Labour Diversity the Gig Economy: A New Approach to Human Resource Management

Sri Asmiatiningsih

Doctor of Economic Study Program, Universitas 17 Agustus 1945 Surabaya, Indonesia

E-mail: sriasmia@yahoo.com

Abstract

The gig economy has rapidly changed the traditional employment paradigm and brings unique challenges and opportunities in managing workforce diversity. This study examines the impact of the gig economy on workforce diversity and its implications for human resource management (HRM). Using a systematic literature review (SLR) methodology, we analyse recent academic literature to understand how gig economy dynamics affect diversity in the workplace. Key findings show that while the gig economy encourages greater flexibility and inclusion, it also makes it harder to recruit, develop and retain diverse talent. The study highlights key challenges for organisations such as the integration of diverse gig workers and their engagement and satisfaction. In addition, the study proposes adaptive HRM strategies that can support engagement and optimise the potential of a diverse workforce in gig-based work environments. The recommendations include using technology in distance learning, offering flexible benefits, and fostering a culture of engagement to improve organisational performance and employee well-being.

Keywords: *Gig economy, Diverse workforce, Human resource management (HRM), Flexibility, Adaptive HRM strategy*

INTRODUCTION
Background.

The gig economy has grown significantly in recent years, changing the way people work and manage their workforce across a range of industry sectors. The gig economy is defined as a work environment where temporary and freelance work plays an important role, compared to traditional jobs that often offer stability and long-term benefits (De Stefano, 2015). These changes have important implications for human resource management, especially in terms of workforce diversity. Workforce diversity, including differences in age, type of

Gender, ethnic background, education and skills are now important considerations in creating an inclusive and productive work environment (Roberson, 2006). In the gig economy, this diversity is exacerbated by the fact that workers often come from diverse backgrounds, work remotely or on highly

flexible contracts. Traditionally, human resource management focuses on developing, retaining and motivating employees from a long-term employment perspective (Kaufman, 2015). However, the gig economy requires companies to adapt this approach to suit the needs and characteristics of their employees. This is because the workforce is more diverse and often does not have a long-term commitment to the company. Research shows that workforce diversity can provide significant benefits to organisations, including increased innovation, improved problem solving, and improved organisational performance (Horwitz & Horwitz, 2007).

However, the challenge is integrating this diversity into gig economy working models that often lack formal structures for employee development and support. Therefore, this research aims to consider how organisations can develop effective human resource management strategies to manage employee diversity in the context of the gig economy. This is not only to improve organisational performance, but also to ensure that employees get the right support to succeed in this highly dynamic and often unstructured working model. In recent years, the gig economy has experienced significant growth, shifting the traditional working paradigm to a more flexible and dynamic one. In this context, workforce diversity is one of the key aspects that determine the success of organisations' adaptation to this new working model. The gig economy phenomenon is growing with the presence of digital platforms that facilitate temporary or part-time work, such as Uber, Airbnb, and Upwork. According to a McKinsey Global Institute report, around 20-30% of workers in developed countries do self-employment or work (McKinsey Global Institute, 2016).

This represents a major shift from a full-time employment model to more flexible and project- orientated work. This increase not only creates new opportunities

but also the challenge of dealing with diversity. Gig economy workers often come from very different backgrounds, including skills, experience, age, and culture. Recent research shows that gig workers represent a broad demographic, and most seek flexibility and additional opportunities not available in traditional employment (Pew Research Centre, 2021).

However, this diversity also poses integration and management challenges. Businesses and organisations need to adapt their human resource management strategies to not only meet the demands of flexible working, but also to embrace and harness the full potential of each individual. For example, research by Deloitte (2020) shows that companies with comprehensive strategies for gig workers tend to be more innovative and able to adapt to market changes. Therefore, this research aims to investigate how effective human resource management strategies can be developed to manage workforce diversity in the gig economy. By incorporating this diversity into management practices, companies can not only improve performance but also ensure that all workers, regardless of status, receive the right support to thrive in a rapidly changing work environment.

Problem Formulation

Based on the background that has been described, the formulation of this research problem can be formulated as follows:

1. How does the giga-economy affect labour diversity in the context of HRM?
2. What are the biggest challenges for organisations in managing the diversity of the gig economy workforce?
3. How can HR strategies be adapted to support inclusion and optimise workforce diversity opportunities in the gig economy?

Research Objectives

The objectives of this study can be formulated as follows:

1. To analyse the impact of the gig economy on workforce diversity and its impact on HR strategy.
2. Identify and discuss the challenges organisations face in managing workforce diversity in a gig economy environment.
3. Develop strategic HR recommendations to manage and support workforce diversity in the gig economy with the aim of improving organisational performance and employee satisfaction.

Literature Review

Definition and Characteristics of the Gig Economy

Gig economy is a term used to describe a segment of the labour market in which temporary jobs, freelance work, and short-term contracts dominate permanent jobs with regular working hours. The gig economy covers a wide range of jobs, from personal management services to professional freelance work such as graphic design, writing, and consulting (De Stefano, 2015). The main characteristics of the gig economy are the flexibility and independence offered to its employees and the project orientation.Some important features of the gig economy are :

1. Work flexibility: Gig economy workers often have more control over their working hours. This allows them to fit their work around other personal and professional needs (Katz and Krueger, 2016).
2. Job diversity: The gig economy spans many sectors and industries, allowing workers to participate in a variety of occupations. It also opens up opportunities for employees to develop new skills or utilise existing skills in different contexts (McKinsey Global Institute, 2016).
3. Use of technology: The gig economy relies heavily on technology, especially digital platforms that connect workers with customers or businesses. These platforms facilitate job search, payment, and peer-to-peer communication (Burtch et al., 2018).
4. Short-term employment: Unlike traditional jobs, which tend to be long-term and stable, the gig economy often offers short-term labour contracts.

short-term contracts that may end once a project is completed. This requires greater adaptability and flexibility from workers and companies (Donovan et al., 2016).

0. Worker autonomy and responsibility: In the gig economy, workers are often responsible for key parts of their work, such as planning, project selection, and paying taxes as independent contractors (Prassl, 2018).

Labour Diversity Theory

Workforce Diversity refers to the various individual characteristics of an organisation, but is not limited to age, gender, ethnicity, education and skills. In management and organisational theory, diversity is considered a resource that can enhance innovation, creativity and efficiency of decision-making in an organisation (Cox and Blake, 1991).

This approach recognises that a diversity of perspectives and experiences can enrich work processes and outcomes.Understanding Workforce DiversityWorkforce diversity is not only limited to demographic characteristics, but also includes cognitive diversity, namely differences in ways of thinking, problem solving, and creativity.

Diversity theory emphasises the importance of creating an inclusive work environment where all team members feel valued and can contribute to their full potential (Roberson, 2006).

Benefits of Diversity for Organisations

1. Innovation and Creativity: Research shows that more diverse teams tend to be more innovative and creative in finding solutions. Diversity brings different perspectives that generate new ideas and unique approaches to problem solving (Hong & Page, 2004).
2. Improving organisational performance: Richard's (2000) research shows that managing diversity well can improve organisational performance. Organisations that are able to integrate and leverage the diversity of their workforce tend to have better financial performance.
3. More Effective Problem Solving: Diversity in the team enriches the discussion and allows the team to consider alternatives before making a decision. This helps to reduce group bias and improve the quality of decision-making (Phillips, 2014).
4. Increase employee satisfaction and retention: An inclusive and diverse work environment can increase job satisfaction and employee loyalty. Employees who feel valued tend to be more motivated and less likely to seek other employment (Mor Barak et al., 2011).
5. Access to a wider market: Diverse workforces help companies better understand and serve customers from different backgrounds. This increases the company's competitiveness by providing access to a wider market segment (Roberson, 2006).

Addressing diversity is not just about complying with regulations or avoiding discrimination. It is about maximising the potential of each individual to achieve organisational excellence. Therefore, a strategic approach to employee diversity management is important, especially in the context of a dynamic and diverse gig economy. Impact of the gig economy on human resource management

The gig economy has revolutionised the way work and human resource management is done in many industries.

As more and more workers turn to freelancing and fixed-term contracts, the traditional human resource management (HRM) paradigm faces significant challenges.

The impact of the gig economy on recruitment and selection In the gig economy era, recruitment and selection processes have become more flexible, but also more complex. Companies now have to navigate a wider labo u r market using digital platforms to find suitable freelancers, shifting the focus from finding long-term employees to identifying specialised skills suitable for the project or specific task (Katz & Krueger, 2016).

Changes in Employee Management and Development

This requires HR personnel to better understand project requirements and how the skills needed can be assessed quickly and efficiently.

employee management and development Gig workers often don't have access to traditional employee development programmes such as ongoing training or clear career paths. This forces HR departments to rethink how they support gig workers' professional growth. Some companies have started offering access to online training or modular learning sessions that can help gig workers improve their skills and stay relevant in the labour market (Prassl, 2018).

Impact on Employee Welfare and Retention

This represents a shift from a long-term education model to a more dynamic and responsive approach to individual needs.Impact on Employee Wellbeing and Retention Traditional HR management often emphasises the importance of employee wellbeing and retention. However, in the gig economy, the relationship between workers and companies is more transactional and short-term, which poses challenges in creating a sense of job satisfaction and loyalty (De Stefano, 2015). To address this issue, companies are starting to look for new ways to protect the welfare of gig workers, for example by offering flexible health insurance or wellness programmes that can be used by all types of workers, including freelancers (Donovan et al., 2016).

Adaptation in Compensation and Benefits

Adjustment of compensation and benefits Also in the gig economy, the salary and benefits system must be adjusted. Gig workers generally do not receive the same benefits as full-time workers, such as health insurance, pension, or paid leave. To attract and retain top talent, companies should offer competitive compensation packages, which may include performance bonuses, salary flexibility, or access to wellness programmes (Burtch et al., 2018).

This points to the need for a more innovative and inclusive approach to benefits design for gig workers. The impact of the gig economy on human resource management is a fundamental change and requires major adjustments to strategies

Traditional. From recruitment to retention, from development to well-being, all aspects of people management must be approached in new and more flexible ways. By implementing the right approach, companies can tap into

the full potential of the gig economy while ensuring that they remain an attractive and supportive workplace for all employees.

METHOD

This research uses a qualitative approach with a focus on systematic literature review (SLR) and semi-bibliographic analysis. This approach was chosen to deepen the understanding of how the gig economy affects human resource management, particularly in relation to workforce diversity.

Systematic Literature Review (SLR)

1. SLR Definition and Purpose: SLR is a systematic methodology for identifying, assessing and analysing all literature related to a research topic.
2. The purpose of the SLR in this study is to provide a comprehensive and objective overview of current research on the impact of the gig economy on human resource management.
3. Literature selection process: References: The literature search was conducted using academic databases such as Google Scholar, Scopus, and JSTOR. The keywords included "gig economy", "human resource management", "human resource diversity", and "organisational transformation".
4. Inclusion and exclusion criteria: Included studies were journal articles, books, and research reports published in English within the last 10 years that explicitly dealt with the gig economy and human resource management. Non-scientific literature, opinion articles, and research not relevant to the gig economy context were excluded.
5. Selection and quality assessment: Selection is done by reading summaries and conclusions and determining their relevance. Selected studies will be evaluated based on methodology, relevance and significance of findings.

Data Extraction and Analysis:

1. Data Extraction: Key information such as definitions, theories, methodologies, results, and conclusions will be extracted from each selected literature.
2. Thematic analysis: the data will be analysed to identify common themes, research trends and areas for further research. This analysis will help you understand the general outlook and find gaps in existing research.

This SLR methodology is described in the following main phases:

- Stage 1: Defining the Research Question The research questions answered in this SLR include:
  a. How does the gig economy impact workforce diversity from an HR management perspective?
  a. What are the biggest challenges companies face when managing workforce diversity in the gig economy and optimising the potential of diversity in the workplace?

- Stage 2: Research Protocol Establish a research protocol to ensure consistency and transparency in the review process. This protocol includes inclusion and exclusion criteria, search strategy, and analysis methods.
- Inclusion and exclusion criteria:
  a. Inclusion: journal articles published in the last 10 years focusing on the gig economy, workforce diversity, and HRM.
  a. Exclusion: unreviewed articles, non-scientific publications and literature in languages other than English or Indonesian.
  a. Search strategy:
    - Databases: Scopus, Web of Science, Google Scholar, ProQuest.
    - Keywords: "gig economy", " workforce diversity", "personnel management", "personnel management", "inclusive practices".
- Stage 3: Conduct a Literature Search
  The literature search uses keywords specified in the selected database. Each search result is evaluated based on the title and abstract for relevance.
- Stage 4: Study Selection
  Selected studies will be further evaluated on a full-text basis to ensure that they fulfil the inclusion criteria. Two independent reviewers participate in this process to reduce selection bias.
    Selection Process:
    - Initial Screening: Evaluate titles and abstracts.
    - Full-Text Review: Full-text evaluation for compliance with inclusion criteria.
- Stage 5: Data Extraction
  Data from the included studies will be extracted using a prepared form to collect the following information:
    - Author and year of publication.
    - Research objectives.
    - Methodology used.
    - Key findings related to labour diversity in the gig economy.
    - Implications for HRM.
- Stage 6: Data Analysis and Synthesis
  Data analysis was conducted with a qualitative approach, using meta-synthesis methods to identify recurring themes and patterns from the included studies. This process included data coding, theme grouping, and narrative synthesis to answer the research questions.
  1. Data Coding: Identification of keywords, concepts and major themes.
  2. Theme Clustering: Clustering findings based on recurring themes.
  3. Narrative Synthesis: Integrating findings from multiple studies to provide a comprehensive answer to the research question.
- Stage 7: Validation and Reliability

Using validation techniques such as source triangulation and peer debriefing to ensure accuracy and consistency of findings. Reliability was maintained by involving more than one reviewer in each stage of the research.

- Stage 8: Reporting
  Prepare a final report that presents the SLR results clearly and systematically, including background, methodology, results, and discussion.

RESULTS AND DISCUSSION

Research Results Through the various journals researched, it consists of several important points regarding the approach of workforce diversity and talent management in the gig economy:

1. The impact of the gig economy on workforce diversity in the context of human resource management: The gig economy has brought significant changes in the way companies view and manage workforce diversity. This is because the gig economy increases work flexibility and enables wider participation from diverse demographic groups that are underrepresented in the traditional world of work.
2. Several studies have shown that the gig economy can increase inclusion by providing employment opportunities for people who have difficulty entering traditional labour markets, such as homemakers, people with disabilities, and minority groups.
3. Key challenges in managing workforce diversity in the gig economy: - Interpersonal conflict: Workforce diversity can increase interpersonal conflict, especially if there is no comprehensive management.
4. Research shows that these conflicts can be minimised through comprehensive HRM practices and employee-centred learning behaviours.

Safety and Security

The biggest challenge, especially for women, is the issue of safety and security on the job. Research in India shows that female gig workers often face social pressure and safety concerns that affect their participation in the gig economy:

1) Insecurity and Insecurity: Gig workers often face job insecurity and unstable income, which can be major barriers to diversity.

Human resource management strategies to support inclusion and optimise the potential of workforce diversity in the gig economy:

- Inclusive HRM: Inclusive HRM practices reduce the negative impact of diversity and are important for increasing collaboration and improving understanding between employees. This includes policies that support diversity, cross-cultural training, and an inclusive work environment.

- Top-down and bottom-up approaches: Combining top-down management approaches with bottom-up learning behaviours can help address the challenges posed by diversity. This includes developing training programmes that focus on diversity awareness and inclusion.
- Training and Incentives: Providing training opportunities, incentives and additional benefits can attract more workers from underrepresented groups into the gig economy. It also helps with employee retention by providing a sense of stability and appreciation for their contributions.

How the gig economy affects labour diversity in relation to HR.

The gig economy affects the diversity of the workforce by offering more flexible and employment opportunities to a wider population, including those who may struggle to find work in traditional employment structures. This creates a more inclusive and versatile environment for working life. The competitive economy has changed the employment landscape with the emergence of temporary, contract and freelance work. This has led to increased diversity in the labour force in terms of job type, background and lifestyle (Pratap Singh). In addition, the gig economy allows previously underrepresented groups, such as women and people with disabilities, to augment their labour force (Tannishtha Pandey et al., 2014), 2022). However, this trend also presents new challenges for organisations in managing a diverse workforce with different expectations, needs and preferences.

What are the biggest challenges for organisations in managing a diverse gig economy workforce.

The main challenges include increased interpersonal conflicts due to diversity, especially issues related to women's safety and security, as well as job insecurity and unstable income, which may prevent different groups from participating in the gig economy. One of the biggest challenges is the possibility of increased interpersonal conflicts due to employees' different backgrounds, values, and viewpoints (Jiakun Liu et al., 2023). In addition, organisations must face the challenge of creating a safe and supportive work environment for all employees, including overcoming barriers such as safety concerns and social pressures faced by women in the gig economy (Tannishtha Pandey et al., 2022). Other challenges include providing adequate training and development and creating a fair salary and benefits system for the diverse gig workforce.

How HR strategies can be adapted to support inclusion and optimise the potential of a diverse workforce in the gig economy.

Adaptable strategies include implementing inclusive HRM practices, combining top-down and bottom-up approaches to managing diversity, and providing skills in developing programmes and incentives that can attract and retain a diverse workforce. To maintain engagement and optimise workforce diversity opportunities in the gig economy, organisations must adopt a holistic, employee-focused HR approach. This includes inclusive HRM practices such as fair recruitment, impartial training, and gender equality policies (Jiakun Liu et al.,

2023). In addition, organisations should encourage learning-oriented behaviours among employees to facilitate cross-cultural understanding and reduce conflict (Jiakun Liu et al., 2023).Talent management approaches also need to be revised to meet the needs of a diverse workforce, by

focus on developing appropriate skills, providing feedback, and customised growth opportunities (Lisbeth Claus). In addition, organisations should consider structural empowerment, power sharing, and participation in decision-making to increase employee commitment and efficiency (Marijana Oljaca et al., 2021).Overall, an adaptive, inclusive, and staffing HR approach and tailored talent management strategies will help organisations harness the full potential of a diverse workforce within the gig economy.

Impact of Gig Economy on HR Practices Pratap Singh's research explores the impact of the gig economy on HR practices and key industries in India, highlighting the need for adaptation and strategic management of the gig workforce. The most important findings provide insights into how industries need to adapt their HR practices to the growth of the gig workforce.

Talent management approaches also need to be revised to meet the needs of a diverse workforce, focusing on developing appropriate skills, providing feedback, and customised growth opportunities (Lisbeth Claus). In addition, organisations should consider structural empowerment, power sharing, and participation in decision-making to increase employee commitment and efficiency (Marijana Oljaca et al., 2021).Overall, an adaptive, inclusive, and staffing HR approach and tailored talent management strategies will help organisations harness the full potential of a diverse workforce in the gig economy.

CONCLUSION (Capital, 12 pts, bold)

By using a systematic literature review (SLR) approach, it can be concluded as follows:

1. Impact of the gig economy on workforce diversity The gig economy has led to significant changes in the composition and dynamics of the labour force. The flexibility offered by the gig economy allows for wider participation from various demographic groups, including stay-at-home mums, people with disabilities and minority groups. This creates a more inclusive and diverse work environment. The gig economy allows workers who previously struggled to find employment in traditional labour structures to participate and Contribute. The gig economy has brought about significant changes in the labour landscape, resulting in increased diversity in terms of workers' job types, backgrounds and lifestyles. While offering opportunities for wider workforce participation, the gig economy also poses new challenges for organisations in managing a diverse workforce with different expectations, needs and preferences.

2. Challenges in Managing Workforce Diversity in the Gig Economy While the gig economy offers great opportunities for diversity, there are significant challenges. The main challenge is interpersonal conflict where high diversity can lead to increased conflict between workers with job insecurity and unstable income, which can be a barrier to diversity. One of

the key challenges is the potential for increased interpersonal conflict caused by differences in backgrounds, values, and perspectives among a diverse workforce. Organisations must also address barriers such as safety concerns and social pressures faced by certain groups, such as women in the gig economy. Other challenges include providing appropriate training and development, and creating a fair compensation and benefits system for a diverse gig workforce. To meet these challenges, organisations need to adopt a comprehensive and employee-centric approach to human resource management. This includes inclusive human resource management practices, such as fair recruitment, bias awareness training, and equity policies. In addition, organisations should encourage learning-oriented behaviours among employees to facilitate cross- cultural understanding and reduce conflict.

3. HRM strategies to support inclusion and optimise the potential of diversity
   To address the challenges and maximise the potential of diversity in the gig economy, several HRM strategies can be implemented namely Participatory HRM where participatory management practices are needed to reduce the negative impact of diversity and increase cooperation and understanding among employees. Top-down and bottom-up approach. Combining top-down management approaches with bottom-up learning behaviours can help manage diversity effectively. Promotion and Incentives: Providing opportunities for upskilling and additional incentives can attract and retain a diverse workforce. Talent management approaches also need to be revised to accommodate the needs of a diverse workforce, with a focus on developing relevant skills, providing feedback, and tailored growth opportunities. Structural empowerment, power sharing, and participation in decision-making are also important to improve employee engagement and performance.

4. The results of this study have several important implications for gig economy organisations and decision makers. Developing inclusive policies Organisations should develop policies that support diversity and inclusion to create a fair and just work environment. Provide training programmes, where training and skills development programmes that involve investment can help potential workers from diverse backgrounds improve their skills. Fair appraisals and rewards, where fair and transparent performance appraisal and reward systems can improve employee satisfaction and retention in the gig economy. Research is needed into the long-term impact of workforce diversity in the gig economy on organisational effectiveness and employee well-being. With a better understanding, organisations can implement best practices that support inclusion and optimise the potential of workforce diversity in the gig economy. of. Overall, an adaptive, inclusive and people-oriented human resource management approach, as well as personalised talent management strategies, will assist organisations in harnessing the full potential of a diverse workforce in the gig economy, thereby creating a fair, inclusive and productive work environment for all workers.

REFERENCES

Bennett, J. E., Li, G., Foreman, K., Best, N., Kontis, V., Pearson, C., ... & Ezzati, M. (2018). Contributions of diseases and injuries to widening life expectancy inequalities in England from 2001 to 2016: a population-based analysis of vital registration data. The Lancet Public Health, 3(12), e586-e597.

Burtch, G., Carnahan, S., & Greenwood, B. N. (2018). Can you gig it? An empirical examination of the gig economy and entrepreneurial activity. *Management Science*.

Burtch, G., Carnahan, S., & Greenwood, B. N. (2018). Can you gig it? An empirical examination of the gig economy and entrepreneurial activity. *Management Science*.

Claus, L. (n.d.). COUNTER-INTUITIVE PERSPECTIVES HR disruption---Time already to reinvent talent management.

Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organisational competitiveness. *Academy of Management Executive*.

De Stefano, V. (2015). The rise of the 'just-in-time workforce': On-demand work, crowdwork, and labour protection in the gig economy. *Comparative Labour Law & Policy Journal*.

De Stefano, V. (2015). The rise of the 'just-in-time workforce': On-demand work, crowdwork, and labour protection in the gig economy. *Comparative Labour Law & Policy Journal*.

De Stefano, V. (2015). The rise of the 'just-in-time workforce': On-demand work, crowdwork, and labour protection in the gig economy. *Comparative Labour Law & Policy Journal*.

Deloitte. (2020). Inclusive gig: A new paradigm for the future of work.

Donovan, S. A., Bradley, D. H., & Shimabukuru, J. O. (2016). What does the gig economy mean for workers? *Congressional Research Service*.

Donovan, S. A., Bradley, D. H., & Shimabukuru, J. O. (2016). What does the gig economy mean for workers? *Congressional Research Service*.

Hong, L., & Page, S. E. (2004). Groups of diverse problem solvers can outperform groups of high-ability problem solvers. *Proceedings of the National Academy of Sciences*.

Horwitz, S. K., & Horwitz, I. B. (2007). The effects of team diversity on team outcomes: A meta-analytic review of team demography. *Journal of Management*.

Katz, L. F., & Krueger, A. B. (2016). The rise and nature of alternative work arrangements in the United States, 1995-2015. *National Bureau of Economic Research*.

Katz, L. F., & Krueger, A. B. (2016). The rise and nature of alternative work arrangements in the United States, 1995-2015. *National Bureau of Economic Research*.

Kaufman, B. E. (2015). Evolution of strategic HRM as seen through two founding books: A 30th anniversary perspective on the development of the field. *Human Resource Management*.

Kitchenham, B., & Charters, S. (2007). Guidelines for performing Systematic Literature Reviews in software engineering. Technical report, EBSE Technical Report.

Kossek, E. E., Su, R., & Wu, L. (2017). "Opting out" or "Pushed out"? Integrating perspectives on gender, self-employment, and work-family balance. Journal of Business Ethics, 156(2), 487-514.

Liu, J., Wang, H., Tan, X., Zheng, W., & Li, S. (2023). Managing the negative impact of workforce diversity: The important roles of inclusive HRM and employee learning- oriented behaviours. Frontiers in Psychology.

McKinsey Global Institute. (2016). Independent work: Choice, necessity, and the gig economy. McKinsey Global Institute. (2016). Independent work: Choice, necessity, and the gig economy.

Mor Barak, M. E., Cherin, D. A., & Berkman, S. (2011). Organisational and personal dimensions in diversity climate: Ethnic and gender differences in employee perceptions. *Journal of Applied Behavioural Science*.

Oljaca, M., Zhang, H., Magda, R., & Stoverink, A. C. (2021). Managing Diversity in the Chinese Organizational Context: The Impact of Workforce Diversity Management on Employee Job Performance. Frontiers in Psychology.

Pandey, T., Nayak, B. S., & Venkatesh, A. (2022). The Study on The Forthcoming Opportunities and the Possibility of Diversity Gap Reduction in Women Gigs (South India). International Journal of Scientific Research in Science and Technology.

Petticrew, M., & Roberts, H. (2006). Systematic Reviews in the Social Sciences: A Practical Guide. Blackwell Publishing.

Pew Research Centre. (2021). The state of gig work in 2021. Phillips, K. W. (2014). How diversity works. *Scientific American*.

Prassl, J. (2018). Humans as a service: The promise and perils of work in the gig economy.

Oxford University Press.

Prassl, J. (2018). Humans as a service: The promise and perils of work in the gig economy. *Oxford University Press*.

Pratap Singh, E. P. R. A. (2023). The Implications of the Gig Economy on HRM Practices in India and Its Impact on Big Industries. International Journal of Economic and Business Review.

Rafaqat, S., Iqbal, N., Butt, A. S., & Anwar, S. (2022). The Impact of Workforce Diversity on Organisational Performance: A Review. Journal of Economics and Behavioural Studies.

Richard, O. C. (2000). Racial diversity, business strategy, and firm performance: A resource- based view. *Academy of Management Journal*.

Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organisations.

Group & Organisation Management.

Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organisations.

Group & Organisation Management.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. British Journal of Management, 14(3), 207-222.