

Employability Market Orientation of Employee on the Gig Economy Labour Market

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The article addresses the situation of an employee functioning in the labour market in the conditions of digitisation, leading, amongst other, to the rise of a gig, platform and sharing economy. The employee is presented as an individual actively choosing from among new opportunities to create cooperation with the employer in terms of employment form and manner, duration and rules of work performance. The purpose of the described research was to check whether the employee who spots that the employer is undertaking actions that bespeak a transactional psychological contract and is therefore ready to change the employer activates Employability Market Orientation. In line with the adopted assumption, this attitude allows the employee to behave like a workpreneur and take full advantage of the opportunities offered in today's labour market.

The research has shown that in the sample examined, employees' decision to change employers is not correlated with Employability Market Orientation. Many of them still decide to change employers due to low pay and low job security, which stems from the lack of a long-term contract. This may result from a passive attitude and a focus on seeking such a relation with the employer that is based on a relational psychological contract. This means that employees now find it difficult to seize new opportunities offered by modern technologies in the world of work. People who demonstrate cognitive flexibility are best predisposed to this.

Keywords: Employability Market Orientation, EMO questionnaire, gig economy, sharing economy, platform economy, transactional, relational psychological contract, employee, employer, job sharing, employee sharing.

Zatrudnieniowa Orientacja Rynkowa pracownika na rynku pracy w warunkach *gig economy*

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Artykuł dotyczy sytuacji pracownika funkcjonującego na rynku pracy w warunkach digitalizacji, której jednym ze skutków jest kształtowanie się *gig*, platform i sharing economy. Został on przedstawiony jako podmiot aktywnie wybierający spośród nowych możliwości kreowania współpracy z pracodawcą pod względem formy zatrudnienia, sposobu, długości czasu i zasad świadczenia pracy.

Celem prezentowanych badań było sprawdzenie czy pracownik, który identyfikuje, że jego pracodawca podejmuje działania świadczące o transakcyjnym kontrakcie psychologicznym i w związku z tym jest

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gotowy zmienić pracodawcę, aktywizuje Employability Market Orientation. Zgodnie z przyjętym założeniem postawa ta pozwala mu zachowywać się jak workpreneur i w pełni korzystać z możliwości ofertowanych na współczesnym rynku pracy.

Badania wykazały, że w badanej próbie decyzja pracowników o zmianie pracodawcy nie koreluje z Employability Market Orientation. Istotna ich grupa nadal podejmuje decyzję o zmianie pracodawcy ze względu na niskie wynagrodzenie i niskie ubezpieczenie, co wynika z braku umowy długoterminowej. Prawdopodobnie jest to efekt przyjęcia biernej postawy i nastawienia na poszukiwanie relacji z pracodawcą opartej na relacyjnym kontrakcie psychologicznym. Oznacza to, że pracownicy na ten moment mają trudności z wykorzystaniem nowych możliwości, jakie oferują nowoczesne technologie w świecie pracy. Najlepiej predysponowane do tego są osoby, które wykazują się elastycznością poznawczą.

Słowa kluczowe: zatrudnieniowa orientacja rynkowa, kwestionariusz ZOR, gig economy, sharing economy, platform economy, transakcyjny, relacyjny kontrakt psychologiczny, pracownik, pracodawca, job sharing, employee sharing.

JEL: J53, J62, M54

1. Introduction

Many publications concerning the contemporary labour market contain the opinion that we are currently witnessing a deep transformation of the labour market and “enormous and dramatic developments could be still ahead of us” (Eichhorst, Hinte, Rinne, & Tobsch, 2017). The multitude, complexity and especially pace of changes that are occurring are hindering their identification and operationalisation and are making the research process difficult. Therefore, it is necessary to focus on a certain segment or aspect of these developments in order to reliably describe just a portion of this complex reality.

Hence, this article aims to focus solely on the factors triggering employee behaviour that is a response to new opportunities to shape relations with the employer in the labour market. These opportunities and chances arise as a result of digitisation, industry 4.0 and the rise of gig, platform or sharing economy (Groenteman & Andrews, 2018). The question arises whether employees can take advantage of them. This is an approach resulting from the adoption of the perspective of seeking benefits from the phenomena occurring in today’s labour market, contrary to a focus on the sources of related problems¹.

At the beginning of this century, the employee and the employer still created mutual cooperation within a fairly clear, predictable and essentially static framework. There were far fewer possible variants and variations of mutual cooperation than now, whether due to the type of contract, form of work performance or work duration, etc. This clarity of the situation and great stability over time are particularly evident in relation to mutual expectations and obligations. Employees undertook to perform their duties with due diligence in exchange for their loyalty and commitment. Employers offered remuneration and job security based on a long-term contract, most often

binding throughout the employee's working life. These were relationships based on a relational psychological contract². It is worth emphasising that in such conditions, employees had a relatively small choice that was basically limited to the type of profession they wanted to practise. The manner and rules of mutual cooperation derived from a rather narrow, restricted set of possible variants that were largely standardised and generally applicable.

Currently, as a result of a number of changes both in business (e.g. globalisation and related competition) and modern technologies (gig, platform, sharing economy), employee-employer relations are largely based on a transactional psychological contract with a more or less short-term nature of employment. (Dubel, 2014) It is worth highlighting that both parties also have a greater opportunity to create conditions for cooperation, choosing from a broader spectrum of possibilities in respect of their own preferences, which will be described in more detail further on. The only question is whether employees are aware of these possibilities and whether they intend to, and if so, whether they can use them.

2. New Opportunities for the Employee in a Gig, Platform and Sharing Economy

The broadly understood development of new technologies is creating a world of work where new forms of employee-employer cooperation are emerging, offering them the opportunity to make choices that they have never enjoyed before. A direct consequence of this is a situation in which rules and principles of mutual cooperation are established beyond a strict, narrow framework and a common standard, as it used to be. Traditionally understood boundaries of an organisation as a workplace are being crossed. Advances in ICT³ may redefine the boundaries of firms and the role of employees. The negotiated and adopted formula of cooperation can become more individualised and tailored to the employee's preferences in other respects than just the type of tasks to perform. It is worth emphasising that in the current business reality, these new forms of cooperation are emerging spontaneously in the process of striving to construct such conditions that are optimal for both parties, with advantage being taken of the opportunities offered by modern technologies. Therefore, we are facing a situation where formal and legal organisation of new forms (the so-called atypical forms of employment) of employee-employer relations is secondary to the moment of their emergence. An example is the new classification of employment forms made by the European Foundation for the Improvement of Living and Working Conditions (Eurofound, 2018). It is to that classification that the following terms refer.

Currently, the most visible aspects of work from which the employee can choose include: form of employment, manner of work performance, duration, and rules of cooperation with the employer.⁴

An example of atypical cooperation with the employer or employers is **employee sharing**. It involves a group of employers creating a network that jointly hires one employee and is jointly responsible for this employee. (European Commission Report, 2019). A reverse situation is that of **job sharing**. It is an employment relationship where the employer hires several employees to jointly fill one full-time position. (Crampton & Jitendra, 2005). This type of employee-employer relation develops as part of the wider phenomenon mentioned above, namely sharing economy (Crampton & Mishra, 2005).

Another component of the relation with the employer that the employee can choose is the manner of work performance. For example, the employee can choose a **remote job**, in particular **ICT-based mobile work**, i.e. based on information technologies, performed outside the employer's premises via, for instance, the internet and related technologies enabling remote communication (European Commission Report, 2019).

Another manner of work performance that can be chosen is associated with the so-called **crowd employment** (e.g. Uber), which is a form of work that uses an internet platform to allow broadly understood employers or individuals to access an unspecified and unknown group of other entities in order to solve specific problems or provide specific services for remuneration. This type of work performance is also called **crowd sourcing** or **crowd work** or **platform work**. This form of work is associated with the emergence of **platform economy**⁵. As part of current scientific achievements, the main research on employees of platform companies is being conducted in the USA (e.g., Taylor, Loren, & Kliestikova, 2018).

In addition to the manner of work performance unrelated to the physical presence at the workplace, employees may choose various options of employment duration and provision of services to one employer, and this is another option for them to consider. A precisely defined duration of cooperation is the case of **project work** or **interim management**, which involves hiring an employee for a specific period of time to perform a given managerial task. Another example is **portfolio work**, where many jobs (orders) are done simultaneously for various employers (European Commission Report, 2019). It is a response to emerging, specific, essentially short-term demand from employers for **work on demand via apps** (Hirschi, 2018).

Brooks (2018, p. 46) summarises the current situation of the employee in the relation with the employer as follows: “**the gig economy** is a world where temporary positions; project work, sometimes online; self-employment; zero-hours contracts; boundaryless careers and short-term contracts increasingly dominate; where the worker is increasingly opting for self-employment and moving from one short-term role to another, often undertaking more than one at any time and committing anything from a few hours a week to greater-than-normal full-time involvement”.

As can be seen, in the contemporary labour market, employees face diverse forms of relations with employers. (Dubel, 2016) The question

arises whether employees can spot them and treat them as an opportunity for themselves or are still looking for traditional forms based on long-term employment ensuring job security, which, although still available, are beginning to disappear. According to Brooks (2018), traditional reasons for seeking permanent employment and opportunities to find it are becoming less and less important. This is due to the situation in which enterprises find themselves. Operating in a highly competitive market, they must constantly update their business competence portfolio and apply the hire and fire principle (Giddens, 2004).

The digitisation of the work environment and gig economy have thus created conditions for the employee's conscious co-participation in forming the relation with the employer. The employee is becoming a consumer of the offer received from the labour market. Never before have employees been in a similar situation and never before have they had such a prospect. However, this requires them to adopt a specific behavioural pattern that will help them grasp such a chance in a satisfactory way. For this to happen, it seems first necessary for employees to see the phenomena and actions of the employer that testify to the new work rules in order to subsequently respond to them adequately. This aspect of employee functioning is the subject of the presented research. An attempt was made to answer the following research questions:

Do employees identify and respond to the labour market phenomena related to the emergence of new rules according to the transactional psychological contract and take advantage of the opportunity to make choices? Or do they, in their reactions, still remain in traditional realities and act as if the conditions of their work performance were traditional, i.e. stable, limited to the choice of profession?

It is worth stressing that the subject matter of the research is a research challenge. Therefore, the theoretical approach and research schema used in this article, in addition to the verification of the hypotheses, are also a proposed approach that can be applied in other research projects addressing today's labour market.

3. Active Employee as Workpreneur With Employability Market Orientation

The theory of management offers relatively few theoretical foundations, ready indicators that would allow reliable research to be conducted on employee behaviour in line with the rules of today's labour market. The main approaches include boundaryless career, employability (e.g. Baruch, 2014), job insecurity (e.g. De Cuyper, Bernhard-Oettel, De Witte, & Alarco, 2008), and a transactional psychological contract (e.g. Bal, Jansen, van der Velde de Lange, & Rousseau, 2010).

In this article, to analyse the behaviour of employees as beneficiaries of new labour market opportunities, it is proposed to use the Employability Market Orientation (EMO) behaviour pattern (Pawłowska, 2017), which derives from the assumption that an employee adapted to new labour market rules behaves as a business partner (workpreneur) towards the employer. According to the proposed definition, EMO this is a behaviour pattern adopted by employees who treat themselves as micro-enterprises, also called workpreneurs (Frey & Grill, 2015) offering services exchanged in the labour market. It is a behaviour pattern ensuing from higher-order employability competences that go beyond those necessary to perform job responsibilities. It supports an individual's adaptation to the changing labour market. It comprises the following five types of behaviours (dimensions), identified by extrapolation of the marketing approach to the level of an individual: Career Exploration (CE), Future Time Perspective (FTP), Vocational Self-Concept Crystallisation (VSCC), Career Planning (CP), and Career Strategy Implementation (CSI).

The **career exploration dimension**, according to J. Zikic and A.M. Saks (2009), is the gathering of information relevant and useful to the progress of one's career. It comprises the exploration of one's skills (self-exploration) and environmental exploration. The first component refers to the collection of information about oneself and employment opportunities. As a result, individuals are more sensitive and aware of their values, interests and talents as well as opportunities in their environment. The second component involves the investigation by an individual of various career options available at the employer's by actively collecting information about job offers, organisations, professions or industries, which leads to more informed professional decisions.

Vocational Self-Concept Crystallisation, according to Q. Weng and J.C. McElroy (2010), is the degree of an individual's self-perception with respect to vocationally relevant values, needs and abilities. It determines the extent to which the individual is able to adjust attitudes, values and needs, etc. to the vocational situation and job requirements.

Career Strategy Implementation, according to Q. Weng and J.C. McElroy (2010), is an activity aimed at establishing contact and communicating with the employer. There are two types of Career Implementation Strategies: an intrapersonal and an interpersonal one. The first strategy is that an individual focuses on self-development and self-improvement with a view to building a portfolio of competences. The second strategy can be pursued in two ways. An employee can seek a mentor to provide substantive and social support. Another approach involves building a network of social relations (networking).

Career Planning – the employee needs to have a view of career development and focus on engaging in activities related to the planning of professional development. **Future Time Perspective (FTP)** – the individual

is concentrated on the future and open to engagement, contrary to people who are withdrawn and closed to professional development (Stumpf & Hartman, 1984). According to K. Konecki (1988, pp. 2–3), this is close to the concept of career from an interactionist point of view, where the adaptation process is continuous, never finished.

Studies conducted so far have shown that people who achieve high levels of EMO enjoy greater employability and lesser job insecurity. This makes EMO an important indicator of an individual's adaptation to the changing labour market. It was found that EMO does not correlate with age and gender. However, a very strong relationship was spotted with the personality trait of cognitive flexibility, which was measured in two dimensions of cognitive alternatives and cognitive control (Dennis & Vander Wal, 2010).

The latter finding is significant from the point of view of an individual's potential capabilities of becoming a beneficiary of the existing possibilities of choice and creating their position in the labour market. It is interesting whether EMO is triggered as soon as an individual notices new rules in the labour market or whether it is necessary for the individual to be cognitively flexible. If EMO depends only on personality traits, it would mean that the mere emergence of new labour market opportunities is not enough for the individual to be able to seize them. A group of employees who do not have these psychological predispositions will need additional external support.

4. Research Approach and Hypotheses

It is difficult to predict and assume that employees are in the loop on studies and analyses regarding the labour market and its changes. Under the adopted research approach, it was thus assumed that employees receive information about the described developments first and foremost in the relation with the employer. It is in contact with the employer that they realise that their employment situation is different from the one that they are used to or that they were taught by senior workers during professional socialisation.

To identify these actions of the employer, it is now worth outlining, at least briefly, the situation of employers in the new labour market conditions. The relation with the employee is no longer established in comfortable conditions, under full control and from the position of the main decision-maker, i.e. employer, as it was before. The employee frequently becomes an equal partner, as reflected by the conclusion of B2B contracts between the employer and the employee, especially in the IT industry.

At the same time, employers are losing loyal and dedicated employees (Lipka, Winnicka-Wejs, & Acedański, 2012) and must compete for them with other potential employers. It is therefore necessary that strategic manage-

ment takes into account higher personnel risk stemming from the loss of competences when an employee resigns in favour of a competitor.

Paradoxically, at the same time, the employer often shortens the time of employment when the employee's competences are outdated and prevent the employing enterprise from building a current offer in response to rapidly changing needs of customers. Simultaneously, this situation means that employers must take actions that the labour market did not require of them before. Such actions are numerous but the main ones include employer branding, flexible contracts, which implies a reduction of average employment duration, and organisation of competence-oriented training that improves employees' position in the labour market, risking that they will transfer acquired skills to competitors. Put simply, these actions can be a manifestation of the employer following the rules of the contemporary labour market and will be termed **transactional actions** for the purposes of this research.

It was assumed that if employees identify such actions at the workplace, this means that in order to be able to take full advantage of the opportunities of today's labour market, they should be ready to change employers while activating an adequate EMO behaviour pattern, which will make them beneficiaries (workpreneurs) of the labour market offer.

To sum up, it was assumed that if employees are **active players** in the labour market (workpreneurs), making use of its new opportunities, then the readiness to change employers is associated with the perception of transactional actions of the employer and with EMO.

On the other hand, if they are **passive** in the labour market, it is assumed that their decision to change employers is associated only with low income and no guarantee of long-term employment resulting from a contract other than for an indefinite period (high job insecurity). Such a person will not activate EMO. It can be supposed that the decision to change employer in such a situation is a quest for a workplace that will offer rules of cooperation based on a traditional, relational psychological contract with long-term employment.

The above assumptions became the foundation for the following hypotheses to be verified in the research process.

Hypothesis 1 There is a correlation between the inclination to change employer and EMO.

Hypothesis 2 There is a correlation between EMO and employee perception of transactional actions of the employer.

Hypothesis 3 There is a correlation between the inclination to change employer and employee perception of transactional actions of the employer.

It was also examined whether the inclination to change employer is related to traditional reasons for a job change such as income and type of employment contract.

Hypothesis 4a There is a correlation between the inclination to change employer and income.

Hypothesis 4b There is a correlation between the inclination to change employer and the type of employment contract.

In addition, it was checked whether the correlation found in previous studies between EMO and cognitive flexibility as an individual personality trait independent of the type of the employer's actions would be repeated in the sample examined.

Hypothesis 5a There is a correlation between EMO and the dimension of cognitive flexibility – cognitive control.

Hypothesis 5b There is a correlation between EMO and the dimension of cognitive flexibility – cognitive alternatives.

Furthermore, variables such as age and gender were controlled in the research process.

5. Variables and Diagnostic Tools for Measuring Them

The variable Employability Market Orientation (EMO)⁶ was diagnosed by means of a unique questionnaire developed by Anna Pawłowska (2017). It consists of 28 items and a high value of Cronbach's alpha of 0.89 allows this tool to be considered a reliable diagnostic instrument.

The variable concerning transactional actions of the employer was measured by a unique I-T indicator⁷. It consists of four statements (one inversely coded) to which the respondent was to answer yes or no depending on whether their employer undertook these actions. Examples of items: *At my workplace, people are employed under both long-term and temporary contracts.* *At my workplace, the employer's image is important.*

The variable of inclination to change employer (EC) was measured by yes or no answers to the question: *Are you planning to change your job within a year?*

The respondents also provided information on income, referring it to the national average (below vs. above), and on the type of employment contract under which they were employed.

6. Characteristics of the Group Surveyed

The survey was conducted in a group of 301 full-time, extramural and post-graduate students at the Faculty of Management of the University of Warsaw. The survey was a paper-pencil questionnaire. Nearly half of the respondents are under 25 years old. The vast majority (76%) are women.

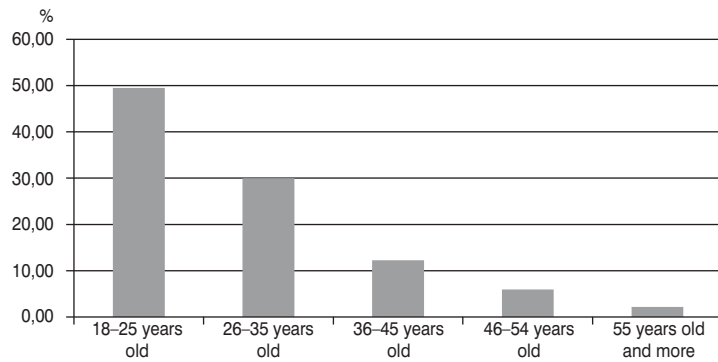


Fig. 1. Distribution of the surveyed population by age. Source: Own elaboration based on survey results.

Half of the respondents are employed under a contract of indefinite duration. Others are employed under a fixed-term contract (24%) and contract of mandate/contract for specific work (18%). Those running their own business account for about 7.7%, including people who combine it with a contract for specific work/contract of mandate.

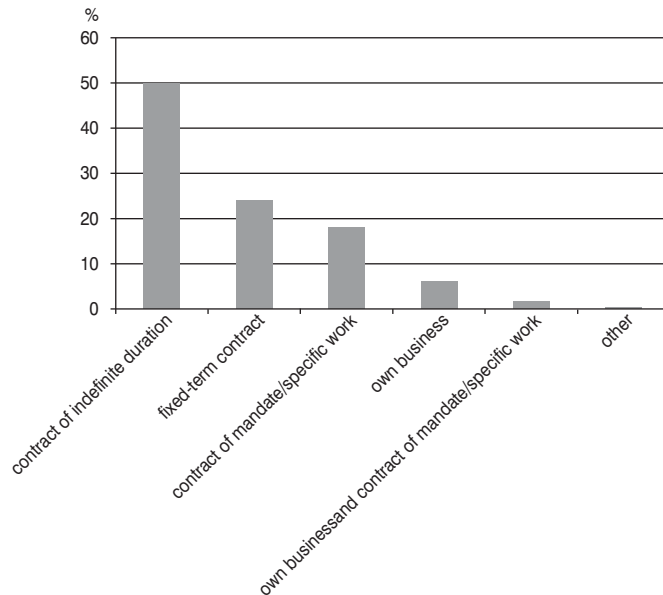


Fig. 2. Distribution of the surveyed population by form of employment. Source: Own elaboration based on survey results.

Is your income higher than the national average (PLN 4150 gross a month)?

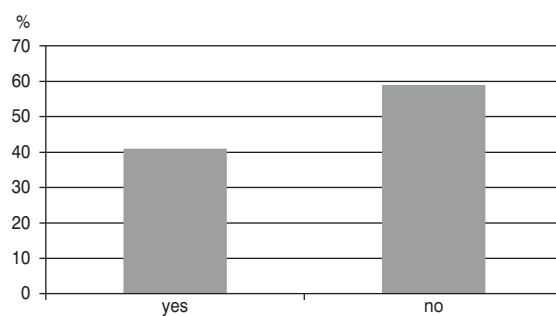


Fig. 3. Distribution of the surveyed population by income in relation to the national average. Source: Own elaboration based on survey results.

In the population surveyed, 41% of people earn income above the national average.

7. Results

Following the correlation analysis based on Pearson's r coefficient, three out of five hypotheses were confirmed. The list of hypotheses and the results of their verification is contained in the table below.

The readiness to change employer (EC) does not correlate with EMO. In addition, the results show that EMO is not triggered by transactional actions of the employer (I-T) but is associated only with individual predispositions, in particular with cognitive flexibility, as found in previous studies.

However, a relationship was demonstrated between the readiness to change employer (EC) on the one hand and employee perception of transactional actions of the employer (I-T), type of employment contract and income on the other hand. The relationship between the inclination to change employer (EC) and age found in this research (correlation -0.3^{**}) is consistent with other studies on this topic⁸.

This means that even if the employer undertakes actions that create a new type of relation with the employee, the employee's possible decision to change employer is still associated with a lower pay and employment contract other than of indefinite duration, i.e. not ensuring job security.

Referring to the previous inference, it can be stated that in the population surveyed a passive attitude of employees towards the contemporary labour market is highly likely to be identified. This implies their relatively weak desire to use the offer provided by the labour market in the age of digitisation and gig economy. It can be concluded that for employees to be able to take full advantage of the opportunities offered by today's labour

market, they must have psychological predispositions or special external support that will allow them to behave as workpreneurs with EMO.

	Variables	Correlation level	Hypothesis	Interpretation
Hypothesis 1	EC X EMO	statistically insignificant	Unconfirmed	Activation of EMO is not correlated with a decision to change employer.
Hypothesis 2	EMO X I-T	statistically insignificant	Unconfirmed	EMO is not activated as a response to the employer's actions treated as phenomena on the side of the environment.
Hypothesis 3	EC X I-T	-0.29**	Confirmed	The decision to change employer is made by people who notice transactional actions of the employer.
Hypothesis 4a	EC X income	-0.29**	Confirmed	The decision to change employer is made by people who earn an income below the national average.
Hypothesis 4b	EC X contract type	0.36**	Confirmed	The decision to change employer is made by people who are employed under a contract other than of indefinite duration.
Hypothesis 5a	EMO X control cognitive flexibility	0.2**	Confirmed	People who have a sense of control over their situation exhibit EMO.
Hypothesis 5b	EMO X alternatives cognitive flexibility	0.42**	Confirmed	People who can find various alternative solutions to their situation exhibit EMO.

** $p < 0.01$

Fig. 4. List of hypotheses and the results of their verification. Source: Own elaboration based on survey results.

8. Discussion

The results of the survey show that the offer provided by the digitised world of work is, at this stage, available to employees with special personality predispositions. They spontaneously activate a behaviour pattern that helps them to be aware, active workpreneurs and beneficiaries of the emerged opportunities.

On the other hand, the second group of employees does make decisions to change employers, yet there are grounds to believe that they react quite accidentally, without a broader strategy or vision of action and they might still be looking for a relation with the employer based on long-term employment.

The lack of correlation between the employer's actions and EMO may, from the point of view of employers, mean that a certain group of employees is beyond influence under human resource management. Employees with strong EMO remain with their current employer, while being still available to other employers in the labour market. It seems that employers have to accept this situation in the new reality of the emerging gig economy.

Simultaneously, due to numerous benefits of using new technologies such as lowered costs and optimised work processes, perhaps employers should take responsibility for accustoming employees to and preparing them for new forms of employment in order to be able to efficiently cooperate with them in a short-term relation.

9. Conclusion

The digitisation of the work environment and gig economy have created conditions for the employee to consciously shape the relation with the employer by offering employees a wider range of options and possibilities. Never before have employees been in a similar situation and never before have they had such a prospect. In the gig economy, the employee can choose from a broader spectrum, for example opt for the most convenient manner of work performance, form or duration of employment with one employer.

Nonetheless, it should be clearly specified that research on the phenomena related to the emergence of gig, sharing or platform economy is at a very early stage. Data demonstrating the extent of their occurrence differ from country to country and indicate that the US labour market is particularly advanced in this respect (Eichhorst, Hinte, Rinne, & Tobsch, 2017).

However, it cannot be concluded that these phenomena are marginal but there are many reasons to consider them as even intensifying. According to Hirshi (2018), "digitization and automation of work [...] is considered by many to be the most important societal and economic trend in the world—one that will fundamentally change the nature of work, business, and society in the coming decades." It "might therefore be one of the

most important issues to shape the future nature of career choices, career development, and career counseling.”

At least finally, what must be signalled is that “sharing economy workers are mostly independent contractors who do not meet the requirements for unemployment insurance and expose themselves to the possibility of on-the-job injury and of labor slow periods” (Nica, 2018).

Employees’ position in today’s labour market offers them much more opportunities than in the past, while simultaneously however being a source of additional problems that must be taken into account in further research on this topic.

Endnotes

- ¹ Such an approach is represented, for example, by: Rifkin, J. (2003). *Koniec pracy. Schyłek siły roboczej na świecie i początek ery postrynkowej* (The End of Work: The Decline of the Global Labor Force and the Dawn of the Post-Market Era). Wrocław: Wydawnictwo Dolnośląskie.
- ² More in: Pawłowska, A., & Postuła, A. (2014). Pracownik i pracodawca – wykorzystanie technik projekcyjnych w badaniu postrzegania wzajemnych relacji. *Problemy Zarządzania*, 12(1), 30–49.
- ³ Information and Communication Technologies.
- ⁴ More about it: Dubel P., Rynek pracy po akcesji Polski do UE, *Studia Europejskie* 4/2017.s. 237-238
- ⁵ More about it: http://ec.europa.eu/growth/single-market/services/collaborative-economy_en.
- ⁶ EMO questionnaire annapwz.uw.edu.pl
- ⁷ The proposed approach refers to the general activities of organisations towards employees in the field of human resource management. It is different from the approach proposed by Adamska (2011) as regards the design of a questionnaire diagnosing the type of psychological contract.
- ⁸ Cf. The 2018 Global Candidate Preferences Survey of Manpower Group https://www.manpowergroup.pl/wp-content/uploads/2019/08/MPGS_CP_HowWeWantToWork.pdf.

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