

Growing Gigs: A Conceptual Report on Job Autonomy and Work Engagement on Gig Workers' Performance

Farhana Hanim Mohsin^{1*}, Norhayati Md Isa¹, Azeyan Awee¹, Noorfaiz Purhanudin¹

¹ Faculty Business and Finance, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

*Corresponding Author: farhanam@utar.edu.my

Accepted: 15 April 2022 | Published: 1 May 2022

DOI: <https://doi.org/10.55057/ijaref.2022.4.1.14>

Abstract: *Gig workers are becoming increasingly prevalent in the workforce, which has fuelled the growth of project-based and freelance employment options. Gig workers are people who work as independent contractors or freelancers on a temporary basis, usually in the service industry. This concept paper begins by addressing the rise of the gig economy, notably in Malaysia, and then goes on to analyse how job autonomy and work engagement influence the performance of gig workers. This paper employs the job demand resources (JD-R) model, which is a critical model for describing how demands and resources interact and forecasting important organisational outcomes. Job autonomy is examined in relation to work engagement and gig workers' performance. It is assumed that these relationships reflect motivational processes of the JD-R model. Additionally, we emphasised the need for further investigation to show that gig workers' performance is influenced by their job autonomy and work engagement. We will construct a viable research agenda based on the review, which will include opportunities for theoretical advancement as well as empirical findings in gig economy studies. As a result, both employers and practitioners may benefit from fostering job autonomy and engagement in order to improve performance among gig workers.*

Keywords: gig economy, work engagement, job autonomy, performance

1. Introduction

Gig work is a rising sector of the non-standard workforce. In Malaysia, around 30% of the workforce, or five million individuals, reportedly engaged in the gig economy ("The Gig Economy in Malaysia," 2022). Some entered the gig economy to supplement their income, while others rely on it exclusively. The growth of digital platforms has increased these jobs. Since the Covid-19 pandemic hit and many got laid off, some turned to this type of work to make a living. It is also driven by the flexibility to choose the type of work, and the money can be attractive. This kind of remote working has become the new norm and preferable working style, and the number is expected to rise more (Azahar, 2020). Many gig workers are members of the younger generation who are technologically savvy. Furthermore, the flexibility and casualization of work have motivated them to choose such a sector (Sun, 2020). Because of this, it is not a surprise that the government has recognised the gig economy as a new source of economic growth that will be incorporated in the 12th Malaysia Plan 2021-2025, which contributes to the GDP of the country (GDP) (Lim, 2021).

The gig economy has the advantage of flexibility and being "your own boss." Some people prefer greater autonomy and control, earn money while looking for a better job, balance career

and family needs, or want to earn extra money on the side (Aziz, 2019). In addition to that, workers in the gig economy have perks such as greater autonomy and flexibility, as well as the option to work on a variety of different platforms. Even when the MCO is lifted and the 'new normal' is established, supply and demand in this sector may continue for a considerable period of time. As a result, it is advocated that programmes be developed to assist gig economy workers in matching with varied platform providers based on their respective skills, as well as upskilling to provide alternative gig job alternatives. For instance, Go-eCommerce programme in which it provides tools to assist gig workers to improve their skills and perhaps start their own businesses (Sun, 2020). Gig workers are also able to tap into several marketplaces, allowing them to produce more than one income. As a result, the younger generation can gain a higher income than individuals who have worked for a company for a longer period of time (Lim, 2021). We expect that such these arrangements of gig work may facilitated work engagement among gig workers as gig workers will be more engaged and therefore more productive if they are aware of the ways in which they contribute.

With regards to gig workers' performance, this poses an essential question: To what extent does the lack of formal organisational support for gig workers (e.g., in a platform organisation) affect work engagement and performance? It is the purpose of this conceptual paper to study the work engagement of gig workers under varied levels of job autonomy. We use the Job demands-resources (JD-R) model to build on our framework and broaden our view on the notion of gig work.

2. Literature review

2.1 Gig Economy

Many have been drawn to the introduction of new business models which are made possible by digital platforms. As a result of its rapid expansion, the platform economy now encompasses a diverse range of digitally mediated economic transactions, including the exchange of goods and services (e.g., Grab, Airbnb, Food Panda). This type of business, known as the "gig economy," has challenged the established approaches of regulating work and establishing minimum standards (Stewart & Stanford, 2017) and are expected to account for a significant portion of the economy in the next few years (Burtch, Carnahan & Greenwood, 2018). Taylor et al. (2017) define the gig economy as "people who offer their labour through platforms." The gig economy is comprised of two types of employment: work that is transacted through platforms but provided locally, necessitating the actual presence of the worker, and work that is transacted and delivered remotely through platforms (Huws et al., 2016). As 'independent contractors,' gig workers avoid employment-related liabilities like medical insurance and paid sick leaves. Crowdwork and on-demand gig work fragment the "workplace" significantly, allowing for a more personalised work experience (Kaine & Josserand, 2019). When it comes to the gig economy, it appears that workers have unlimited control over when and how much they work. More and more people are taking advantage of the flexibility that comes with being gig workers, which helps them to better balance their work and personal lives (Lehdonvirta, 2018).

Gig economy expansion, characterised by online platforms and lone individuals independently, poses significant challenges to existing ways of regulating employment and defining minimum standards. It is unclear whether or not existing regulations apply to gig workers, let alone whether or not they can be properly enforced in today's digital economy. The ability to avoid traditional rules may have even served as one of the primary reasons for founding digital enterprises in the first place (Stewart & Stanford, 2017).

2.2 Job Autonomy

Job autonomy is described as the degree to which an individual has control over how work is accomplished, which includes making decisions about the methods to utilise (Ade-Adeniji, Adeniji, & Imhonopi, 2021; Hackman & Oldham, 1976). An employee can choose his or her own work schedule as a result of this. The individual's willingness to practice independence at work (Khoshnaw & Alavi, 2020) determines his or her ability to do so, which is in turn determined by his or her experience, enthusiasm, and expertise. Job autonomy is a psychological need that allows people to enjoy their work; and according to Hackman and Oldham (1976), this results in a psychological state of responsibility for work outcomes, which is a state that represents the degree of how much personal responsibility each person bear for the outcomes of his work.

Past research has shown that there is a significantly positive relationship between job autonomy and organisation commitment (Saengchai, Thaiprayoon, & Jermstittiparsert, 2019; Naqvi, Ishtiaq, Kanwal, & Ali, 2013; Sisodia & Das, 2013). Job autonomy allows employees to manage their time and energy at work autonomously, giving them the freedom to pick their working methods and the frequency with which they engage with their coworkers (Zhou, Li & Gong 2019). Job autonomy also can lead to a voluntary behaviour known as job crafting, which allows employees to take control of how they carry out their responsibilities (Saragih, Margaretha & Anantyanda 2021).

Task variety, feedback, completion of the task, task significance, and task importance are among some other job conditions that are related to job autonomy. Most studies examining job autonomy have discovered a consistent and favourable relationship between job autonomy and job performance. (Ade-Adeniji et al., 2021; Pattnaik & Sahoo, 2020; Muecke & Iseke, 2019). However, Saragih (2015) found that there is no significant relationship between job autonomy and job performance; instead, she found that job satisfaction is significantly related to job performance. Basically, job satisfaction is regarded to be a pleasant emotional state that reflects an individual's genuine response to a job situation (Terason, 2018).

Barken, Denton, Sayin, Brookman, Davies & Zeytinoglu (2018) investigated the effects of job autonomy, intrinsic job satisfaction, capacity to care for community-based Personal Support Workers. They use "freedom to decide how to do your job" and "working on your own" as the measurement of job autonomy. Results then showed that these terms positively connected to job satisfaction and capacity to care, and indirectly increased intention to stay. In addition, Terason (2018) studied on job autonomy of fitness trainer professionals that are working in fitness facilities found it to be related to job satisfaction. He examines the relationship of these two variables moderated by managerial responsibility. The findings revealed that in the workplace of fitness trainer professionals, there is a favourable association between job autonomy and job satisfaction.

2.3 Work Engagement

Kahn (1990) was the first researcher to construct personal engagement and to identify three psychological factors that may influence how people engage on a personal level (i.e., meaningfulness, safety, and availability). In recent years, the term "work engagement," which was coined by Kahn and first appeared in the late 1990s, has gained popularity in the human resources (HR) practitioner literature. Work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Bakker & Demerouti, 2008, p. 209–210). Work engagement is a constant state of mind that is not focused on any one object, event, person, or behaviour. Work engagement can be broken down

into three dimensions: vigour, dedication and absorption. The phrase "vigour" refers to an employee's mental state, which is defined by a high level of energy, resilience, willingness to spend time, and persistence in the face of hurdles. Dedication is described by their passion and pride for their work, their sense of inspiration received via their employment, and their overall sense of significance linked with their work. Absorption is a mental state in which an individual is completely absorbed in and focused on his or her task. An employee may find it difficult to disengage himself or herself from the work as time passes by quickly (De Spiegelaere, Van Gyes, & Van Hootegem, 2016). An employee who is engaged in the jobs demonstrate a favourable attitude toward his or her jobs on all levels: physically, mentally, and cognitively. They also demonstrate a desire to devote their complete attention to their jobs (Kahn, 1990; Maslach and Leiter, 1997).

In part, its popularity can be attributed to the fact that employee, team, and organisational outcomes are very well predicted by high levels of engagement (Bakker & Albrecht, 2018). As a result, work engagement is assumed to be connected with job performance since it implies a high level of energy and motivation that directs an individual's efforts toward the completion of work activities and tasks. (Parker & Griffin, 2011). An engaged employee is one who has a genuine and passionate attachment to his or her job and to the organisation. These individuals demonstrate high levels of performance, are energetic and willing, are fully aware of their responsibilities, and accept full responsibility for any work they perform (Kartal, 2018). Work engagement becomes a desirable feature for both individuals and organisations as a result of these positive characteristics.

2.4 Employee Performance

Employee performance is the concern of an employee's efforts in terms of quality and quantity in carrying out his duties in line with the obligations entrusted to him (Sakti et al., 2020). Fuertes et al (2020) points out that employee performance is linked to each employee's successes in accordance with the organization's or employer's various rules, laws, or expectations. Likewise, Kalogiannidis (2020) holds the view that employee performance is often defined by an employee's attitude while completing a task that has been assigned by the employer. It also refers to the outcomes that a specific employer delivers within an organisation. Simply said, employee performance refers to how well a member of staff performs their job duties, completes tasks, and behaves in the workplace.

Furthermore, Jiang, Du, Zhou, and Cui (2020), claim that the nature of employee performance indicates the strengths and capabilities of each individual in an organisation. The most competent and skilled employees tend to display a high degree of competence and dedication on the job when compared to those who have less experience and skills. As a result, employee performance is higher when compared to those who have less experience and abilities. The poorer levels of employee performance are likely to initiate an attributional process, in which managers ascribe lower employee performance to dispositional qualities, therefore holding people accountable for their work (Lyubykh et al., 2022). Fuertes et al. (2020), emphasize that outstanding employee performance is essential in providing high-quality services to customers and increasing firm profitability. These benefits of better employee performance are expected to lead to a long-term competitive advantage in the long run.

Within the management literature, a number of systematic literature reviews on employee performance and explanatory factors have been done. Among others, Lyubykh, Bozeman, Hershcovis, Turner, and Shan (2022) proved that poor technology, insufficient equipment, a lack of training, or insufficient effort, for example, can all lead to decreased performance.

Furthermore, organisational atmosphere is discovered to have influences on employee performance due to the organizations are increasingly having to cope with volatile, unpredictable, complicated, and ambiguous surroundings (Mutonyi, Slitten & Lien, 2020). Supported by Pandey (2020) concluded that a bad organisational environment in the organisation may lead to a decline in performance rates where it is to be considered an effective instrument that helps the company accomplish its goals. The same finding revealed by Pradoto, Haryono, and Wahyuningsih (2022) implies that if the atmosphere is favourable, employee performance will increase, which also considers the factor of job stress in their study. Improved employee performance may be accomplished by raising indicators of information sharing characteristics, according to another study by Sa'adah and Rijanti (2022). These indicators focus on leaders and subordinates developing, gathering and exchanging work-related new information and ideas, as well as job expertise and experience. As a result, corporate information sharing has been shown to have a positive impact on employee performance. This is consistent with Apriliyanti (2019), Aziz (2020), and Lestiyane and Yanuar's (2019) studies, which found that information sharing had a substantial favourable impact on employee performance.

Several decades have been spent researching employee performance in a number of settings and across a wide range of disciplines and cultures, all with the objective of better understanding the behaviours, concepts, and resources that lead to improved performance. Prioritising employee performance is beneficial to both the company and its employees. It enables employees to realise their full potential while also increasing overall performance, which has the ability to boost morale and increase job quality in the process. Employee performance data will now be used to highlight not just what the firm can do today to improve its business but also to feed into future growth goals. Finally, but perhaps most importantly, employee effectiveness in reaching goals may help or hurt the overall company itself. For that reason, if a company does not analyze the performance of its employees properly, the company will become chaotic and out of control. There would be two possibilities either the leaders may respond positively in order to enhance performance, for example, by offering constructive comments or training or act destructively through abusive supervision.

2.4 Job Demand Resources Model

The job demand-resource burnout model (JD-R; Bakker & Demerouti, 2007) is commonly used to describe how burnout symptoms emerge. According to the JD-R concept, there are two sets of working circumstances that describe all employment, regardless of industry or occupation. The physical, psychological, social, or organisational characteristics of a work that need sustained physical, cognitive, or emotional effort or abilities are referred to as job demands (Bakker et al., 2005).

This paradigm distinguishes between two sorts of workplace effects. Demand is a catch-all phrase for a variety of factors that contribute to stress, strain, and tiredness, including emotionally charged circumstances, cognitively demanding activities, conflicts with superiors, coworkers, and clients, time constraints, and long working hours. An unfavourable physical environment, emotionally exhausting interactions, or a fast-paced, heavy workload are examples of job demands (Bakker & Demerouti, 2007).

On the other side, resources such as helpful peers and superiors, chances for personal growth, being a part of decision-making, and having control and autonomy over work organisation may all help people cope with working chores. Physical, psychological, social, and organisational components of the job are examples of job resources that assist employees to deal with difficult

situations, boost motivation, and inspire personal growth and development (Bakker et al., 2005; Demerouti et al., 2001). Shoss (2017) also mentions constructive criticism, income stability, autonomy, task diversity, and coworker support as examples of workplace resources.



Figure 1: The job demands-resources JD-R model (Bakker & Demerouti, 2007)

The JD-R model is depicted in Figure 1. Each quadrant depicts the expected effect of combining high and low levels of job demand and job resources. Work engagement is a positive, pleasurable state of mind that is associated with work and is characterised by high energy, mental resilience, devotion, excitement, and cheerful absorption when employees have sufficient job resources and low expectations from their employers. Burnout, on the other hand, is caused by a lack of resources and an overwhelming amount of expectations. Engagement and burnout, on the other hand, do not have to be mutually exclusive concepts. In reality, having high demands and few resources at the same time might lead to both engagement and burnout. Finally, low demands mixed with limited resources lead to low involvement, low burnout, and general disinterest.

In conclusion, the work demands-resources model is appropriate for understanding employee performance. This is due to the fact that, in addition to having a strong support system within the organisation, employees' excitement and devotion are frequently heightened when other employees or business leaders are performing well.

3. Hypothesis Development

3.1 Job Autonomy and Employee Performance

The impact of job autonomy on employee performance can be demonstrated in a variety of ways. Researchers limited the impact of job autonomy on performance to complicated activities and left basic tasks out. Job autonomy was found to be ineffective on simple tasks (Langfred & Rockmann, 2016; Dodd & Ganster, 1996). However, according to Kanat-Maymon & Reizer (2017), when it comes to the importance of autonomy in performance, supervisors' support has garnered considerable attention because it allows employees to continue learning, developing, and expressing their preferences.

A broader perspective has been explained by Khoshnaw & Alavi, (2020) who argues that job autonomy has a positive impact on employee performance when the person's knowledge, skills, and abilities (KSA) are high, whereas job autonomy has minimal impact on employee performance when the employee's KSA is low. Despite all of the beneficial characteristics of job autonomy discussed thus far, some authors have criticised it in specific instances. They claim that the disadvantages of work autonomy have negative effects at both the organisational and individual levels. Garg & Dhar, 2017; Auh, Menguc, Fisher, & Haddad, 2011 notes that individuals who had a lot of job autonomy had a more positive attitude toward their workplace and service climate.

Overall, there seems to be some evidence to indicate that there is a strong link between job autonomy and job performance, as indicated by several studies. When the top management wants to give employees job autonomy, they must examine a variety of aspects, including the company's culture, autonomy constraints, the company's cultural diversity, and the perspectives of employee knowledge, skills, and abilities.

Hypothesis 1: Job autonomy positively affects employee performance.

3.2 Work Engagement as a Mediator

According to the JD-R model created by Hackman and Oldham, job autonomy was recognized as one of the critical characteristics for motivating work as early as the 1980s. Employees who feel in charge of their work experience a sense of empowerment and sense of control, which is likely to enhance their overall level of work engagement. (De Spiegelaere, Van Gyes, & Van Hootegem, 2016). It has been found that work engagement has a number of positive impacts for the company as a whole, including better employee performance.

This study posits that work engagement serves as a mediating variable between job autonomy and employee performance, based on the JD-R model. Two interconnected psychological processes are suggested by the JD-R model: one that leads to burnout due to the demanding features of job (overwork, emotional pressures, etc.), and another that leads to engagement due to personal resources (autonomy, learning opportunities, etc.) (Hakanen et al. 2006, Bakker & Demerouti 2007). Job resources are factors that assist individuals in dealing with these demands, and they include social and supervisory support, developmental possibilities, and autonomy, amongst other things (Bakker & Demerouti, 2008). While the JD-R model posits that job demands and resources directly influence employee work engagement, it also suggests that these factors can interact to shape employee work engagement (Bakker & Demerouti, 2008; Hakanen, Bakker, & Demerouti, 2005). Researchers have discovered that when employees are presented with high job demands, the effect of job resources on work engagement becomes more apparent and develops motivating potential, indicating that job resources can aid in goal achievement, resulting in improved employee performance.

We expect that job autonomy provides employees with job-related resources. An employee's ability to exert control or discretion over significant areas of their job, such as the timing of job duties, encourages them to exercise greater self-control and become more engaged in their work. When employees believe they have the ability to choose how they will complete their work, they are more likely to devote their energies and abilities to the task at hand. It is based on the JD-R model, which argues that job resources, psycho-social work features such as autonomy, initiate a motivational route that leads to increased work engagement and higher well-being in the workplace (Knight, Patterson & Dawson, 2019). The use of the JD-R model

of work engagement may aid to a better understanding of the psychological mechanisms that lead to employee performance through job autonomy.

We expand on this idea by looking at how job autonomy affects employee performance indirectly through work engagement. As such, the following is hypothesised:

Hypothesis 2: Work engagement mediates the relationship between job autonomy and employee performance.

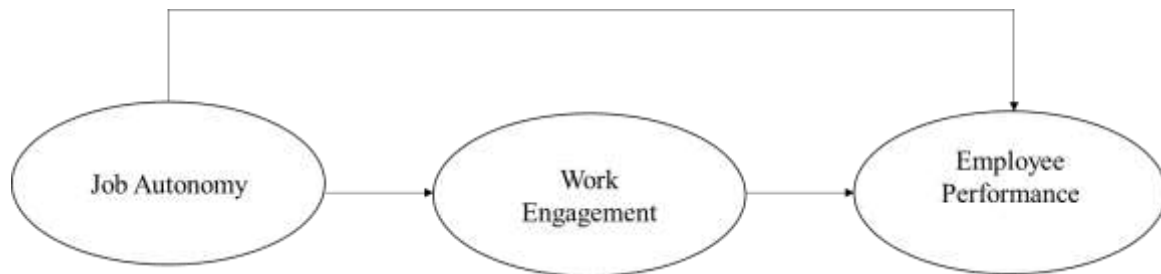


Figure 2: Research Framework

4. Research Methodology and Measurement

To test the proposed hypotheses, individuals working in the gig economy in Malaysia will be contacted. The data will be gathered using a questionnaire survey that will be distributed via email or face-to-face to respondents selected using convenience sampling. Due to the study's sensitivity, we will ensure the anonymity and confidentiality of their responses.

Based on the literature review, Figure 2 illustrates the research framework for investigating the relationship between job autonomy and employee performance and the role of work engagement as a mediator variable.

To measure job autonomy, Morgeson & Humphrey (2006) instrument will be used. The 3-items survey included items such as "I have made my own decision about how to schedule my work," "I have made decisions about what methods I would use to complete my work," "I have had a chance to use my initiative or judgment in carrying out my work." All the measurements for each scale were based on a 5-point Likert scale.

Utrecht Work Engagement Scale (UWES; Schaufeli et al. 2002a) will be used to measure work engagement. The UWES includes three subscales that reflect the underlying dimensions of engagement: Vigor (six items), Dedication (DE; five items), and Absorption (six items). Example items are: "At my job, I feel strong and vigorous" (vigor); "I am enthusiastic about my job" (dedication); "When I am working, I forget everything else around me" (absorption).

To measure employee performance, Cao et al. (2016) instrument will be used. The 6-items survey included items such as "I almost always perform better than an acceptable level" and "I usually put extra effort into my job." All the measurements for each scale were based on a 5-point Likert scale.

5. Discussion and Conclusion

With the JD-R model as a primary framework, this study proposed the direct and indirect (mediating) relationships between job autonomy and work engagement with employee performance. The conceptual model described in this article is still conceptual and has not been empirically studied. However, this paper shows that work engagement warrants much more research and analysis in order to establish a link between it and employee performance. For engaged employees, it is much more than the money that motivates them to work hard but the dedication they have towards their jobs that drives them to be passionate, which is often demonstrated in their performance outcomes. Modern firms nowadays require employees who are psychologically attached to their work, capable and willing to immerse themselves fully in their responsibilities, and who are devoted to high-quality performance standards. They require people that are enthusiastic and dedicated to their jobs, who are actively engaged in their work (Bakker & Leiter, 2010). Additionally, we have included job autonomy as a resource in the JD-R model notion and recommend that job autonomy stimulates work engagement, which then results in performance.

In the end, we want to stress the centrality of rising gig workers. It is noted that gig workers have the opportunity to highly flexible and possibly autonomous work, but they also have to cope with issues that arise as a result of the nature of the work, its precarious nature, and their connections with the platform businesses. Organizational research has typically focused on traditional work environments, in which workers are employed by a single company and work in a certain place for a specific number of hours each day (Kuhn, 2016). Despite being a small portion of the workforce, the gig economy is the fastest expanding area of alternative work arrangements (Murray and Ball, 2016). However, workers' work engagement and their personalised motivation are poorly understood despite its rise. As a result, this study provides a basis for furthering the literature, paving the road for future research to better understand gig workers using the JD-R model.

References

- Ade-Adeniji, Olukemi, Adeniji, Anthonia, & Imhonopi, David. (2021). And Its Effect On Work Engagement: A Study Of The Banking Industry In Nigeria.
- Apriliyanti, Y. (2019). Pengaruh organizational Justice terhadap Organizational Citizenship Behavior: Studi pada Dinas Koperasi dan Usaha Mikro Kecil dan Menengah Provinsi Jawa Barat (Doctoral dissertation, UIN Sunan Gunung Djati Bandung).
- Auh, Seigyoung, Menguc, Bulent, Fisher, Michelle, & Haddad, Abeer. (2011). The perceived autonomy–perceived service climate relationship: the contingency effect of store-level tenure diversity. *Journal of Retailing and Consumer Services*, 18(6), 509-520.
- Azahar, S. (2020, October 8). Rise of gig economy. Retrieved February 20, 2022, from www.thesundaily.my website: <https://www.thesundaily.my/opinion/rise-of-gig-economy-AK4491398>
- Aziz, A. (2020). Analisis Pengaruh Procedural Justice, Distributive Justice, dan Satisfaction Terhadap Organizational Citizenship Behavior (OCB) dengan Affective Commitment Sebagai Variabel Mediasi. *Jurnal Ekonomi, Manajemen dan Akuntansi (JEMA) Universitas Ngudi Waluyo*, 1(1), 47-60.
- Aziz, N. (2019, November 12). Gig Economy Malaysia: Empowerment or Exploitation? Retrieved February 21, 2022, from [Loanstreet](http://www.loanstreet.com) website:

<https://loanstreet.com.my/learning-centre/gig-economy-malaysia-empowerment-or-exploitation>

- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*, 23(1), 4–11. doi:10.1108/cdi-11-2017-0207
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. Retrieved from <http://doi.org/10.1108/13620430810870476>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13, 209-223
- Bakker A.B. & Demerouti E. (2007) The job demands-resources model: state of the art. *Journal of Managerial Psychology* 22, 309–328.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of occupational health psychology*, 10(2), 170.
- Bakker, A. B., & Leiter, M. P. (Eds.). (2010). *Work engagement: A handbook of essential theory and research*. New York: Psychology Press
- Bangwal, Deepak, & Tiwari, Prakash. (2019). Environmental design and awareness impact on organization image. *Engineering, Construction and Architectural Management*.
- Barken, Rachel, Denton, Margaret, Sayin, Firat K, Brookman, Catherine, Davies, Sharon, & Zeytinoglu, Isik U. (2018). The influence of autonomy on personal support workers' job satisfaction, capacity to care, and intention to stay. *Home health care services quarterly*, 37(4), 294-312.
- Borst, R. T., Kruyen, P. M., & Lako, C. J. (2017). Exploring the Job Demands–Resources Model of Work Engagement in Government: Bringing in a Psychological Perspective. *Review of Public Personnel Administration*, 0734371X1772987. doi:10.1177/0734371x17729870
- Burtch, G., Carnahan, S., & Greenwood, B. N. (2018). Can You Gig It? An Empirical Examination of the Gig Economy and Entrepreneurial Activity. *Management Science*. doi:10.1287/mnsc.2017.2916
- Cao, X., Guo, X., Vogel, D., & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research*.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- De Spiegelaere, S., Van Gyes, G., & Van Hootegeem, G. (2016). Not All Autonomy is the Same. Different Dimensions of Job Autonomy and Their Relation to Work Engagement & Innovative Work Behavior. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 26(4), 515–527. doi:10.1002/hfm.20666
- Dodd, Nancy G, & Ganster, Daniel C. (1996). The interactive effects of variety, autonomy, and feedback on attitudes and performance. *Journal of organizational behavior*, 17(4), 329-347.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabatin, J. (2020). Conceptual framework for the strategic management: a literature review—descriptive. *Journal of Engineering*, 2020.
- Garg, Shreya, & Dhar, Rajib. (2017). Employee service innovative behavior: The roles of leader-member exchange (LMX), work engagement, and job autonomy. *International Journal of Manpower*.
- Jiang, X., Du, J., Zhou, J., & Cui, Y. (2020). The impact of negative informal information before a change on performance: A within-person approach. *International journal of environmental research and public health*, 17(2), 670.
- Hackman, J Richard, & Oldham, Greg R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.

- Hakanen J., Bakker A.B. & Schaufeli W.B. (2006) Burnout and work engagement among teachers. *Journal of School Psychology* 43, 495–513.
- Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2005). How dentists cope with their job demands and stay engaged: The moderating role of job resources. *European Journal of Oral Sciences*, 113, 479-487.
- Huws, U., Spencer, N. H., & Joyce, S. (2016) Crowd work in Europe: preliminary results from a survey in the UK, Sweden, Germany, Austria and the Netherlands. *FEPS Studies*, December. Available at: <http://www.feps-europe.eu/assets/39aad271-85ff-457c-8b23-b30d82bb808f/crowd-work-in-europe-draft-report-last-versionpdf.pdf>
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work (pp. 692–724). *Academy of Management Journal*, 33.
- Kaine, S., & Josserand, E. (2019). The organisation and experience of work in the gig economy. *Journal of Industrial Relations*, 002218561986548. doi:10.1177/0022185619865480
- Kalogiannidis, S. (2020). Impact of effective business communication on employee performance. *European Journal of Business and Management Research*, 5(6).
- Kanat-Maymon, Yaniv, & Reizer, Abira. (2017). Supervisors’ autonomy support as a predictor of job performance trajectories. *Applied Psychology*, 66(3), 468-486.
- Kartal, N. (2018). Evaluating the relationship between work engagement, work alienation and work performance of healthcare professionals. *International Journal of Healthcare Management*, 11(3), 251–259. doi:10.1080/20479700.2018.1453969
- Khoshnaw, Saifaddin, & Alavi, Hamed. (2020). Examining the Interrelation Between Job Autonomy and Job Performance: A Critical Literature Review. *Multidisciplinary Aspects of Production Engineering*, 3.
- Knight, C., Patterson, M., & Dawson, J. (2019). Work engagement interventions can be effective: a systematic review. *European Journal of Work and Organizational Psychology*, 1–25. doi:10.1080/1359432x.2019.1588887
- Kuhn, K.M. (2016), “The rise of the ‘gig economy’ and implications for understanding work and workers”, *Industrial and Organizational Psychology*, Vol. 9 No. 1, pp. 157-162.
- Langfred, Claus W, & Rockmann, Kevin W. (2016). The push and pull of autonomy: The tension between individual autonomy and organizational control in knowledge work. *Group & Organization Management*, 41(5), 629-657.
- Lehdonvirta, V. (2018). Flexibility in the gig economy: managing time on three online piecework platforms. *New Technology, Work and Employment*, 33(1), 13–29. doi:10.1111/ntwe.12102
- Lestiyanie, D. A., & Yanuar, Y. (2019). Pengaruh Budaya Organisasi, Keadilan Terhadap Ocb, Komitmen Sebagai Intervening Pada Cv. Cempaka. *Jurnal Manajerial Dan Kewirausahaan*, 1(2), 191-198.
- Lim, R. (2021, April 18). Gig economy on the rise. Retrieved February 20, 2022, from The Star website: <https://www.thestar.com.my/news/nation/2021/04/18/gig-economy-on-the-rise>
- Lyubykh, Z., Bozeman, J., Hershcovis, M. S., Turner, N., & Shan, J. V. (2022). Employee performance and abusive supervision: The role of supervisor over-attributions. *Journal of Organizational Behavior*, 43(1), 125-145.
- Maslach, C., Leiter, M.P (1997). *The truth about burnout*. Jossey, Bass, CA.
- Muecke, Simeon, & Iseke, Anja. (2019). *How does job autonomy influence job performance? A meta-analytic test of theoretical mechanisms*. Paper presented at the Academy of management proceedings.
- Murray, N. and Ball, T. (2016), “The gig economy and the US labor system”, *Labor and Employment Law*, Vol. 44 No. 3, pp. 1-2.

- Mutonyi, B. R., Slåtten, T., & Lien, G. (2020). Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: empirical evidence from Norway. *International Journal of Public Leadership*.
- Naqvi, SMM Raza, Ishtiaq, Maria, Kanwal, Nousheen, & Ali, Mohsin. (2013). Impact of job autonomy on organizational commitment and job satisfaction: The moderating role of organizational culture in fast food sector of Pakistan. *International Journal of Business and Management*, 8(17), 92.
- Parker, S. K., and M. A. Griffin. 2011. "Understanding Active Psychological States: Embedding Engagement in a Wider Nomological Net and Closer Attention to Performance." *European Journal of Work and Organizational Psychology* 20 (1): 60–67. doi:10.1080/1359432X.2010.532869.
- Pandey, D. L. (2020). Work stress and employee performance: an assessment of impact of work stress. *International Research Journal of Human Resource and Social Sciences*, 7(05), 124-135.
- Pattnaik, Subash Chandra, & Sahoo, Rashmita. (2020). Employee engagement, creativity and task performance: role of perceived workplace autonomy. *South Asian Journal of Business Studies*.
- Pradoto, H., Haryono, S., & Wahyuningsih, S. H. (2022). The role of work stress, organizational climate, and improving employee performance in implementation of work from home. *Work*, (Preprint), 1-11.
- Sa'adah, N., & Rijanti, T. (2022). The Role of Knowledge Sharing, Leader-Member Exchange (LMX) on Organizational Citizenship Behavior and Employee Performance: An Empirical Study on Public Health Center of Pati 1, Pati 2 and Trangkil in Central Java. *International Journal of Social and Management Studies*, 3(1), 112-131.
- Saengchai, Sakapas, Thaiprayoon, Khajornsak, & Jermisittiparsert, Kittisak. (2019). Employee Turnover Intentions: The Role of the Supervisor's Support and Job Autonomy with Job Satisfaction Acting as a Mediator: A Case of Paramedical Staff in Thai Government Hospital. *Journal of Computational and Theoretical Nanoscience*, 16(11), 4789-4797.
- Saragih, Susanti. (2015). The effects of job autonomy on work outcomes: Self efficacy as an intervening variable. *International Research Journal of Business Studies*, 4(3).
- Saragih, Susanti, Margaretha, Meily, & Anantyanda, Luthfia. (2021). JOB AUTONOMY, JOB CRAFTING AND EMPLOYEES' WELL-BEING DURING WORKING FROM HOME. *Jurnal Manajemen dan Kewirausahaan*, 23(2), 177-185.
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of management*, 43(6), 1911-1939.
- Sisodia, Shalini, & Das, Ira. (2013). Effect of job autonomy upon organizational commitment of employees at different hierarchical level. *Psychological Thought*, 6(2).
- Stewart, A., & Stanford, J. (2017). Regulating work in the gig economy: What are the options? *The Economic and Labour Relations Review*, 28(3), 420–437. doi:10.1177/1035304617722461
- Sun, C. K. (2020). Environmental Law. *Yearbook of South African Law*, 1, 573–597. <https://doi.org/10.47348/ysal/v1/i1a11>
- Taylor M, Marsh G, Nicole D and Broadbent P (2017) Good Work: The Taylor Review of Modern Working Practices. Available at: <https://www.gov.uk/government/publications/good-workthe-taylor-review-of-modern-working-practices> (accessed 1 March 2018).

- Terason, S. (2018). The influence of job autonomy on job satisfaction in Thai fitness trainer professionals: a moderation analysis. *J. Entrepren. Org. Manag*, 7(1000225), 10.4172.
- The Gig Economy in Malaysia. (2022). Retrieved 20 February 2022, from <https://www.paulhypepage.my/the-gig-economy-in-malaysia/>
- Vander Elst, T., Cavents, C., Daneels, K., Johannik, K., Baillien, E., Van den Broeck, A., et al. (2016). Job demands-resources predicting burnout and work engagement among Belgian home healthcare nurses: a crosssectional study. *Nurs. Outlook* 64, 542–556. doi: 10.1016/j.outlook.2016.06.004
- Zhou, Qiwei, Li, Qian, & Gong, Shiyang. (2019). How job autonomy promotes employee's sustainable development? A moderated mediation model. *Sustainability*, 11(22), 6445.