

Journal of Economics and Business Aseanomics

Journal homepage <http://academicjournal.yarsi.ac.id/jeba>

Beyond Flexibility: Exploring Motivation Factors Influencing Work Satisfaction in the Gig Workforce

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Article Information

Keywords: Flexible Work Arrangement, Gig employment, Motivation, Work Satisfaction, Work Characteristics Model

JEL Classification:
M12, J23, J28

Abstract

This study examines factors influencing job satisfaction among gig workers in Lucknow's food delivery sector, focusing on flexibility, motivation, and work characteristics. Data from 530 workers affiliated with platforms like Swiggy, Zomato, and Eat Sure were analysed to understand these dynamics. Findings reveal that flexibility in work schedules significantly enhances job satisfaction by enabling workers to balance personal and professional responsibilities effectively. Additionally, motivation, particularly through intrinsic factors like personal growth, recognition, and achievement, plays a pivotal role in job satisfaction, underscoring the importance of fulfilling work. Positive work characteristics such as job autonomy and task variety also contribute substantially to satisfaction levels. Autonomy allows gig workers to make decisions and manage tasks independently, while task variety reduces monotony, keeping work engaging and stimulating. These factors collectively foster a satisfying work experience within the gig economy. The study highlights the importance of organizational policies that promote flexibility, intrinsic motivation, and worker centre environments to enhance well-being and retention among gig workers. By prioritizing these aspects, gig platforms can improve job satisfaction and worker productivity, contributing to the sustainability and growth of the gig economy. These insights offer practical implications for improving gig work conditions, creating a more supportive and satisfying environment for gig workers in the evolving platform economy.

1. Introduction:

In a few recent years, concepts of work developed and came to maturity like the gig economy that gave employees freedom and independence they never had in any forms of employment relationship before (R. Singh et al., 2023). This transformation from the traditional workplace scheme (Harpur & Blanck, 2020), where employees are characterized by a long-term employment and full-time engagements, to the “gig work” paradigm, facilitated by digital platforms and necessitated short-term contracts and freelance engagements, is leading to the reconstruction not only the labor market but also to the transformation of

the way we relate to our work and are motivated and fulfilled while performing our daily For the gig workforce which extends steadily on the global scale, it was found to be vital to study the multilevel components of the sense of well-being possessed by the gig workers(Banwari, 2018).

Admittedly, flexibility is considered as one of the primary merits of the gig work offering individuals the privilege to decide when and what to do. However, it is also important to remember that flexibility is only one element in the larger motivational puzzle in the gig economy (Friedland et al., 2019). Other than ted work flexibility a lot of intangible and extrinsic factors that will help to shape gig works' levels of happiness and contentment, reduce their work stress and boost their overall productivity. The investigation of such determinants in details is really the remit for the more profound understanding of gig jobs - the very specific challenges and benefits(R. Singh et al., 2023).

The present paper revolves around the working and professional lifestyles of people whose resources are varied beyond a specific amount of leisure, making gig work a significant factor in checking job satisfaction (Kelliher & Anderson, 2010).

1.1. Motivational Dynamics in the Gig Economy:

The gig economy is often synonymous with flexibility, and indeed, flexibility is a crucial factor that attracts individuals to gig work(Friedland et al., 2019). The ability to set one's own schedule, choose assignments, and work remotely provides a level of autonomy that is highly valued by gig workers. However, beyond this primary driver, the motivational dynamics within the gig economy are diverse and multifaceted(Berde et al., 2020).

One fundamental aspect to explore is the financial motivation that underlies gig work. For many individuals, gig work serves as a supplementary income stream, providing an opportunity to bridge financial gaps or fulfil specific financial goals (Martinsons et al., 1999). Understanding the varying financial motivations across different gig sectors and demographic groups is essential for grasping the comprehensive picture of why individuals opt for gig work(R. Singh, Sharma, & Gupta, 2024a).

Skill utilization is another critical motivator within the gig economy. Many gig workers leverage their specialized skills and expertise to undertake tasks that align with their professional capabilities (Gandini, 2018). This aspect is particularly relevant in sectors such as freelancing and consulting, where individuals seek to capitalize on their unique skill sets. Exploring how gig workers perceive the utilization of their skills and the impact on their motivation and satisfaction unveils another layer of the motivational dynamics in the gig workforce (R. Singh, Sharma, Gupta, et al., 2024).

The social aspect of gig work cannot be overlooked. Unlike traditional employment, gig work often involves interactions with diverse clients, customers, or collaborators. For some gig workers, the social component contributes significantly to their motivation and work satisfaction. This may manifest in the form of positive

feedback, establishing professional relationships, or simply enjoying the variety of social interactions that come with gig engagements (Schwellnus et al., 2019).

The motivational landscape in the gig economy is further shaped by the pursuit of personal values and goals. For instance, individuals may choose gig work to align their professional pursuits with their personal values, seeking projects or tasks that resonate with their beliefs and aspirations (Zhang et al., 2016). The extent to which gig work provides a platform for individuals to fulfil personal values and goals is a critical aspect of the motivational framework in the gig economy (Dutta et al., 2021).

In exploring these motivational factors, it is essential to consider the diverse nature of gig work. Ridesharing drivers, freelance writers, graphic designers, and Airbnb hosts may all engage in gig work, yet their motivations and satisfaction drivers can differ significantly. As such, our research aims to dissect these varied motivational dynamics, offering a comprehensive understanding of the factors that influence work satisfaction across different gig sectors and individual circumstances (Howson et al., 2022).

1.2. Work Characteristics Model:

The Work Characteristics Model (JCM) adds a crucial layer to our exploration of motivational dynamics in the gig economy. It is imperative to understand how specific work characteristics influence motivation and work satisfaction, aligning with the broader goal of our research. Let us examine how the JCM components integrate into our exploration (Dvouletý & Nikulin, 2023).

1.2.1. Skill Variety:

Skill variety aligns with the multitude of tasks and responsibilities that gig workers undertake across different projects or gigs. Exploring skill variety entails examining how gig workers perceive the range of tasks they engage in and how these tasks leverage their professional skills and competencies. For instance, a gig worker might utilize graphic design skills for one project, marketing expertise for another, and customer service abilities for yet another (Mahato et al., 2021). Understanding how gig workers navigate and utilize their diverse skill sets across various tasks adds depth to our comprehension of skill utilization as a motivational factor in the gig economy. It illuminates how the variety of tasks influences workers' sense of competency, autonomy, and engagement, ultimately contributing to their overall motivation and work satisfaction.

1.2.2. Task Identity:

In the gig economy, task identity can be understood as the degree to which gig workers can see the tangible outcome or impact of their individual contributions within a project or task. For instance, in a gig where a worker designs a logo for a client's branding campaign, high task identity would mean that the worker can clearly identify their role in the creation of the final product and understand how it fits into the larger project. Examining task identity in the gig economy enables us to delve into how well gig workers

comprehend their significance and contribution within the broader scope of their work. This comprehension significantly influences their motivation and satisfaction levels, as individuals often derive fulfilment from understanding the impact of their efforts. Therefore, investigating task identity aids in uncovering the motivational dynamics at play within the gig economy, contributing to a more comprehensive understanding of factors affecting work satisfaction and motivation.

2. Objective:

Explore diverse motivation factors, beyond flexibility, influencing gig workers' satisfaction examining financial rewards, autonomy, task variety, social connections, and personal fulfilment. Aim to enhance overall well-being in gig employment through insightful analysis.

3. Literature review

The gig economy, characterized by its flexible work arrangements and task-oriented engagements, has become a transformative force in the contemporary labour market. As individuals increasingly participate in gig work across various sectors, understanding the motivational factors shaping their engagement and subsequent work satisfaction is critical. This literature review synthesizes existing research to offer a comprehensive understanding of the motivational dynamics within the gig economy, with a specific focus on the Work Characteristics Model (JCM) components - skill variety, task identity, task significance, autonomy, and feedback.

Flexibility emerges as a primary motivator in the gig economy, with the ability to set one's own schedule and choose assignments providing autonomy highly valued by gig workers (Benner & Wrzesniewski, 2019). This aligns with the JCM's emphasis on autonomy as a fundamental work characteristic influencing motivation and satisfaction. Financial considerations also play a significant role, as gig work is often viewed as a supplementary income stream, allowing individuals to bridge financial gaps or fulfil specific financial goals (De Stefano, 2016). Skill utilization is a critical motivator, with gig workers seeking tasks that leverage their professional expertise, contributing to a sense of fulfilment and overall work satisfaction (Perry & Towers, 2017). This resonates with the JCM's focus on skill variety as a motivational factor. The social dimension of gig work contributes significantly to motivation and work satisfaction, with positive social interactions, client relationships, and community engagement being integral components (Berg & Kalleberg, 2019). This aligns with the JCM's task significance, emphasizing the impact of work on others and the social relevance of tasks in influencing work satisfaction. Lastly, the alignment of gig work with personal values and goals emerges as a crucial motivational factor, reflecting the autonomy component of the JCM where control over one's work and alignment with personal values are integral (Lee & Hong, 2020).

The Work Characteristics Model provides a valuable framework for understanding how specific work characteristics influence the motivational dynamics within the gig economy (Friedland et al., 2019). Skill variety is manifested through the diverse tasks that gig workers undertake, contributing positively to their work

satisfaction (Myhill et al., 2021). The gig economy provides opportunities for gig workers to identify with their tasks, especially in roles where they can see the completion and impact of their work, aligning with the JCM's task identity (Baral & Bhargava, 2010). Task significance in the gig economy is closely tied to the social impact of tasks, where workers who perceive their tasks as socially meaningful tend to experience greater work satisfaction, reflecting the JCM's emphasis on the meaningfulness of work. Autonomy (Friedland et al., 2019), a hallmark of gig work, is a significant predictor of work satisfaction, aligning with the JCM's emphasis on autonomy as a critical element influencing motivational dynamics and work satisfaction (Dunn, 2020). Effective feedback mechanisms, another JCM component, are crucial for work satisfaction in the gig economy, where timely and constructive feedback on performance positively influences overall satisfaction (Dunn, 2020).

The literature on motivational dynamics and work satisfaction in the gig economy reveals a complex interplay of factors that go beyond the traditional understanding of employment (Mansoor, Rafiq Nawaz et al., 2019). Flexibility, financial motivation, skill utilization, social interaction, and alignment with personal values emerge as central motivators (Katz & Krueger, 2019). Integrating the JCM components into this understanding deepens our insights into how specific work characteristics influence the motivational dynamics within the gig economy (Zaman et al., 2020). As the gig economy continues to shape the future of work, acknowledging and comprehending these motivational intricacies becomes essential for researchers, businesses, and policymakers seeking to navigate and optimize the experiences of gig workers (Spreitzer et al., 2017). Future research should further explore the nuanced interactions between motivational factors and specific work characteristics to enhance our understanding and inform strategies for enhancing gig workers' satisfaction and well-being (Scott et al., 2020).

4. Research methodology:

This study employed a purposive sampling technique to select participants from the gig workforce operating in the food delivery sector across Lucknow, a metropolitan city in India (Ahmadi Nursilah, 2020). The target population included gig workers affiliated with popular food delivery platforms such as Swiggy, Zomato, and Eat Sure, actively engaged in delivering food to customers within Lucknow. A total of 530 participants were recruited for the study using G*Power with a 0.5 margin of error (Kaya et al., 2019), selected based on their active involvement in gig work. Data collection was conducted through paper-based surveys administered to the selected participants. The survey instrument employed a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure perceptions toward various motivation factors influencing work satisfaction in the gig economy (Kaya et al., 2019). The instrument was specifically developed to assess a comprehensive range of intrinsic and extrinsic motivational factors beyond flexibility, including autonomy, task variety, compensation, work-life balance, and platform support. The stepwise methodology adopted in this study is outlined in Figure 1, which summarizes the key stages of research from design through analysis, grounded in established motivational frameworks such as the Job Characteristics

Model(*Job Characteristics Model (Hackman and Oldham)* - *Toolshero*, n.d.) and Self-Determination Theory (Self-Determination Theory (Deci and Ryan) - *Learning Theories*, n.d.).

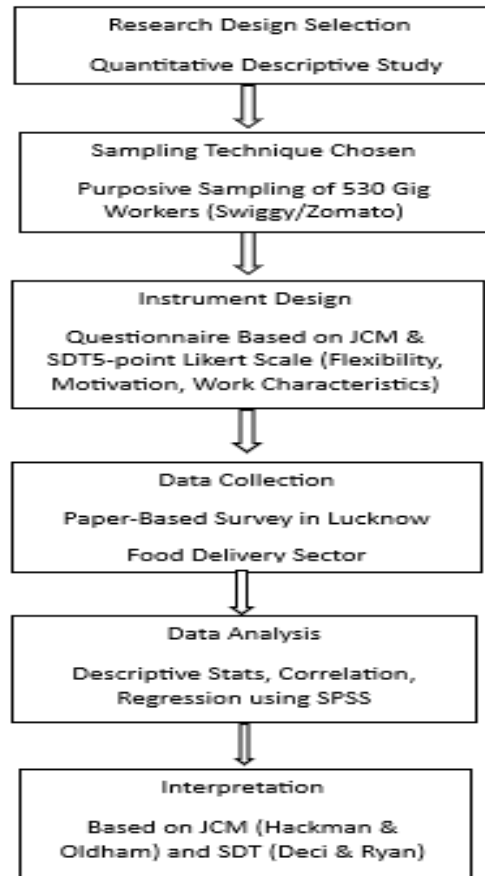


Figure 1 Research methodology flowchart (Source author)

4.2. Scale development:

The questionnaire encompasses various factors relevant to understanding the dynamics of gig work, including flexibility, motivation, job characteristics, and job satisfaction.

4.1.1. Flexibility:

Flexibility, defined as the ability to adapt easily and make choices regarding work schedules and assignments, is explored through questions such as:

1. To what extent does the flexibility in choosing work assignments contribute to your motivation as a gig worker? (Burtch et al., 2018)
2. Do you believe that gig work offers a higher level of flexibility compared to traditional employment, and how has this influenced your career choices? (Burtch et al., 2018)

3. Do you prioritize and balance flexibility with other factors, such as income, when considering or choosing gig assignments, and how does this impact your motivation? (Burtch et al., 2018)
4. Lack of flexibility negatively affected your motivation as a gig worker, and if so, how did you address or adapt to it? (Burtch et al., 2018)

4.1.2. Motivation:

Motivation among gig workers, driven by autonomy and control over work-life balance, is investigated through inquiries like:

1. the flexibility in choosing work assignments contribute to your motivation as a gig worker. (Zaman et al., 2020)
2. The flexibility in gig work contribute to your sense of control and independence, and how does this affect your motivation? (Burtch et al., 2018)
3. The autonomy to balance work and personal life positively influences your motivation as a gig worker. (Dunn, 2020)
4. Workload based on personal preferences or circumstances influenced your motivation as a gig worker. (Dunn, 2020)
5. The freedom to choose when and where to work enhances your intrinsic motivation and satisfaction in your gig role. (Norlander et al., 2021)
6. Prioritize and balance flexibility with other factors, such as income, when considering or choosing gig assignments, and how does this impact your motivation. (Norlander et al., 2021)
7. Lack of flexibility negatively affected your motivation as a gig worker, and if so, how did you address or adapt to it. (Norlander et al., 2021)

4.1.3. Job Characteristics:

Job characteristics, aligned with the Job Characteristics Model but adapted for gig work, are probed using questions such as:

1. Do the diverse tasks and skills required in your gig work contribute to your overall job satisfaction?(Friedland et al., 2019)
2. Do you find a clear and identifiable connection to the tasks you perform in your gig assignments?(Berde et al., 2020)
3. Do you believe your gig work has a positive impact on others or the broader community, and does this significantly contribute to your job satisfaction?(Myhill et al., 2021)
4. Do you receive feedback on your gig performance, and do you find timely feedback to be positive in enhancing your job satisfaction and overall performance? (Myhill et al., 2021)
5. Do you feel accountable for the outcomes in your gig work, and how does this influence your job satisfaction? (Myhill et al., 2021)

4.1.4. Job Satisfaction:

Finally, job satisfaction, influenced by factors like task variety, compensation, work-life balance, and supportive culture, is assessed through questions including:

1. Are you satisfied with the relationships you build with clients or collaborators in your gig work? (Ravenelle, 2019)
2. Are you satisfied with the compensation you receive for your gig work? (Poulsen et al., 2014)
3. Do you believe your current work arrangement contributes to a satisfactory work-life balance? (Berde et al., 2020)
4. Are you happy with the support you get from the gig community/platform you work with? (Ravenelle, 2019)
5. Are you satisfied with the additional benefits or perks associated with your gig work (security, rating, insurance)? (Berde et al., 2020)

This comprehensive questionnaire aims to elucidate the intricate interplay between these factors and their impact on the well-being, motivation, and satisfaction of gig workers within the modern employment landscape.

5. Result

5.1 Demographic Profile of Respondent

Table 1 The demographic characteristics of the surveyed population are presented in the table. In terms of gender, the majority are male, comprising 52.6% of the respondents, while females make up 37.4%. Regarding age distribution, the largest group falls within the 29-36 years bracket, constituting 43.8% of the sample. The next significant groups are individuals aged 37-44 years (41.3%) and those above 45 years (11.1%). Regarding occupation, the respondents are predominantly employed in three main sectors: Zomato (30.2%), Swiggy (39.4%), and Eat Sure (30.4%). Additionally, the experience within the gig economy varies, with 49.1% reporting more than 3 years of experience, followed by 27.0% with 1.5 years to 3 years, 14.2% with 0-5 months, and 9.1% with 5 months to 1.5 years. Overall, the data suggests a predominantly male, middle-aged population, with varied experience levels within the gig economy, employed across multiple delivery platforms.

Table 1: Demographic Profile

S No.	Demographic Characteristics	Category	N	%
1	Gender	Male	332	52.6
		Female	198	37.4
2	Age group	18-28 Years	20	3.8

		29-36 Years	232	43.8
		37-44 Years	219	41.3
		Above 45 years	59	11.1
3	Occupation	Zomato	160	30.2
		Swiggy	209	39.4
		Eat sure	161	30.4
4	Experience in gig economy	0-5 month	75	14.2
		5 month-1.5 year	48	9.1
		1.5 year-3 year	143	27.0
		More than 3 years	260	49.1

Source: Proceed by author

5.2 Mean, Standard Deviation, Reliability, Skewness, and Kurtosis of Item

Table 2 presents the descriptive statistics for a set of items categorized under flexibility (Flex), motivation (M), job commitment (JC), and work satisfaction (WS). Each item's mean, standard deviation (S.D), reliability, skewness, and kurtosis are provided.

For the Flex items, the means range from 2.309 to 3.238, indicating varying levels of perceived flexibility among respondents. The standard deviations range from 1.2246 to 1.3174, suggesting a degree of dispersion around the means. Reliability coefficients for Flex items are relatively high, ranging from 0.791 to 0.801, indicating good internal consistency. Skewness values range from -0.273 to 0.639, suggesting slight asymmetry in the distribution of responses. Kurtosis values range from -1.033 to -0.556, indicating that the distributions are generally within the acceptable range for normality.

Similarly, the Motivation (M), Job Commitment (JC), and Work Satisfaction (WS) items display a similar pattern. These items also exhibit varying means, standard deviations, reliability coefficients, skewness, and kurtosis values, reflecting different levels of motivation, job commitment, and work satisfaction among the respondents. Overall, these descriptive statistics provide valuable insights into the perceptions and attitudes of the surveyed population towards flexibility, motivation, job commitment, and work satisfaction.

Table 2: Mean, Standard Deviation, Reliability, Skewness, and Kurtosis of Item

Item	N	Mean	S.D	Reliability	Skewness	Kurtosis
Flex1	530	2.991	1.2831	0.798	-.117	-.959
Flex2	530	2.811	1.2398	0.801	.201	-.798
Flex3	530	3.223	1.2341	0.8	-.273	-.848
flex4	530	3.238	1.3174	0.799	-.226	-1.033
Flex5	530	2.309	1.2246	0.793	.639	-.556
Flex6	530	2.413	1.2843	0.791	.489	-.856
M1	530	2.289	1.2652	0.792	.614	-.639

M2	530	2.475	1.2050	0.795	.565	-.435
M3	530	2.191	1.1583	0.79	.715	-.269
M4	530	2.445	1.1576	0.791	.431	-.430
M5	530	2.583	1.2426	0.797	.474	-.631
M6	530	2.619	1.1658	0.797	.368	-.493
M7	530	2.466	1.1370	0.792	.533	-.244
JC1	530	2.791	1.2464	0.799	.390	-.734
Jc2	530	2.675	1.1893	0.792	.404	-.495
JC3	530	2.864	1.3218	0.799	.187	-.998
JC4	530	2.711	1.2977	0.802	.277	-.920
JC5	530	2.860	1.3027	0.803	.157	-.998
WS1	530	2.811	1.2994	0.8	.281	-.920
WS2	530	2.247	1.1492	0.793	.721	-.204
WS3	530	2.296	1.1783	0.791	.529	-.655
WS4	530	2.153	1.1912	0.79	.706	-.422
WS5	530	2.455	1.1775	0.796	.566	-.358
WS6	530	2.196	1.1450	0.79	.740	-.177

Source: Proceed by author

5.3 Correlation Matrix

Table 3 presents a correlation matrix depicting the relationships among flexibility, motivation, the work characteristics model, and work satisfaction.

Flexibility demonstrates positive correlations with motivation ($r = 0.195$, $p < 0.001$), the work characteristics model ($r = 0.247$, $p < 0.001$), and work satisfaction ($r = 0.240$, $p < 0.001$). This suggests that individuals perceiving higher flexibility tend to exhibit increased motivation, view their work characteristics more positively, and report greater satisfaction with their work.

Motivation shows a strong positive correlation with work satisfaction ($r = 0.602$, $p < 0.001$), indicating that individuals with higher motivation levels tend to experience higher levels of work satisfaction.

Similarly, the work characteristics model is positively correlated with work satisfaction ($r = 0.273$, $p < 0.001$), implying that individuals who perceive their work characteristics more positively also tend to report higher levels of work satisfaction.

These correlations underscore the interconnectedness of flexibility, motivation, work characteristics, and work satisfaction, suggesting that fostering flexibility and positive work characteristics can contribute to enhanced motivation and ultimately lead to greater work satisfaction among individuals in the surveyed population.

Table 3 Correlation Matrix of Constructs

		Flexibility	Motivation	Work Characteristics Model	Work Satisfaction
Flexibility	Pearson Correlation	1	.195	.247	.240
	Sig. (2-tailed)		.000	.000	.000
	N	530	530	530	530
Motivation	Pearson Correlation	.195	1	.186	.602
	Sig. (2-tailed)	.000		.000	.000
	N	530	530	530	530
Work Characteristics Model	Pearson Correlation	.247	.186	1	.273
	Sig. (2-tailed)	.000	.000		.000
	N	530	530	530	530
Work Satisfaction	Pearson Correlation	.240	.602	.273	1
	Sig. (2-tailed)	.000	.000	.000	
	N	530	530	530	530

Source: Proceed by author

4.3 Regression Analysis Results

Table 4 presents the findings of a regression analysis examining the predictors of work satisfaction. The model, which includes the Work Characteristics Model, Motivation, and Flexibility, demonstrates statistical significance in explaining variations in work satisfaction ($R = .631$, $R \text{ Square} = .398$, $\text{Adjusted } R \text{ Square} = .394$). The standard error of the estimate is 3.41774, indicating the average deviation of the observed values from the predicted values.

Table 4 Regression Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.394	3.41774
<i>a. Predictors: (Constant), Work_Characteristics_Model, Motivation, Flexibility</i>				

The ANOVA table further confirms the significance of the regression model ($F = 115.701$, $p < .001$), suggesting that at least one of the predictors significantly contributes to predicting work satisfaction.

Table 5 ANNOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4054.500	3	1351.500	115.701	.000 ^b
	Residual	6144.187	526	11.681		
	Total	10198.687	529			
<i>a. Dependent Variable: Work Satisfaction</i>						
<i>b. Predictors: (Constant), Work Characteristics Model, Motivation, Flexibility</i>						
<i>Source: Proceed by author</i>						

Analysing the coefficients in Table 6, each predictor's contribution becomes evident. Flexibility exhibits a positive and significant relationship with work satisfaction ($\beta = .096$, $p = .007$), implying that higher perceived flexibility is associated with increased work satisfaction. Similarly, Motivation shows a strong positive association with work satisfaction ($\beta = .556$, $p < .001$), indicating that individuals with higher motivation levels tend to report greater satisfaction with their work. Additionally, the Work Characteristics Model also positively influences work satisfaction ($\beta = .146$, $p < .001$), suggesting that individuals with more favourable perceptions of their work characteristics tend to experience higher levels of work satisfaction.

Table 6 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.466	.739		4.692	.000
	Flexibility	.085	.031	.096	2.701	.007
	Motivation	.732	.046	.556	15.956	.000
	Work_Characteristics_Model	.171	.041	.146	4.128	.000

Source: Proceed by author

a. Dependent Variable: Work Satisfaction

These findings provide valuable insights into the factors that contribute to work satisfaction, highlighting the importance of flexibility, motivation, and favourable work characteristics in enhancing employees' overall satisfaction with their work.

5. Discussion

The positive relationship found between flexibility and employee satisfaction emphasizes the significant of customizing a variety of work schemes to satisfy the diverse needs of employees (R. Singh, Sharma, & Gupta, 2024a). One of the changing trends in the labor market is providing flexible schedules during the workday and work arrangements. This is to achieve work-life balance and to add value to a working environment that is becoming more dynamic (R. Singh, Sharma, Gupta, et al., 2024). Enacting policies like flexible hours, work from home options, sharing job tasks that will enable employees to take charge of their work lives and to have better control over their work lives. Hereby, this may cause a deepened job satisfaction which previous studies also have described (Allen et al., 2013).

The strong significant positive relations between motivation and satisfaction of employees suggests the significant role of intrinsic factors in the driver of job satisfaction (Shujat, 2011). Employees with a sense of motivation are, in essence, likely to feel engaged, committed, and satisfied generally with their work, which eventually enhance their efficiency and performances (Deci & Ryan, 2000). One way to stimulate the participation of the employees is the organizations which should be highly concerned with spaces for skill development, observing employees' achievements and assigning to them meaningful work tasks which coincide with employees' veneration and passions (*Self-Determination Theory (Deci and Ryan) - Learning Theories*, n.d.). Besides that, the consideration of work characteristics that beneficially influence satisfaction of employees is essential for making environment coworkers are happy with and in which they have passion (Kelliher & Anderson, 2010).

It is obvious that a beneficial work environment, which involves positive job characteristics, affected positively the job satisfaction (Myhill et al., 2021). Therefore, the importance of designing of work roles and environments that are employee-oriented and which promote their wellbeing and engagement is evident. Furthermore, the positive correlation between the positive workplace characteristics and employee satisfaction gives the hint about the important designing job roles and environment that guarantee the employee well-being and engagement (Wood et al., 2019). The positive impact of attractive work elements on employee satisfaction also emphasizes that businesses must create job roles and surroundings that enhance employee happiness and engagement as well (Poorani & Krishnan, 2023).

The favorable effect of good work characteristics on employee satisfaction demonstrates the significance of creating job roles and work environments that take care of employees and engage them (N. Singh et al., 2024). The job position autonomy (ability to make decisions), task variety (different types of tasks), and chances for advancement are among the factors which especially play a major role to the better work experience and make us satisfied (Hackman and Oldham, 1976). To cultivate a beneficial work atmosphere, organizations are advisable to honor the employee contributions like goals and offers a place where the workers feel included and valued (Jabagi et al., 2019).

6. Findings and Conclusion:

The research brings to the finding that multiple factors lead to employee satisfaction. Of these, flexibility, motivation, and work characteristics are the main areas (R. Singh, Sharma, & Gupta, 2024b). When an organization is focused on these factors as a central part of their policy and procedures, they are looking to nurture a working setting that is psychologically robust, which results in improved employee well-being, engagement, and retention. Tailor flexible work arrangements that employee engagement, build employee motivation (Gandhi et al., 2019), and redesign the jobs nature by allowing autonomy and development are the necessary steps in achieving this aspiration. here, it is imperative to understand, that different attitudes in different people may hinder the positive influence of these factors on work satisfaction, so stressing the necessity for individual approach to cope with these problems. being more accommodating with employees' time schedules, providing incentives for workplace performance and taking the person characteristics into consideration can help in building a productive workplace where both employees and the organization are benefited by way of better organizational outcomes and happy workforce (Bakker, 2011).

8. Suggestions

Based on the findings of this research, several practical suggestions can be proposed to enhance job satisfaction among gig workers. Platforms should focus on improving task allocation systems, ensuring fairness and transparency in performance evaluations, and incorporating real-time feedback mechanisms. Personalized incentive programs that reward consistent and high-quality performance can significantly boost motivation. It is also crucial to provide access to mental health support and basic insurance coverage to improve the overall well-being of gig workers. Also, offering skill development opportunities and professional growth pathways, such as micro-certifications, would help workers build sustainable careers within the gig economy.

9. Managerial Implications

The study's insights present several implications for platform managers and policymakers. Managers must design gig platforms with a user-centric approach, prioritizing usability, worker autonomy, and performance-based recognition. Establishing formal channels for worker input and actively using this feedback to inform policy and platform changes can foster a sense of belonging and trust. Moreover, policymakers should consider implementing minimum standards for earnings, safety, and job protection in the gig sector to safeguard workers' rights. A balanced focus on motivation, flexibility, and work characteristics can ultimately drive retention, engagement, and higher productivity across gig platforms.

10. Acknowledgement

I am deeply grateful to **Dr. Jitendra Rajaram** for his unwavering support, expert guidance, and thoughtful mentorship throughout the course of this research. His insightful suggestions and constant encouragement have played a crucial role in the successful completion of this work. It has been a privilege to learn under his supervision.

Declaration of Competing Interests

We hereby declare that we have no competing interests to report on in relation to our research paper.

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