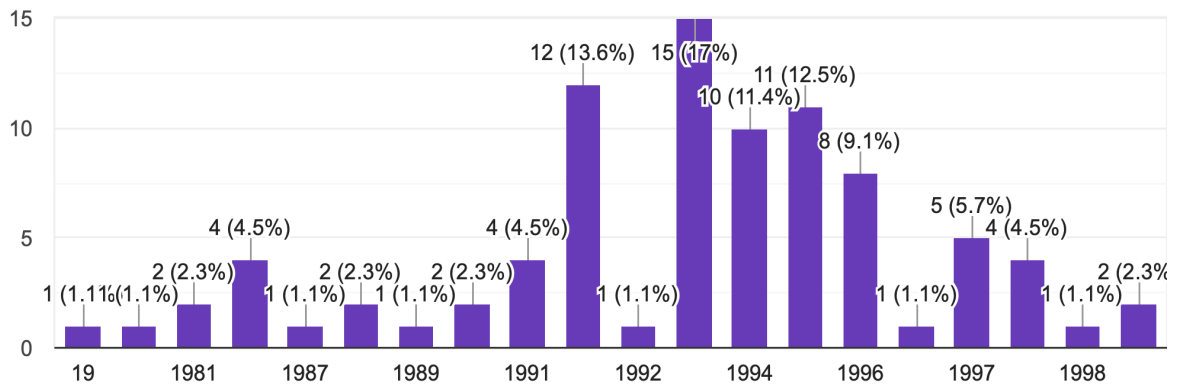
Appendix A: Survey Link:

[https://docs.google.com/forms/d/e/1FAIpQLSfNfikitZ-fxXe3LK1Bqyf7MSj8418hG449fNiTKrLZqErssag/view-form?fbclid=IwAR1oQYQP0Mf36\\_yENz56sfzG\\_AGVFzPbf-qJXB5kxo-CLglze3gDNKhGEBJk](https://docs.google.com/forms/d/e/1FAIpQLSfNfikitZ-fxXe3LK1Bqyf7MSj8418hG449fNiTKrLZqErssag/view-form?fbclid=IwAR1oQYQP0Mf36_yENz56sfzG_AGVFzPbf-qJXB5kxo-CLglze3gDNKhGEBJk)

### 9.1 Results:

Which year were you born in?

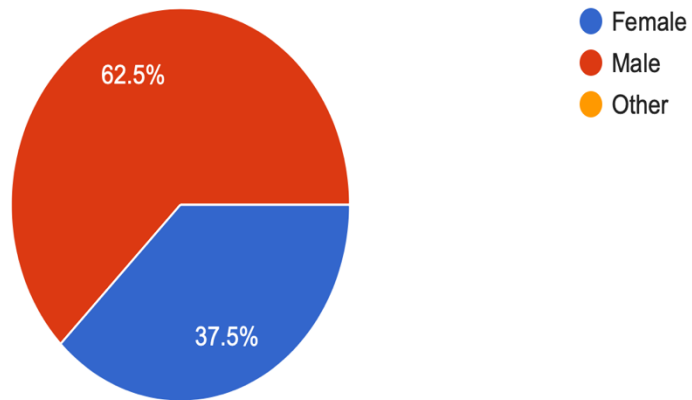
88 responses





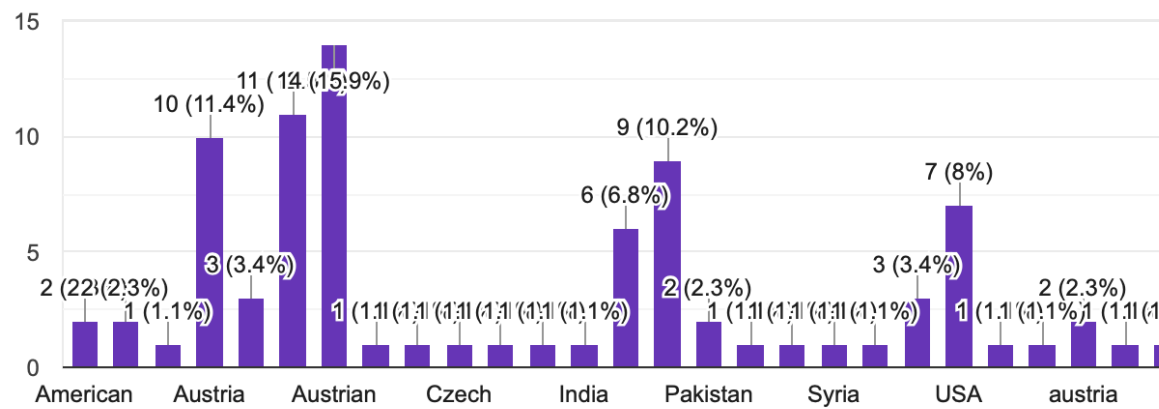
## Gender

88 responses



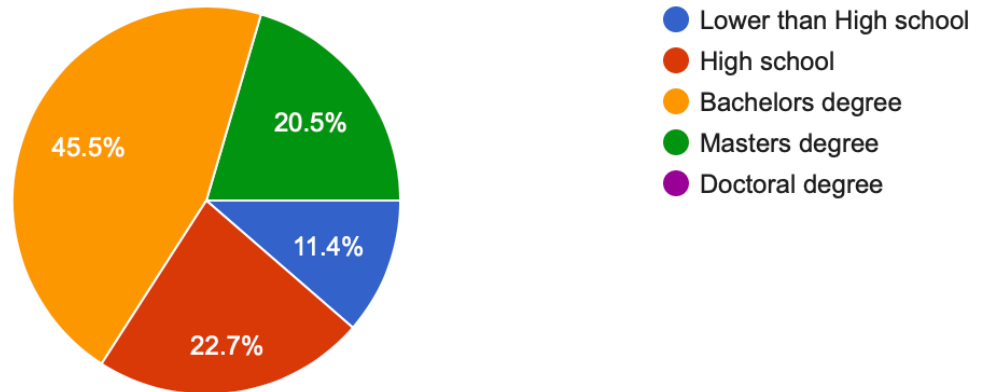
## Nationality

88 responses



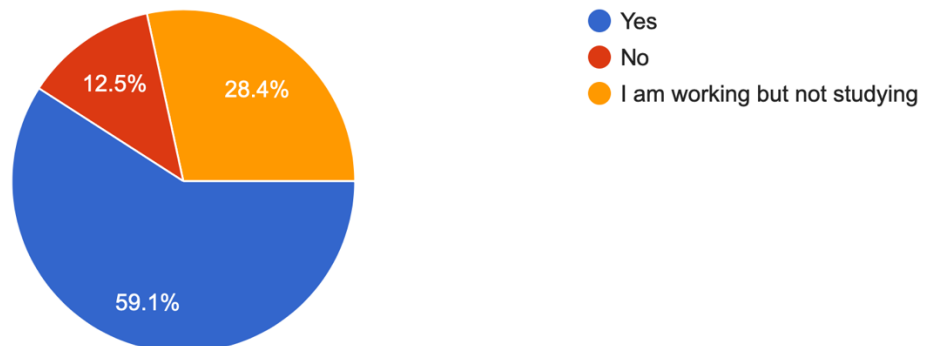
## Education level (Completed)

88 responses



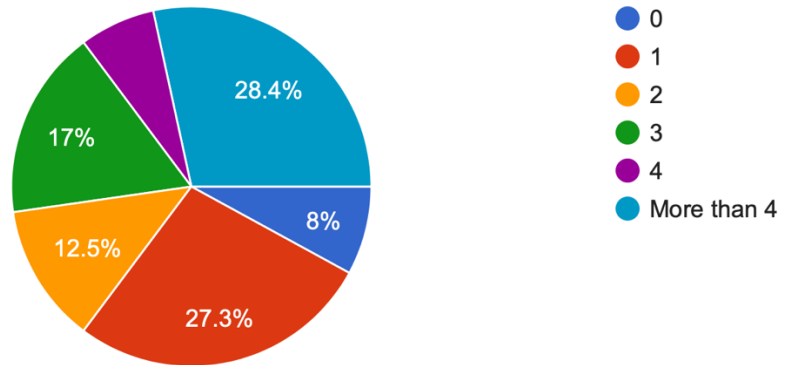
## Have you worked or are you working alongside your studies?

88 responses



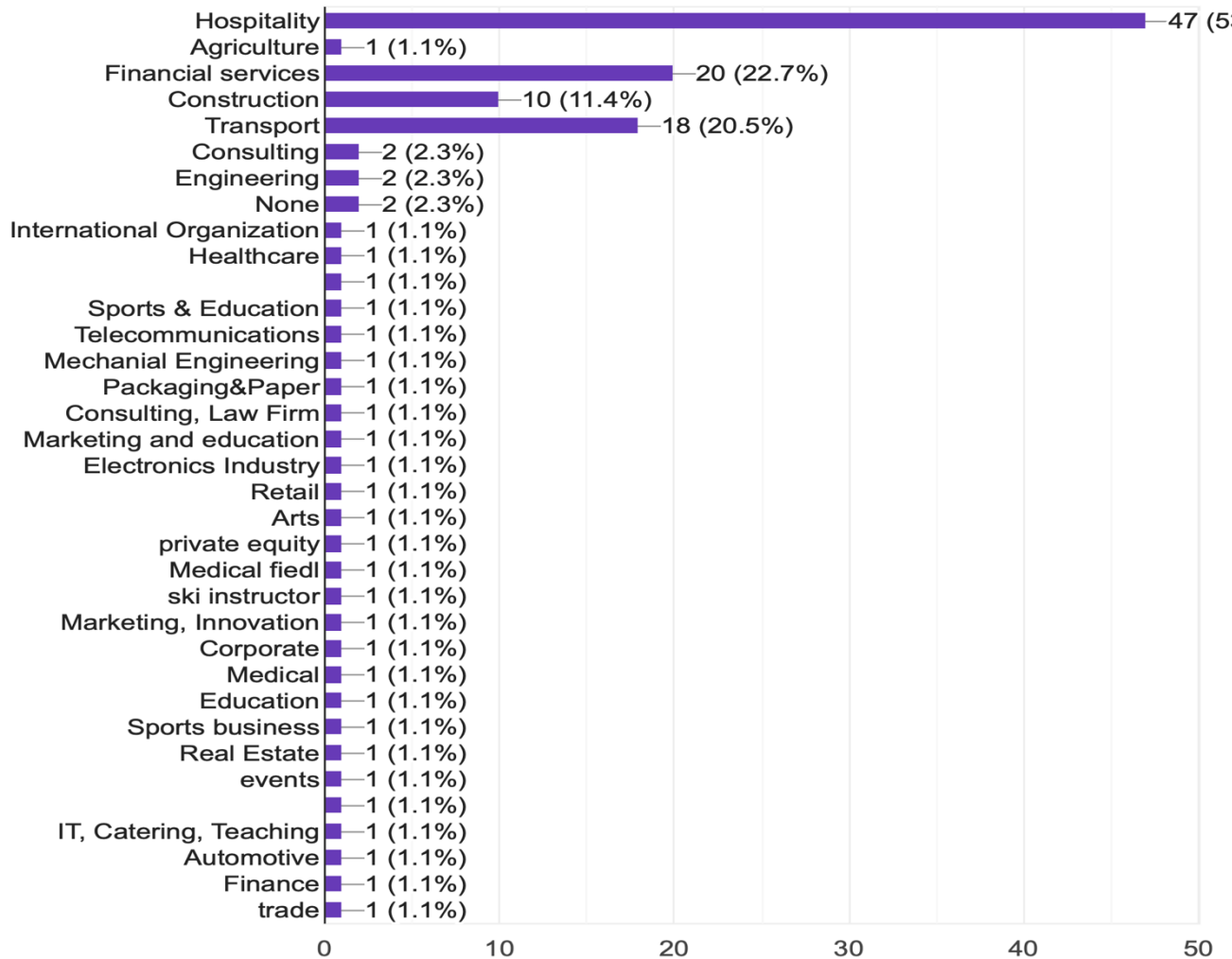
## How many jobs have your worked since graduation?

88 responses



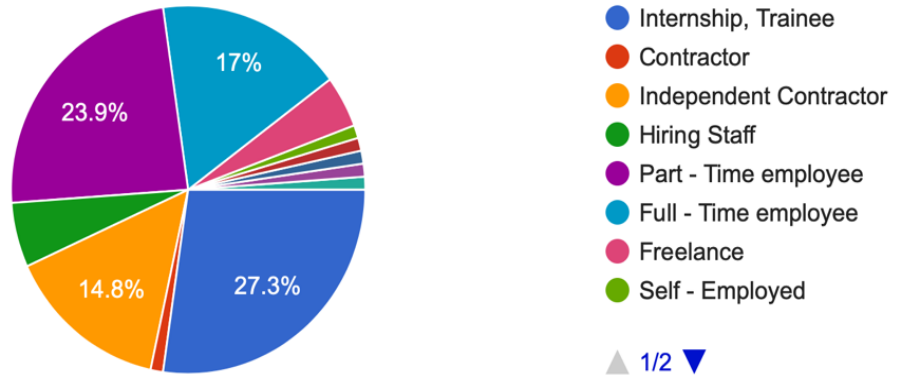
## Which industry have you worked in?

88 responses



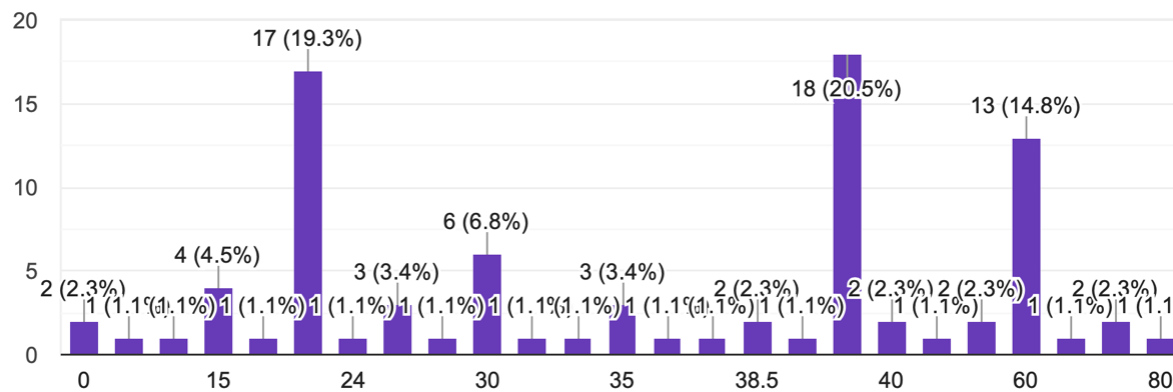
## What is/was your first employment status?

88 responses



## How many hours did/are you working per week?

88 responses



## Are/were your days/hours decided for you, or do/did you decide on when and how many hours to work?

88 responses

Decided

Decided for me

I decided

Decided for me

I decided

Decided

I decide

decided for me

It was decided

Scheduled for me

Full-time employed with standard contract working from 8-5 mo - thu and 8 - 12:30 on Fridays

They were decided

I did

Gleitzeit

It depends  
I say which days I can work and my employer decide

Flexitime with core time

Hours decided for me

I decided myself.

Pre-decided

They were fixed

sependent on workload from clients

I had a core time where I had to be in office

i decided

It was decided for me

it was decided for me

were decided for me

Decide

I decided when and how many hours

Standard work week decided for me.

No

I decided but had to work a lot because payment was too less

Was Decided by employer

I decide when and how many hours I work

I tell the manager, and then he decides

Determined by contract

It was decided for me

Never worked

84

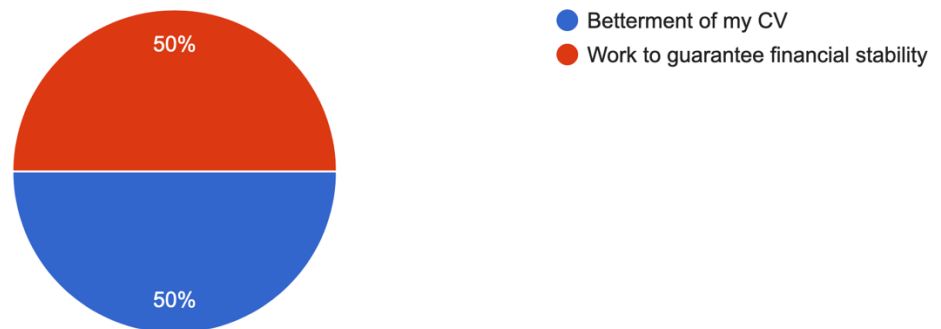
i can decide by myself

Idk

Decided for men

Are/were you more inclined to pursue internships for the betterment of your CV or is/was pursuing jobs with a fina...ee more important to ensure stability?

88 responses



If you have completed any internships, were they paid? If yes, was the financial aspect of it the most important motivator? If not, what was it and how were your living expenses covered during that period?

88 responses

No
Paid and yes
Paid but not important my parents supported me
Yes
No internships
No internships
Yes
Yes but no
No
Financial aspect
The experience for my CV was the most important motivator, and my mother supported me during this time.
The financial aspect was cleared pretty quickly when they mentioned the sum. I lived at home during the duration of the internship.



Important, but not the most important, main motivator for internships has been the betterment of my CV, initially expenses helped with by my parents, then I was paying my expenses by myself

Gaining experience; supported by parents

The internships were all paid, but IT wasn't the most important motivator. Sometimes enough to cover all expenses, sometimes I had to rely on grants

Yes, yes

Yes, were paid. No, was not the most important motivator.

Yes, paid. Yes.

It was paid but it wasn't the important motivator

I had a paid internship and the most important factor was getting a job so it would take the place of one of my classes at uni hahah my dad paid my expenses

Yes it was paid. No, but nice side which led to choosing this specific internship. Expenses were covered by my parents and my salary. Main motivation was the topic of the internship.

Only paid internships

Internships were paid, but pay was not the main motivator. Main motivator was to improve CV as well as acquiring skills for the desired career field. Living expenses were covered by parents.

Yes, they were paid. No, it wasn't the most important motivator. Learning and improving my skills. My living expenses were covered, but at that time I didn't really have any financial expenses.

Yes. A nominal stipend was paid. But the experience and the exposure was the most important motivation. All expenses were self-financed.

Paid and no, parental support.

no

Usually they paid for the internships, but the financial aspect was never the most important trigger. Living costs were covered, but the most important reason was to enrich my CV

yes, paid very little. supported by parents

No it was not paid for. I was doing my internship while doing my Bachelors degree. I was financially supported by my parents

I only did mandatory internships while studying

Paid internship for associated student services in college. Not much of my personal expenses were covered as it was 15\$/hr.

no not paid as it is not common in my field

No, it was unpaid. The most important motivator was to gain knowledge and experience in a well-known firm and understand how corporates operate

It was paid

I could not work internships because I needed to be paid as my parents did not support me financially beyond tuition costs.

Financial

Paid but not most important factor

No. Getting experience, family funded

Was paid but money was not main motivator

Yes paid, but the reason was the learning aspect.

Paid but money wasn't the primary motivator

Not important. Supported by my family.

They weren't paid and I did those internships in summer break when I was still in college

Paid financial aspect not important

Living expenses were mainly covered by parents

No internship

Yes, they were all paid. The financial aspect was not my main motivator. It was more important for me to get an internship in an area that I would like to work in in my future career with tasks that interest me. My living expenses were always covered with my internship salaries.

Pay off student loan

Never worked

Never did

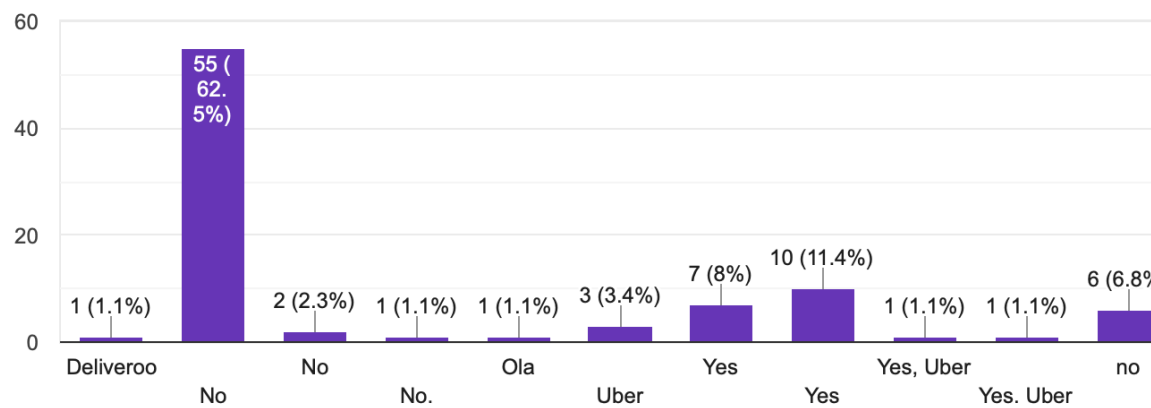
Paid but not motivated by money

Yes, but only 300 Eur. My parents were helping.

- No.
- paid, not enough to cover my expenses, hence help from parents
- my expenses were covered by my parents
- My parents
- Yes but not most important
- Paid and Parents supported me
- Yes but not important financially parents supported me
- Yes and parents helped me
- Not paid
- Paid but money wasn't important my parents supported me
- Yes.no.

Have you ever worked through an online platform performing short term contracted jobs? If yes, for what company? (E.g. Uber, MTurk, Foodora, Deliveroo etc.)

88 responses



## If yes, what was your primary reason for entering this type of work?

53 responses

Money
Didn't work
Did not work
-
N.a
No
N/A
I was able to plan my own work hours
Money. I am a taxi driver
Flexibility and be my own boss
Extra cash on the side
Money

Did not work because no good salary and no protection

Easy money

Flexibility to earn

Never worked

.

/

Did not work

Flexible I could choose to work or not

Work for money when I want

None

Idk

Full time

Easy to get a job

Easy work

Freelance

Easy access to job market

Need for money

If you had the choice: Would you prefer to stay in this type of working agreement whereby you decide on when and how much you work, or would you prefer guaranteed full - time employment?

70 responses

Full time employment

No

Full time

As a student yes

Be my own boss

Yes

I would prefer working remotely.

Guaranteed full time employment

Full-time employment

I never did, but I definitely prefer working full-time

decide myself how and when to work

For now I prefer to work more but not full-time, maybe 25 hours per week

I would prefer that, but I am a teacher and I prefer doing in person hands on work with kids, so it doesn't work for me

Better decide on my own how many hours

Prefer guaranteed full-time work, but would consider better compensated self-employment (e.g. consultancy).

I would prefer full time employment

Full time employment

Full-time

Decide on when and how much I work.

Guaranteed full time employment.

Prefer staying in the job where there is flexibility according to the needs of the employees

I would decide my own hours

Guaranteed full-time employment preferred.

Prefer staying in the job where there is flexibility according to the needs of the employees

I would decide my own hours

Guaranteed full-time employment preferred.

Employment

Yes

Guaranteed full time employment

Stay in my type

No. As a student it's good but longer term full time employment because of more benefits and stable income

No full time after my studies

Definitely

I would decide on my hours

yes

Flexible

Prefer full time

I would prefer to decide how much and how should i work

Full employment

second option

i would not, i prefer a full time employment

As a young adult yes. Later no.

Currently yes

I decide

i don't know

As a student I prefer flexibility after that full time employment

As a student yes otherwise no

If self employed yes otherwise no

Full time

Do you think there are negative aspects to this type of work arrangement? If so, what would they be?

88 responses

I don't know

No

No fixed income

Less money

No security

Yes a lot of work

Yes - needs responsibility

No retirement benefits, no guaranteed hours to rely on

Yes - less independence

I know myself, I'll take too many tasks at once (obv. Only if possible) and then fail to deliver high quality work when all simultaneous deadlines arrive (the work would be rather mediocre)

yes, might not guarantee stable income

Little employment safety, low wages

Not a reliable source of Constant income;

Never tried it

Shortcoming of work rights for employees

Yes - no stability, no guarantee of payment

maybe that there is no flexible time

You have to be responsible for yourself

Problems to plan future income as well as no salary in case of illness.

Instable

Yes, I think there are negative aspects: Less employment security, less compensation, fewer employee rights.

Yes. It's not as good paid as a "real" full time job and you're not necessarily insured.

Uncertainty and instability. (Financial and job security)



yes, entry level jobs

In case of Uber you have to bare the risk of not getting enough money if business is not running well. Income depends on demand.

yes, if you fail you easily lose the job

I am not sure if there are.

no financial security

Not really.

no personal communication between employee and employer

No quick money

Yes, because people may get late with deadlines and the efficiency may reduce since people work more effe in a working environment compared to working from home.

Not really

Flexible arrangements do not guarantee income, meaning that one can be subject to possibly long spells of insecurity.

I don't know

less government support as I'm regarded as self employed but that was my decision

Not much income.

A lot of work

Yes no protection and less than minimum wage pay

No.

I'm the long run yes for example retirement

Yes no stable income

No, you will still maintain your sanity

Yes and no. Yes because income is not stable.

The missing social aspect. I learn a lot from my co-workers and I would miss that

Not sure

Exploiting

No stable income

Yes i do think that working hours are quite horrible with those kind of companies. Furthermore, I believe you do have to be quite flexible to perform the job. The salaries are not adequate either.

Yes no stable income no protection

No, everyone is different, i believe i could be more effective like that.

Slacking.

no guarantee of a stable income

no security, no insurance, bad wages

Less legal protection

Yes workers protection laws

Exploitation

Yes less pay and more work

Yes slot of work less pay

Too much work for less pay

Yes a lot of work so no flexibility

Worker rights

Yes no workers rights

Risky because no security

No benefits

Lack of social benefits

Yes too risky

Less pay for more work

As a freelancer no

Yes no stable schedule

Yes, financially unstable

## Do you feel there are positive aspects to this kind of work arrangement, if so, what are they?

88 responses

Flexibility

I don't know

Flexible

No

Yes - flexibility

Flexibility with your working hours, allows you to work multiple jobs

Yes - more structure, definite pay

Self Managern of hours, working when most productive. But also quickly slacking off when there's no manager breathing down my neck

more freedom to work when you want and on what you want

Very flexible, anyone can do it

Easy to try out a lot of new and different Things,

Quick money

Yes - flexible schedule, creativity

if you need the money and you have a family you have to work full-time

You can do it anywhere in the world

Complete freedom of working hours

Flexibility

Flexibility in working hours.

Yes. If you're a student there are times where you need to learn for very important exams and where there isn't really time for working. With a loose work arrangement you don't have to quit and research for a new job afterwards.

Independence in work decisions. Perhaps lower tax. (True for other countries)

No binding

flexibility

If you are self-employed it gives you a lot of flexibility.

yes, work flexible

Yes.. if you have an online platform you can work from anywhere.

quick money, f.e. for students in study breaks

Yes as you stay motivated and feel secured about your choices.

everybody can get work easily

Time scheduling

Yes, because the employee doesn't feel pressured to complete certain deadlines at particular places. It's more motivating if a task and a deadline is appointed and the employee can decide how to accomplish it.

Better quality of life

It could be nice to have more freedom in setting working hours, but this doesn't make up for the associated insecurity.

I can work remotely from wherever I want

Work when you like.

Can take break whenever I want and do other things

I can take a day off to do other important things if I want to

Flexibility for students who want to work only a few hours

That I have enough time for my studies.

Good for students or anyone who wants quick access to money with easy application forms

Flexibility when you're young

You can work as per your convenience which would keep your morale and interest in the job high.

In the work space, it should matter about getting the work done and not how many hours you work

Again, yes and no. Yes because flexible work hour.

Yes. Creating more jobs

Flexibility that come from working from home. Especially with kids I guess itd make sense

Not sure

More customers

More money if there is more demand

Again, the flexibility aspect. If you e.g. study at university you could work for such companies on the weekend evenings as they require employees especially for those time periods. This is a positive aspect as the majority of companies need employees from Monday to Friday (office hours).

I don't know

Breaks

Short term work

The routine

Convenience

flexibility

can be good for students, because of the flexibility of the job.

Flexibility for young adults

Yes easy and more freedom

Helps the poor

Work balance

Work is always there

Yes always work is available

Yes work when u want

Yes

More flexibility

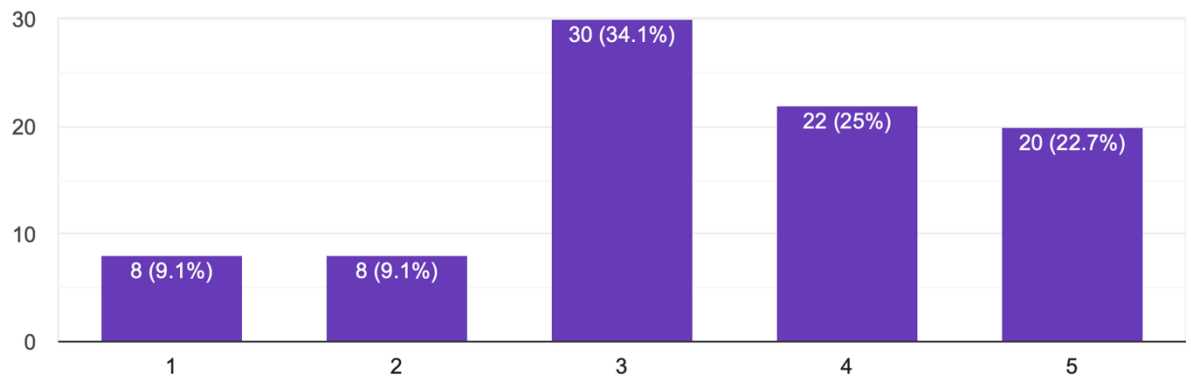
Flexibility as a student

A lot of freedom

Yes, flexibility

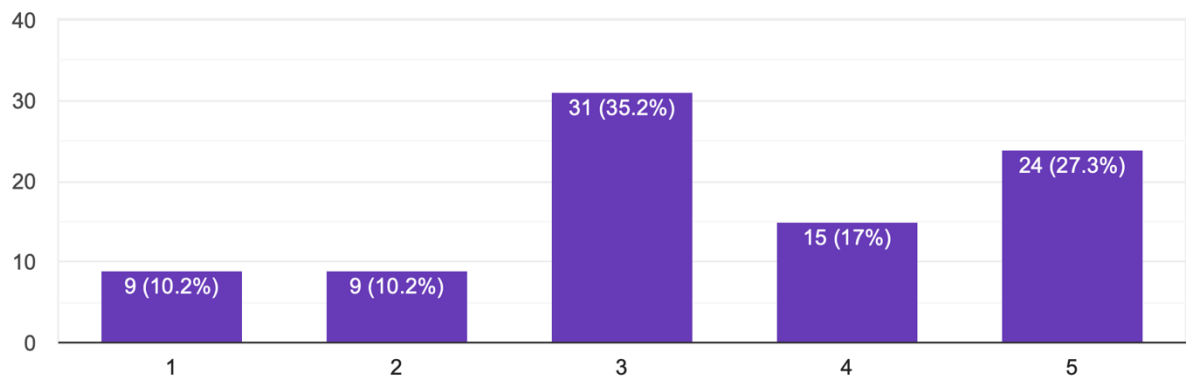
## How important is/was this type of employment relationship for you?

88 responses



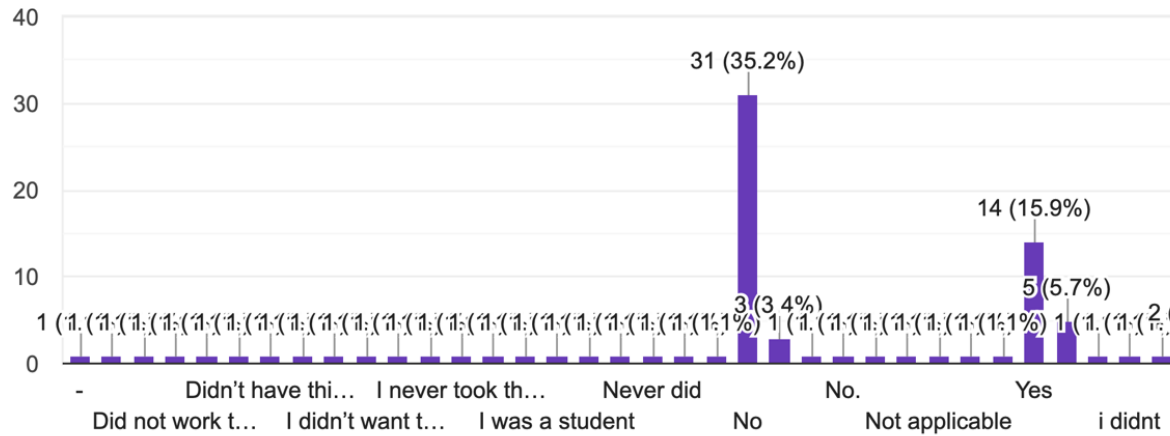
## How important is/was this job to you?

88 responses



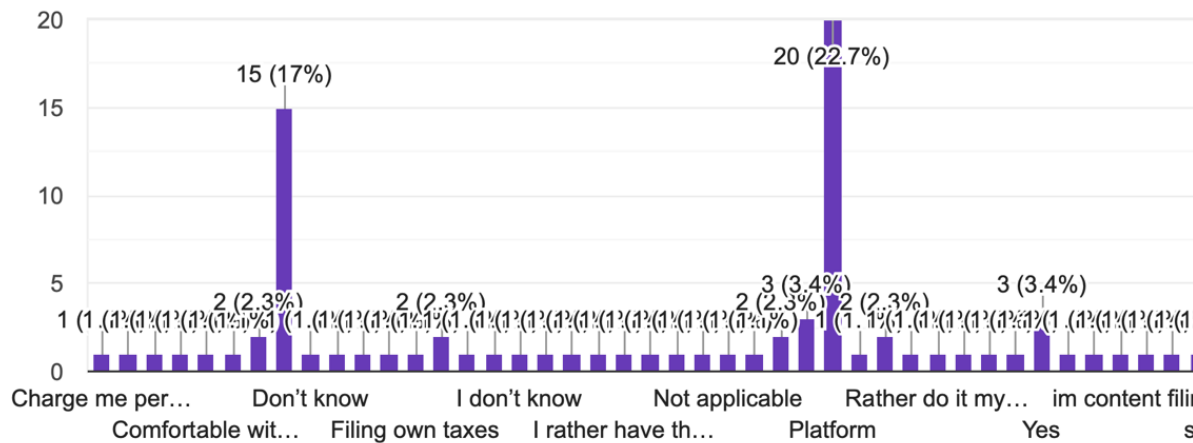
## Did you opt for this type of work because of the lack of full employment options?

88 responses



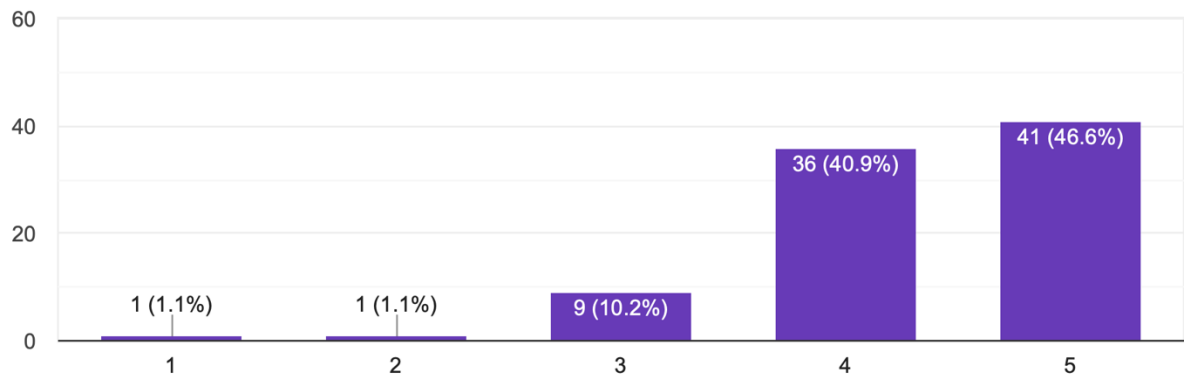
## Are you content with filing your own taxes or would you rather have the platform charge you per gig work performed?

88 responses



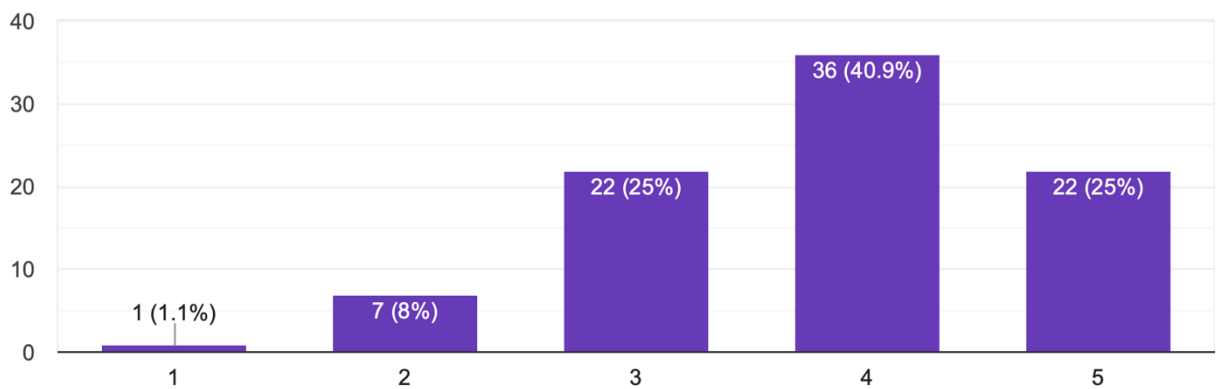
## How important is money to you?

88 responses



## How important is sick pay and vacation pay?

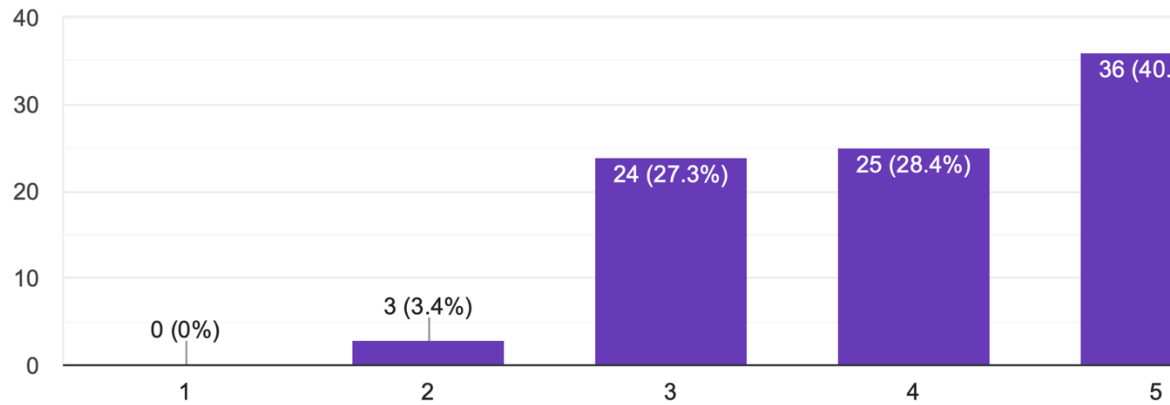
88 responses





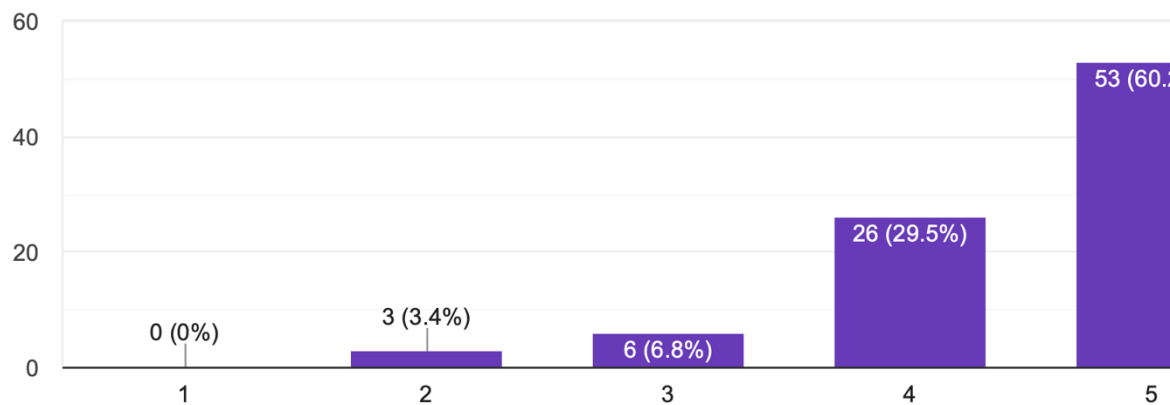
## How important is flexibility to work as much as you want and where you want

88 responses



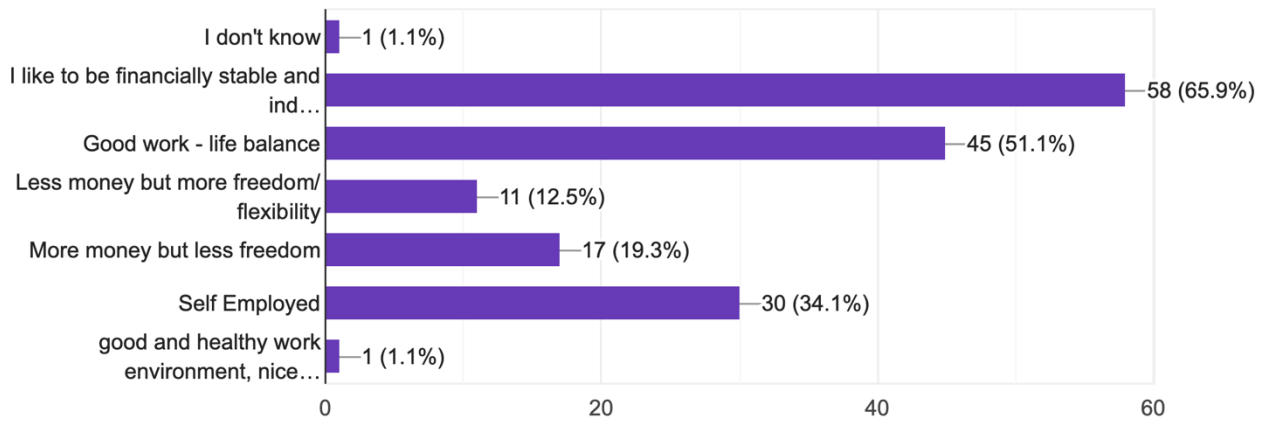
## How important is work-life balance to you?

88 responses



## What is your overall career path goal?

88 responses



## Are you concerned about your retirement plan if you choose to work less or non full - time work agreements?

77 responses

No

Yes

Yes

No

I don't know

no

Not really

Yes!

Yes.

Yes sometimes

not yet

I guess we should all be concerned about your retirement payment. I think in future we can not afford our pension system anymore.

no, by the time were retired there will probably be no payment for retired persons.

Yes. Not working full time means working for more years and an insecure situation in one's elderly days.

I believe the retirement system will be very different from what it is now

No.

A little

I don't know what the future is and I haven't thought that far ahead

I'm not concerned. I've already set up a fund.

not really

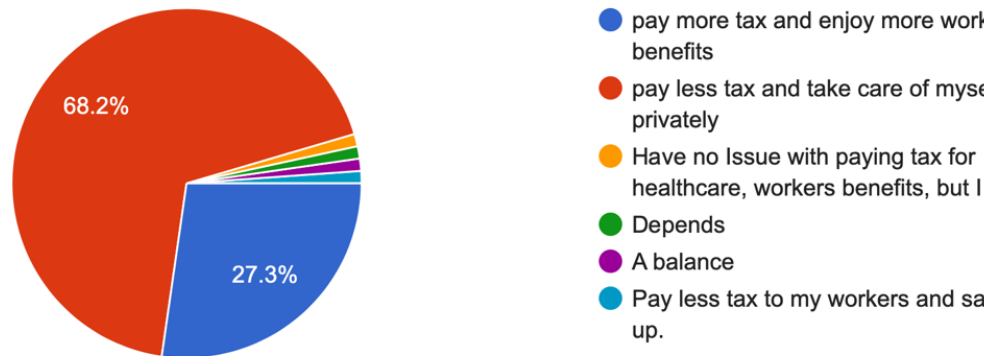
yes

A little

We are told to be concerned about it

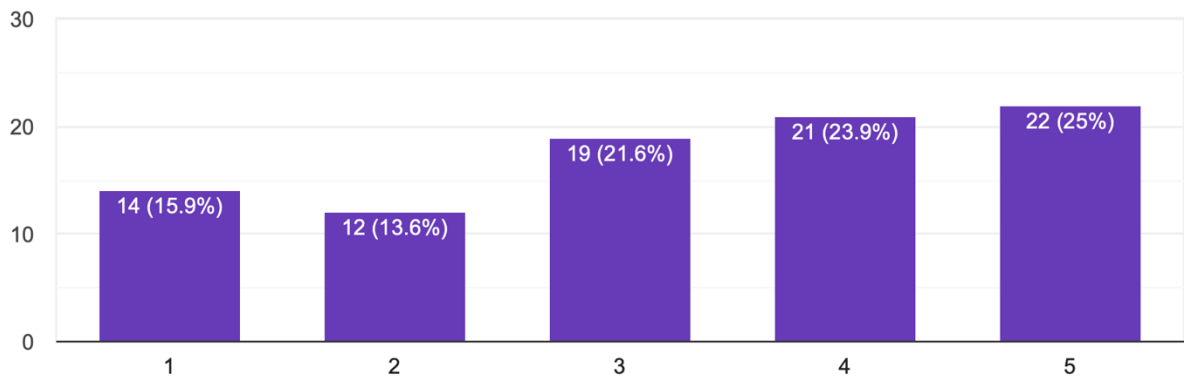
## Would you rather pay more tax and enjoy more workers benefits or pay less tax and have less benefits?

88 responses



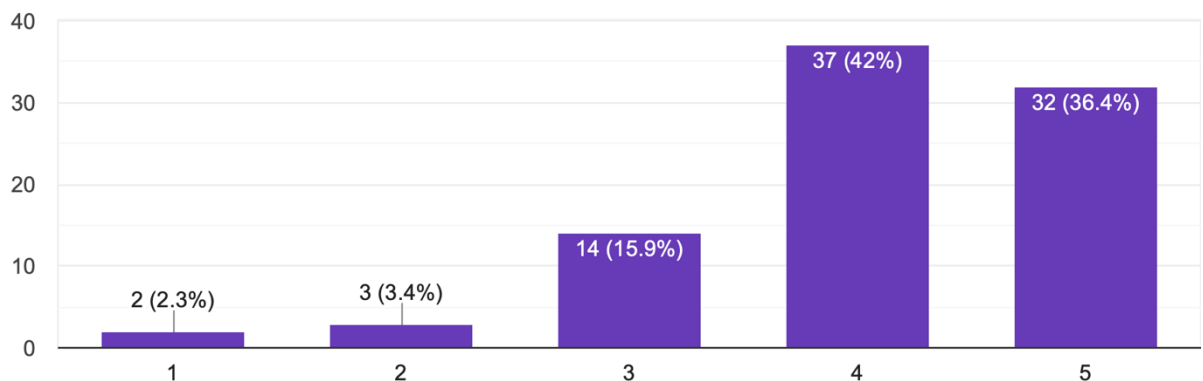
## How important are options to pursue entrepreneurial things side by side

88 responses



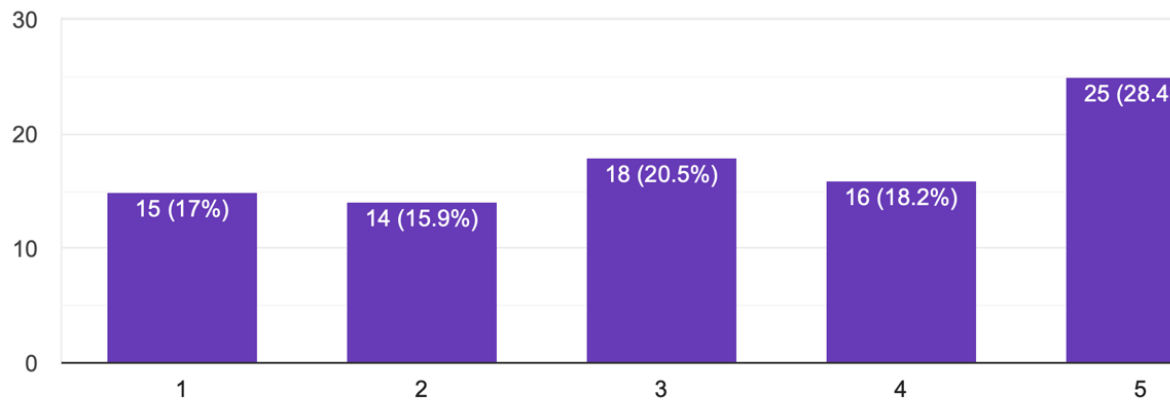
## How important are workers protection laws to you? E.g. Minimum wage, healthcare, social security, sick pay etc.

88 responses



If you were able to start a job within 2 weeks after filling out an online application, would you consider taking...rkers protection laws would not app

88 responses



If yes, why and if no, why not?

88 responses

No need

Money

Don't need to

Money

Yes - for the experience.

If something happens, you are not protected. It's a risk

Workers protection laws are important

Ausbeutung springs to my mind

if I valued the experience and tasks and responsibilities I would do it for a certain amount of time

Bad treatment

/

Or which question is this related ?

not a long term solution, would search something more stable

Yes but for a short time

No because for me the protection laws are important

Because I have bills to pay and a life to live

If its only for a short time I would consider to work without workers protection laws, but for a longer time I would insist to be secured under the terms of the workers protection laws to ensure my salary.

No comment

It's my own decision

No. Because, the career fields I am interested in usually come with strong worker protection laws.

If there would be a accident and I would get hurt I want to be sure that I can afford my medical bill.

Worker Protection laws are important to me.

Just do it. Nobody works normal hours anyways

don't want to be employed

If payment is appropriate I would definitely consider it.

because if its good money why not!

It would take more than yes or no to decide this. So I would say I will be neutral to both decide my pros and cons and.

i dont need to.

No because it's not that important to me

for the financial part, I would do it till I find another job

...

I would be less likely because it is necessary to have a clear layout of worker protection laws

Yes instead of sitting and doing nothing.

A lack of protection breeds insecurity and exploitation. I would not put myself at that type of risk.

Money

Quick money

Easy and quick access to money

Against my morals

If I would need money then yes

Yes: if I like the job, No: if I don't like the job

Good side income during your studies

Quick and easy money

A bird in the hand is worth two in the bush :P

In India, it's unlikely to get those worker benefits overall

I believe in personal rights. If the law can't protect my rights, then I wouldn't want to be part of the c

Yes but depends what time of work

If I would be looking for a job I would be fine with not being covered for some time

If i had nothing else

I would not want to put me at risk and rather wait. Because if something happens, like a work accident du weeks and i am not protected by laws, it can damage me financially a lot.

Quick access to job market

It's important for us workers

Need money

No fixed income or timings

Less pay than normal jobs

No

If I'm unemployed. I'd take whatever comes my way. After I go through my options to do my own thing.

to get the capital for something else later on

if it would be a good possibility to learn new skills

Don't need

Flexibility

Easy and fast

Idk

Rather be employed

.

Quick money

Fast

Easy job

I had a full time job

No too Risky

Easy money

Fast Access to work

Fast work

Personally no because I don't need to

Easy to get money

Easy to make money if nobody else employs you

No, anything can happen.



In general, whichever work agreement I choose, there should be more legal protection for me, even if that means my salary would decrease

88 responses

Yes

No

Yes

No

I don't know

yes

Yes there should be more protection for me, but then again I work full-time with full protection, which feels like a bit of an enough trade off already

no, not necessarily

It depends if I need the money

Not really

I think I would favor legal protection to salary, but am unsure at what point the salary cut would be too high for me

-

I think for less educated people it is more important to have legal protection, then for more educated people.

no

Not necessarily

Yes legal protection is very important.

I don' know

True

True. Fighting insecurity may have a cost but the long term benefits outweigh the minor financial loss.

Partially true

A balance is the key

Depends

Depends on what kind of legal protection is meant by that.

Yeah

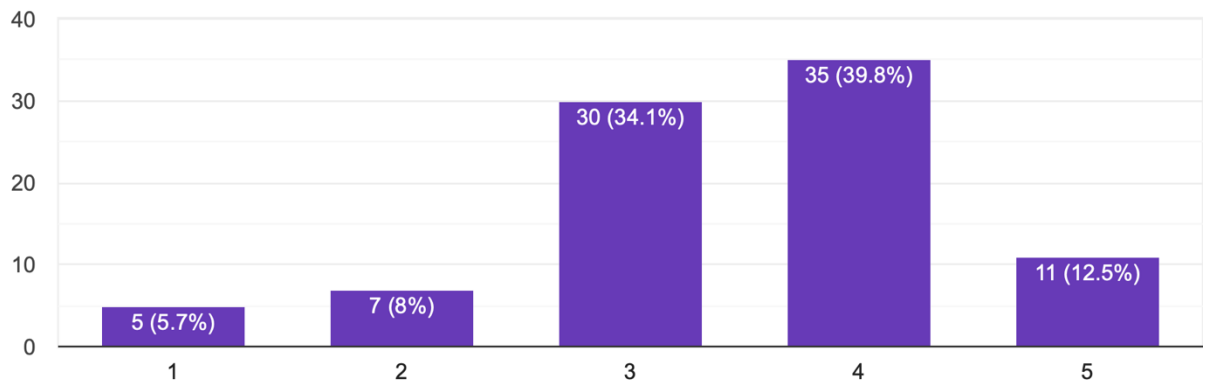
In the mind of an employee, its necessary for them to safeguard themselves.

salary still matters

Yes

## There is enough legal protection for me

88 responses



I prefer these types of work arrangements over full employment work. If you agree or disagree with this statement, please explain why?

88 responses

No

I don't know

As a student yes otherwise no

I agree because it's on my own time and gives me my independence and self reliance

I prefer full employment work because there's more security

Disagree - it seems there is more stability with full-time employment

No! I'd rather have constant income or some form of basic income plus additional compensation based on performance

I agree, because of the increased flexibility

I don't because less stability and money

I disagree

Don't know

Never worked in that industry

Disagree, because this type of work does not give stability/independence

yes because of the flexibility for private works

I think having a full time job keeps you busy and active and prepares you for future career jumps

No, I like to have a regular work life with regular working hours and schedules.

Want to be independent

As a student yes (time management)

I disagree, because I believe the overall value (compensation, benefits, time) of full employment is generally higher

I prefer it now but if I ever have kids or financial duties I would want to have a stable full time job with a salary

No. This has been asked before. Financial and job security reasons.

Normal work agreements have more weight on a CV

Not at the moment. For now I prefer full employment, since I lack of experience to go into self-employment.

i do because i am flexible

I would agree to the statement. Having a flexible work life would allow me expand my opportunities in other areas as well.

i wouldnt choose these types, working part time and having time for myself is very important

No I prefer full employment work as it keeps you overall involved in the process.

I don't know

...

I prefer this type of work so I can pursue my other interests

Gives you more freedom

Disagree. I do not like insecurity.

Agree because I'm more flexible to work where ever I want and when ever I want

I don't agree

I don't agree because full time employed is more secure

Self-employment

As a student yes but after that no

Agreed. I get to choose my own hours and it would be a great change from a regular full time employment.

Agree, I get to choose my work assignments

Depends. For part time, sure, cuz they're flexible, but if it's full time, no. Unstable income

Disagree. Prefer full time employment as believ it's more stable

Disagree, I think building my career works better with a regular full time position.

Freedom

I disagree. I prefer a stable job, with specified hours and an agreed upon salary.

Disagree

I take whatever I get

No I don't

Workers can be more effective

Entrepreneur

i haven't decided yet what i prefer

i disagree because i need a stable income

I don't know

As a young adult yes but not older

Flexibility

Idk

No

No I want full time employment

Full time employment is safer

Don't agree

Yes because I decide when to work and how much

As a student maybe

NO

Yes because if flexibility

Yes

No. I prefer stability

## Overall, I am satisfied with the availability of different types of work arrangements

88 responses

