

Topic: The Growth role of project management in a gig economy

Acknowledgement

I am grateful to everyone who assisted me with this research on the importance of soft skills in managing projects during remote work. And I would like to say that I am very grateful to my supervisor for all their assistance in this work.

I would also like to express my gratitude to my friends and co-workers for discussions and remarks, which enhanced my understanding of the topic.

Last but not least, I would like to dedicate an appreciation to my family members and friends who support and encouraged me to complete this task.

Abstract

The concept of the gig economy where there are short-term, freelance, and low commitment engagement assignments have dominated the labor market in the recent past. This paper focuses on the roles of project management within the gig economy while stressing the importance of efficient approaches to managing project-related obstacles and fostering successful completion of tasks. The study uses both primary data from interviews aimed at four participants and secondary data in the form of a thematic analysis from secondary sources. Based on this analysis, communication difficulties, effectiveness of time management, identification of resources and the degree of collaboration were established as critical components of the project management within the gig economy. The conclusions underpin the significance of developing such specific project management approaches that will assist in solving the problems related to the gig work organization and increase workers' satisfaction and the effectiveness of the results achieved. The findings of the study are useful to fill the gap in knowledge on how project management can be used in the context of the changing character of the gig economy. Hence, by relating these studies to the four core themes, the present research provides effective guidelines for improving project management practice to boost gig work productivity in the developing contemporary dynamic working world.

Table of Contents

CHAPTER 1	8
INTRODUCTION	8
1.1 Background study.....	8
1.2 Problem statement	8
1.3 Aims and objectives	10
1.3.1 Aim	10
1.3.2 Objectives	10
1.4 Research questions	10
1.5 Rationale of the study.....	10
1.6 Significance of the study	11
CHAPTER 2	13
LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Historical Background.....	13
2.2.1 Evolution of the Gig Economy	13
2.2.2 Development of Project Management Practices.....	14
2.3 Project Management in Traditional vs. Gig Economy	15
2.3.1 Comparison of Traditional Employment Models and Gig Work	15
2.3.2 Shifts in Project Management Approaches	16
2.4 Key Drivers of Growth in the Gig Economy	16
2.4.1 Technological Advancements.....	16
2.4.2 Socioeconomic Factors.....	17
2.4.3 Workforce Demographics.....	17
2.5 Challenges in the Gig Economy	18
2.5.1 Job Security and Stability	18
2.5.2 Legal and Regulatory Issues.....	19

2.5.3 Managing Remote and Distributed Teams	20
2.6 Project Management Strategies for Gig Workers	20
2.6.1 Agile and Lean Methodologies.....	20
2.6.2 Tools and Technologies Supporting Gig Work.....	21
2.6.3 Best Practices for Managing Gig Projects.....	22
2.7 Impact on Project Management Profession.....	24
2.7.1 Changing Skill Sets and Competencies	24
2.7.2 Certification and Training Programs	25
2.8 Theoretical Framework	25
2.8.1 Key Theories Underpinning Project Management	25
2.8.2 Theories Explaining the Gig Economy	26
2.9 Literature Gap	27
CHAPTER 3	28
METHODOLOGY	28
3.1. Introduction	28
3.2. Research philosophy	28
3.3. Research Approach	28
3.4. Research design.....	29
3.5. Data Collection method.....	30
3.6. Participant selection	31
3.7. Data analysis	32
3.8. Research quality	33
3.9. Ethical consideration	34
3.10. Limitations of the methodology	35
3.11. Summary	35
CHAPTER 4	37
DATA ANALYSIS	37

4.1 Introduction	37
4.2 Interview analysis.....	37
4.2.1 Sana Ullah S Interview with Muhammad Hashim Javaid	37
4.2.2 Sana Ullah S Interview with Zoha Hashim	38
4.2.3 Sana Ullah S Interview with Sadia	39
4.2.4 Sana Ullah S’s Interview with Fatma Gondal	42
4.2.5 Sana Ullah S’ s interview with Fatima Khubaib	43
4.2.6 Sana Ullah S’ s interview with Kishtwar Fatima	44
4.2.7 Sana Ullah S’ s interview with Kamal.....	46
4.2.8 Sana Ullah S’ s interview with Kiran Liaqat.....	47
4.3 Summary	48
CHAPTER 5	49
DISCUSSION	49
5.1 Introduction	49
5.3 Thematic analysis.....	49
5.3.1 Prioritization and Strategic Resource Management	49
5.3.2 Communication and Team Coordination	50
5.3.3 Quality Assurance and Adaptability.....	52
5.3.4 Effective Project Management in a Gig Economy	53
5.4 Summary	55
CHAPTER 6	56
CONCLUSION	56
6.1 Introduction	56
6.2 Summary of Findings	56
6.3 Conclusion.....	57
6.4 Limitations of the Study	58
6.5 Recommendations for Practice.....	58

6.6 Recommendation for Further Studies	59
Reference List	61
Appendix	72
Interview questions	72
Transcription	73
PPT SLIDE.....	145
PPT Notes.....	145
Participant form.....	147

List of figures

Figure 1: Gig economy statistics	8
Figure 2: Elements of gig economy	13
Figure 3: Downsides of gig economy	17
Figure 4: Gig economy statistics in different countries	22
Figure 5: HRM aspects	46
Figure 6: Communication and collaboration	48
Figure 7: Quality assurance in gig economy	50
Figure 8: Reading to work in gig economy	51

CHAPTER 1

INTRODUCTION

1.1 Background study

The gig economy is a massive change from the conventional work model. It includes momentary agreements, independent work, and autonomous contracting rather than super durable positions. This model offers adaptability for the two workers and businesses, making a different and dynamic workforce. As indicated by a 2020 report by McKinsey, the gig economy has grown a ton, with a large number of individuals all over the planet accomplishing gig work either as their fundamental work or to bring in additional cash (Tan *et al.* 2021). This change in the gig market hugely affects project management, changing its role and capabilities. In the traditional business model, project management was frequently direct and coordinated, with clear roles, stable teams, and professional ways. Be that as it may, the gig economy changes this by adding smoothness and changeability in team creation, work area, and project courses of events. Project administrators currently face the test of taking care of projects with teams that can change rapidly, composed of freelancers with various abilities and working remotely from different spots. One significant piece of this shift is the expanded utilisation of digital tools and innovations to assist with overseeing projects in a gig economy (Vallas and Schor 2020). Tools like Leeway, Trello, Asana, and Zoom have become fundamental, permitting project administrators to sort out assignments, impart actually, and track progress continuously. These tools support the adaptable project management strategies that are turning out to be more normal, as they consider versatile preparation, continuous turn of events, and early conveyance, all pivotal in dealing with the powerful idea of gig work.

The gig economy likewise centres around specialised talent. Project directors can get to a huge pool of freelancers with explicit abilities required for a project. This permits a superior developing role of project management in a gig economy features the requirement for persistent learning and flexibility notwithstanding a continually evolving workforce.

1.2 Problem statement

The rise of the gig economy presents huge difficulties to conventional project management rehearses (Parker and Schmitz 2022). One of the central concerns is the liquid and dynamic nature of gig work, where project teams are frequently composed of freelancers and self-employed entities who are not for all time connected to any single association. This prompts a few issues that project chiefs should address to guarantee effective project conveyance.

The brief idea of gig workers, first and foremost, makes team cohesion and correspondence harder. Dissimilar to super durable representatives, gig workers probably won't have a similar degree of responsibility or comprehension of the organisation's way of life and long-haul objectives. This can prompt an absence of arrangement and consistency in the execution of project errands. Project chiefs need to foster techniques to actually incorporate gig workers into project teams, guaranteeing they are lined up with the project's goals and work well with long-lasting staff.

Besides, the topographical spread of gig workers presents difficulties in coordination and management. Gig workers frequently work remotely, across various time regions, making constant correspondence and cooperation troublesome (Kahn and Burrell 2021). Project supervisors should utilise progressed digital tools and advances to overcome this issue, guaranteeing smooth correspondence and coordination among team individuals. Ultimately, legal and moral contemplations become more noticeable in the gig economy. Issues like licensed innovation privileges, secrecy, and compliance with work regulations are more mind boggling while managing freelancers. Project chiefs should explore these legal complexities, guaranteeing that agreements and arrangements are set up to safeguard both the association and the gig workers.

All in all, the gig economy acquaints a scope of difficulties with traditional project management works on, including team cohesion, remote coordination, talent securing, performance management, and legal compliance (Olawale *et al.* 2024). Project directors should adjust their systems and tools to really deal with these difficulties, guaranteeing the effective conveyance of projects in a dynamic and changing work climate.

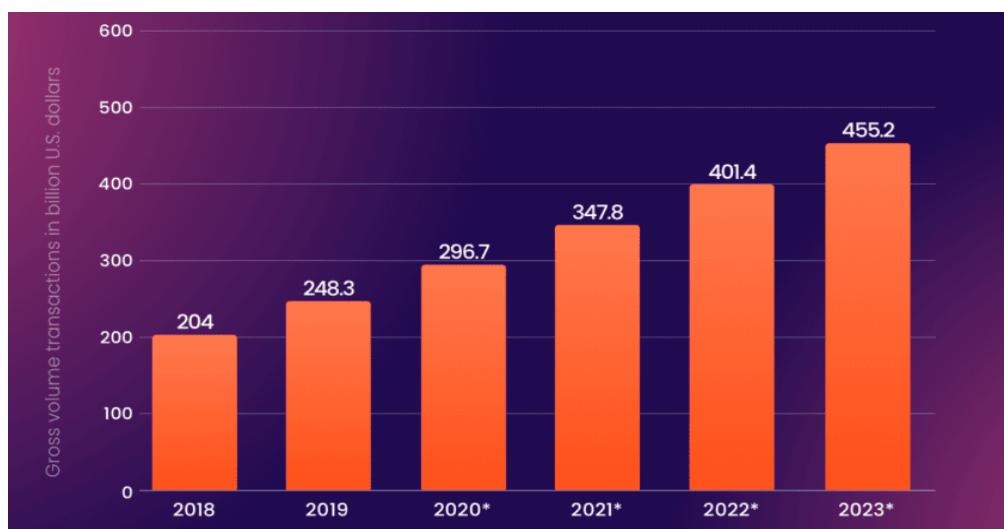


Figure 1: Gig economy statistics

1.3 Aims and objectives

1.3.1 Aim

To investigate the advancing role of project management in the gig economy and recognize compelling methodologies for overseeing liquid, remote, and specialised teams while guaranteeing effective project results.

1.3.2 Objectives

1. To dissect the effect of the gig economy on conventional project management rehearses.
2. To recognize key difficulties project directors face in overseeing gig workers.
3. To assess the adequacy of digital tools in organising remote teams.
4. To foster procedures for incorporating and overseeing specialised talent.
5. To analyse legal and moral contemplations in project management inside the gig economy.

1.4 Research questions

1. How has the gig economy changed conventional project management rehearses?
2. What difficulties do project administrators face in overseeing gig workers?
3. How compelling are digital tools in working with remote project management?
4. What systems can work on the incorporation and management of specialised talent?
5. What are the legal and moral contemplations in project management inside the gig economy?

1.5 Rationale of the study

The gig economy is a major change from traditional positions. It includes momentary agreements, independent work, and self-employed entities rather than extremely durable positions. This change has achieved huge changes in how organisations work and deal with their projects. Traditional project management rehearses, which depend on stable teams, clear orders, and long-haul business, are being tested by the liquid and dynamic nature of the gig economy (Vaclavik *et al.* 2021). As additional organisations use gig workers, there is a pressing need to comprehend how project management should change to fulfil these new needs. One of the fundamental purposes behind this study is the developing number of gig workers across different businesses. As per a report by McKinsey, the gig economy has grown a ton, with a great many individuals doing independent and provisional labour. This pattern isn't just reshaping the work market yet additionally the way that projects are made due. Project directors should adjust to overseeing teams that are fanned out geologically as well as people who might

not have long haul responsibilities to the organisation. This creates special difficulties regarding team cohesion, communication, and responsibility. Moreover, the expanded utilisation of digital tools for project management in the gig economy needs a more profound comprehension of their viability (Waldkirch *et al.* 2021). Tools like Leeway, Trello, Asana, and Zoom are presently fundamental for putting together errands and working with communication among remote team individuals. Be that as it may, there is a need to assess how these tools can be best used to defeat the difficulties presented by remote work and guarantee smooth project execution.

Another significant perspective driving this study is the need to foster procedures for overseeing specialised talent. The gig economy permits project directors to take advantage of a huge pool of freelancers with explicit abilities required for a project. Notwithstanding, rapidly and successfully incorporating these experts into project teams stays a test. Grasping the accepted procedures for finding, assessing, and onboarding gig workers is critical for expanding their commitments to project achievement (Van Doorn and Badger 2020). In addition, the review expects to address the legal and ethical considerations that surface while overseeing gig workers. Issues, for example, protected innovation privileges, secrecy, and adhering to work regulations become more confounded with regards to independent work. Project supervisors should explore these intricacies to safeguard both the association and the gig workers, guaranteeing fair and legal practices are maintained.

All in all, this study is essential in investigating the changing role of project management in the gig economy. By understanding the difficulties and creating viable techniques, project chiefs can more readily deal with the unique idea of gig work, prompting fruitful project results and a more versatile workforce.

1.6 Significance of the study

This study is significant in light of the fact that it gives helpful experiences and down to earth answers for project supervisors in the gig economy (Tirapani and Willmott 2023). As the workforce changes with additional freelancers and self-employed entities, understanding how to deal with these progressions really is critical for hierarchical achievement. This study expects to overcome any issues between conventional project management rehearses and the new requests of the gig economy.

First and foremost, this study will add to the information on project management with regards to the gig economy. By investigating the effect of gig work on traditional project management techniques, the examination will feature the particular difficulties that project administrators

face and deal with proof -based systems to address them (Kuhn *et al.* 2021). This data will be important for project supervisors who need to adjust their ways to stay viable in a changing work climate.

Also, the review's discoveries on the viability of digital tools in overseeing remote teams will be especially significant. As remote work turns out to be more normal, project supervisors should depend on these tools to coordinate errands and keep up with communication among team individuals in various areas. This exploration will give bits of knowledge into which tools are best and the way that they can be best used to further develop coordinated effort and project execution.

Besides, the review will offer viable methodologies for coordinating and overseeing specialised talent inside project teams (Knight *et al.* 2020). By recognizing best practices for finding, assessing, and onboarding gig workers, the exploration will assist with projecting directors to utilize the advantages of a different and talented workforce. This won't just further develop project results yet in addition improve the adaptability and responsiveness of associations in a cutthroat market. Also, tending to the legal and ethical considerations of overseeing gig workers will have huge ramifications for hierarchical strategy and practice. By exploring issues, for example, licensed innovation privileges, classification, and compliance with work regulations, the review will give rules to project administrators to guarantee fair and legal practices. This will assist with safeguarding both the association and the gig workers, encouraging a more ethical and consistent work climate.

Ultimately, the review will have more extensive ramifications for the eventual fate of work. As the gig economy keeps on developing, the experiences acquired from this examination will be important for policymakers, business pioneers, and scholastics (Hadi *et al.* 2022). Understanding how to oversee gig workers really will be urgent for moulding the eventual fate of work and guaranteeing that the two associations and workers can flourish in a dynamic and changing position market.

In outline, this study is significant on the grounds that it tends to the squeezing difficulties of project management in the gig economy, offering down to earth arrangements and bits of knowledge that will help project directors, associations, and the more extensive workforce (Teichert *et al.* 2024).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The gig economy alludes to a work market portrayed by momentary agreements, freelance work, and free contracting as opposed to super durable positions. It incorporates a great many positions, from ride-sharing and food conveyance to exceptionally specialised proficient administrations. This economy offers adaptability for workers, permitting them to pick projects and work plans, and for managers, who can recruit talent depending on the situation without long haul responsibilities (Straughan and Bissell 2022). The gig economy has expanded because of digital platforms that interface freelancers with clients, empowering worldwide joint effort and remote work. This shift has critical ramifications for how work is coordinated, made due, and executed, requiring new methodologies in project management to handle the liquid and dynamic nature of gig work. Project management is urgent in present day work conditions for sorting out errands, organising teams, and guaranteeing convenient and fruitful project culmination. It is particularly pertinent in the gig economy, where overseeing different, remote, and transitory teams actually is fundamental for accomplishing project objectives.

2.2 Historical Background

2.2.1 Evolution of the Gig Economy

The gig economy has its underlying foundations in the ascent of freelance and brief work during the late twentieth hundred years (Chappe and Jaramillo 2020). At first, brief business organisations and freelance work were viewed as advantageous to traditional regular positions. Notwithstanding, the approach of the web during the 1990s reformed this landscape by empowering new types of online gig work (Dukes, 2022). Platforms like Craigslist and eBay permitted people to offer administrations and sell merchandise, preparing for more specialised gig platforms. In the mid-2000s, the departure of organisations like Uber, Airbnb, and TaskRabbit further expanded the gig economy by giving digital commercial centres to ride-sharing, transient rentals, and different freelance undertakings. These platforms offered exceptional adaptability and accommodation for the two workers and clients, prompting fast growth in gig work.

The monetary emergency of 2008 likewise added to the gig economy's extension, as numerous people went to freelance work due to legitimate need (Anwara and Graham 2020). The expansion of cell phones and versatile applications during the 2010s further energised the gig

economy, making it more straightforward for workers to track down gigs and for clients to get to administrations. Today, the gig economy traverses many businesses, from transportation and neighbourliness to proficient administrations and inventive work. It keeps on developing, driven by mechanical headways, changing work inclinations, and the requirement for adaptable business choices.



Figure 2: Elements of gig economy

(Beckman, 2024)

2.2.2 Development of Project Management Practices

Project management rehearses have developed essentially after some time, adjusting to changing business needs and innovative progressions. The starting points of project management can be followed back to old civic establishments, where huge scope projects like the development of pyramids and foundation required facilitated endeavours and asset management (Li *et al.* 2023). Current project management started to come to fruition in the mid twentieth hundred years with the improvement of logical management standards by Frederick Taylor. His accentuation on proficiency and efficiency laid the groundwork for orderly project arranging and control. The 1950s saw the rise of key project management tools and techniques, like the Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT), which assisted in overseeing complex projects with various related assignments. During the 1960s and 1970s, project management earned conventional respect as an unmistakable discipline, with the foundation of expert associations like the Project Management Institute (PMI). The presentation of the Project Management Body of Knowledge (PMBOK) gave standardised rules and best practices for overseeing projects (Hinnig and dos Santos 2020). The appearance of PCs and programming during the 1980s and 1990s changed

project management, empowering more proficient booking, following, and revealing. Agile methodologies arose in the mid-2000s, accentuating adaptability, cooperation, and iterative turn of events, which were especially fit to programming advancement and quickly evolving enterprises.

Today, project management keeps on developing with headways in digital tools, remote work capacities, and the mix of man-made consciousness and information examination. These improvements empower project chiefs to handle the intricacies of present-day projects, especially in the dynamic and high-speed gig economy.

2.3 Project Management in Traditional vs. Gig Economy

2.3.1 Comparison of Traditional Employment Models and Gig Work

Conventional work models have for quite some time been portrayed by steady, long-haul positions inside associations where representatives get advantages, for example, medical services, retirement plans, and professional stability (Ershadi *et al.* 2020). These roles are much of the time characterised by formal sets of responsibilities, and representatives ordinarily work under direct management inside various levelled structures. Project management in conventional settings rotates around organised arranging, consecutive undertaking fulfilment, and a reasonable depiction of roles and obligations. Project directors supervise stable teams with reliable enrolment, zeroing in on process effectiveness and adherence to courses of events. Interestingly, the gig economy addresses a critical take-off from traditional business standards. Gig work, described by momentary agreements or freelance commitment, permits people to work autonomously and deftly (Cornelissen and Cholakova 2021). Gig workers, frequently alluded to as freelancers or self-employed entities, pick projects in light of their abilities and inclinations as opposed to being limited by long haul responsibilities to a solitary manager. They appreciate independence in choosing when, where, and how they work, frequently utilising digital platforms and online commercial centres to associate with clients.

Project management in the gig economy requires an alternate way to deal with oblige its dynamic and decentralised nature (López-Martínez *et al.* 2021). Agile methodologies, like Scrum and Kanban, have gained noticeable quality for their iterative way to deal with project execution, persistent criticism circles, and versatile arranging capacities. These methodologies focus on adaptability and responsiveness over unbending preparation and underline coordinated effort among scattered teams (Mitchell *et al.* 2021). In outline, while traditional business models focus on solidity and long-haul responsibility, the gig economy offers adaptability and independence to people looking for assorted work encounters. Project

management in each setting should line up with these particular attributes to expand productivity, coordinated effort, and project achievement.

2.3.2 Shifts in Project Management Approaches

The coming of the gig economy has required huge changes in project management draws near, testing conventional methodologies that focus on soundness and consistency. In conventional settings, project management frequently follows the Cascade methodology, which underlines consecutive periods of arranging, execution, and evaluation (Moorman *et al.* 2024). This approach expects a steady project scope, unsurprising prerequisites, and insignificant changes during project execution. Nonetheless, the unique idea of gig work requires project supervisors to take on Agile methodologies to oversee uncertainty and quick change actually. Agile methodologies advance iterative turn of events, where projects are isolated into more modest, reasonable undertakings called runs. Teams work together intimately with clients and partners, consistently adjusting to developing prerequisites and input. Scrum, a well-known Agile framework, works with daily stand-up gatherings, run arranging meetings, and review reviews to improve team coordinated effort and project straightforwardness (Si *et al.* 2022). Besides, Agile methodologies focus on consumer loyalty and adaptability, permitting teams to convey steady worth with every cycle. This iterative methodology cultivates development and responsiveness, empowering project directors to address arising difficulties and open doors expeditiously. Digital tools and innovations assume an essential part in supporting Agile project management rehearses inside the gig economy.

Cooperation tools like Trello, Jira, and GitHub work with task following, issue management, and rendition control, guaranteeing consistent communication and coordination among scattered teams. Cloud computing platforms empower continuous admittance to project information and assets, supporting remote work and virtual coordinated effort (Toumlilt *et al.* 2021). Besides, project directors in the gig economy centre around result-based management as opposed to conventional metrics like hours worked or participation. Key performance markers (KPIs) are lined up with project expectations, quality standards, and client fulfilment, mirroring the agile standards of conveying esteem and adjusting to change (Balog, 2020).

2.4 Key Drivers of Growth in the Gig Economy

2.4.1 Technological Advancements

Technological advancements have been instrumental in energizing the growth of the gig economy, changing how work is performed and gotten to all around the world. The multiplication of digital platforms and versatile innovation has upset the manner in which gig

workers associate with clients and access open positions (Scully-Russ and Torraco 2020). Video conferencing tools like Zoom and Microsoft Teams, alongside texting platforms like Leeway and WhatsApp, empower ongoing communication and virtual gatherings among appropriated teams (Jain and Ranjan 2020). Cloud computing and cooperative programming arrangements like Google Workspace and Dropbox Business give secure capacity, document sharing, and synchronous altering abilities, upgrading efficiency and productivity in remote work conditions.

2.4.2 Socioeconomic Factors

A few socioeconomic factors add to the extension of the gig economy and its enticement for the two workers and bosses. Financial uncertainties, for example, downturns and occupation market variances, frequently drive people to look for elective kinds of revenue and vocation adaptability through freelance work and gig open doors (Wang *et al.* 2023). The gig economy offers a security net for workers during monetary slumps, permitting them to enhance their revenue sources and maintain monetary strength. Also, changing buyer ways of behaving and inclinations have powered the demand for gig administrations across different areas (Tsekouopoulos *et al.* 2023). The longing for work-life equilibrium and independence additionally drives people, especially recent college grads and Gen Z, to seek after gig work. These segments esteem adaptability, autonomy, and the capacity to control their work timetables and profession paths. Gig work permits people to seek after their interests, influence their abilities, and accomplish a superior joining of work and individual life, adding to work fulfilment and by and large prosperity.

2.4.3 Workforce Demographics

Segment shifts in the workforce assume a critical part in moulding the gig economy's growth direction (Vertesi *et al.* 2020). Twenty- to thirty-year-olds, who contain a significant piece of the worldwide workforce, are especially attracted to gig work because of its adaptability, digital network, and innovative open doors. This age values encounters over material belongings, focuses on work-life equilibrium, and looks for significant and different profession encounters. Furthermore, more established workers moving toward retirement age or looking for post-retirement pay frequently go to gig work as a way to remain dynamic expertly, supplement retirement investment funds, and investigate new interests. Gig work permits more seasoned grown-ups to use their abilities, expertise, and industry knowledge while appreciating adaptable work courses of action and proceeding with commitment in the workforce.

Besides, the gig economy requests people from assorted instructive foundations and expert encounters, offering amazing open doors for abilities adaptation, vocation advances, and self-

improvement (Alshadoodee *et al.* 2022). Freelancers, self-employed entities, and gig workers range different ventures, including innovation, imaginative expressions, counselling, medical services, and training, adding to the gig economy's energetic and dynamic workforce.

All in all, technological advancements, socioeconomic factors, and changing workforce demographics altogether drive the growth of the gig economy, reshaping conventional business ideal models and offering new open doors for workers and managers alike. As the gig economy keeps on developing, understanding these key drivers is fundamental for policymakers, organisations, and people looking to explore and flourish in the quickly changing landscape of work (Keulemans and Adams 2024).

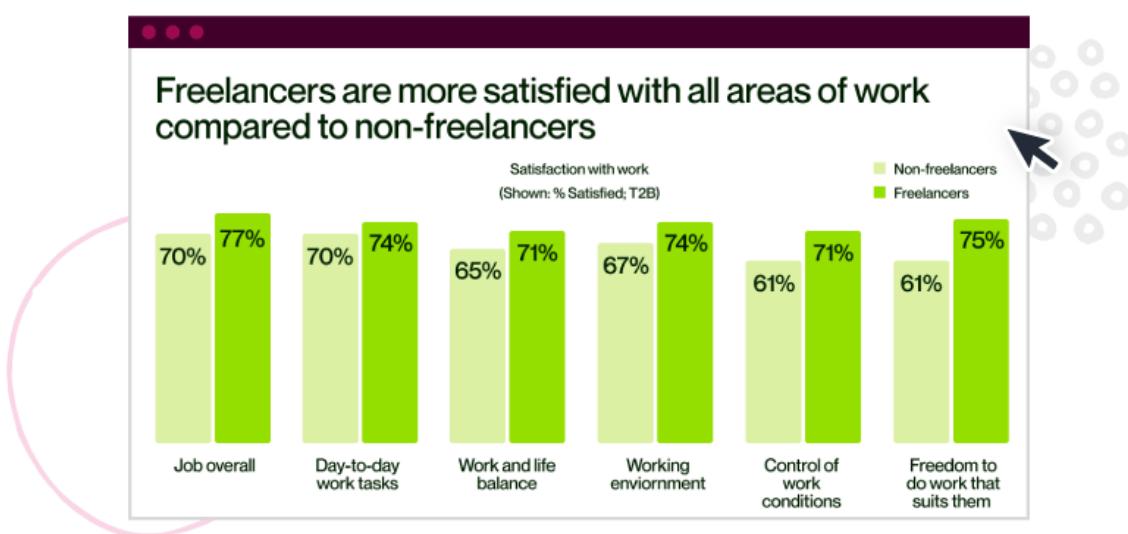


Figure 3: Downsides of gig economy

(Rivera, 2023)

2.5 Challenges in the Gig Economy

2.5.1 Job Security and Stability

Employment security is an important and major challenge sought by gig workers in the new economy. The aforementioned assurance comes on the backdrop of conventional business models that act as reliable and long-haul contracts, advantages like medical services and retirement plans, to a gig workers' working environment that consists of commitment that is temporal and revenue that is diversified (Roya and Shrivastava 2020). Loss of this ensured business can lead to financial insecurity and volatility, since gig workers have to constantly re-secure contracts to sustain pay rates. A standout and the most significant concern are the lack of safety measures that are usually provided by conventional employers such as unemployment

compensation or sick leaves. The lack of this security renders the gig workers hopeless during poor earnings or if faced by shocking personal challenges such as illness or accidents. Since gig workers do not get access to stable wages and benefits, it can be challenging to plan for the future, for example, retirement savings or personal accomplishments and favourable jobs (Healy *et al.* 2020). However, flexibility and freedom as the primary aspects of the gig economy can also be a two-sided coin. However, such a liberty of choosing projects and work schedules is viewed by gig workers as a significant advantage; its acquisition means the loss of stability in employment.

The precarious concept of gig work means that demands for services may fluctuate and therefore, contradicts the stable pay rates and anticipated gaps between assignments (Bucher *et al.* 2021). Employment protection and permanence in the platform workers' environment entails a nuanced approach.

2.5.2 Legal and Regulatory Issues

This differentiation has critical ramifications for work privileges, tax assessment, benefits qualification, and responsibility. In numerous locales, gig workers are delegated self-employed entities, which absolves them from conventional business securities, for example, the lowest pay permitted by law regulations, additional time pay, and joblessness benefits. This arrangement is frequently argumentative, as it raises inquiries regarding fair treatment, worker privileges, and the degree of manager obligations towards gig workers. Subsequently, there have been legal difficulties and administrative endeavours to rename gig workers as representatives qualified for additional exhaustive advantages and securities.

Moreover, gig economy platforms should explore complex regulatory landscapes that fluctuate across wards. Legal considerations incorporate compliance with nearby work regulations, charge guidelines, information security necessities, and customer insurance regulations. Failure to comply with these guidelines can bring about fines, legal debates, and reputational harm for platforms, affecting their activities and market practicality (Maury, 2023).

Licensed innovation privileges are one more area of worry in the gig economy, especially for imaginative experts and freelancers who produce unique substance or works. Clear arrangements and agreements illustrating proprietorship privileges and utilisation authorizations are fundamental to forestall questions and guarantee fair remuneration for protected innovation. Tending to legal and regulatory difficulties requires coordinated effort among policymakers, organisations, platforms, and gig workers themselves. Policymakers assume a vital part in growing clear and fair guidelines that safeguard gig workers' privileges while cultivating development and financial growth. Platforms and organisations should focus

on compliance and straightforwardness in their tasks to relieve legal dangers and construct entrust with partners.

All in all, exploring legal and regulatory issues in the gig economy requires a proactive way to address intricacies, safeguard worker privileges, and advance fair and sustainable practices across the business.

2.5.3 Managing Remote and Distributed Teams

Managing remote and distributed teams presents one-of-a-kind difficulties in the gig economy, where team individuals might be topographically scattered, work in various time regions, and work together non concurrently (Jooss *et al.* 2021). Viable communication and cooperation are fundamental to conquering these difficulties and guaranteeing project achievement.

One of the essential difficulties of managing remote teams is constructing and maintaining trust among team individuals who might in all likelihood never meet eye to eye. Trust is the groundwork of powerful teamwork, affecting communication, coordinated effort, and the capacity to helpfully determine clashes (Dinh *et al.* 2021). Project directors should cultivate a comprehensive and strong team culture that supports open communication, shared regard, and responsibility among remote team individuals. Communication methodologies assume a significant part in defeating the obstructions of actual distance and time region contrasts. Using digital communication tools, for example, video conferencing, texting, and cooperative platforms empowers continuous collaboration and works with virtual gatherings and conversations. Clear and predictable communication of project objectives, assumptions, and courses of events adjusts remote team individuals and guarantees everybody is working towards normal targets.

Team cohesion and spirit can likewise be trying to maintain in remote settings where up close and personal collaborations are restricted (Augstein *et al.* 2023). Virtual team-building exercises, ordinary registrations, and casual communication channels can assist with encouraging a feeling of having a place and fellowship among remote team individuals. Praising accomplishments, perceiving commitments, and advancing a positive work climate add to team inspiration and commitment (Zayat and Senvar 2020). Managing performance and efficiency in remote teams requires setting clear goals, observing advancement, and giving opportune criticism. Project administrators ought to lay out quantifiable objectives and key performance pointers (KPIs) to follow team performance and project achievements.

2.6 Project Management Strategies for Gig Workers

2.6.1 Agile and Lean Methodologies

Projects are isolated into short emphases or runs, commonly enduring from one to about a month, considering incessant criticism and changes. This iterative methodology cultivates straightforwardness, improves client fulfilment, and advances gradual conveyance of significant worth (Pooley and Chan 2021).

Case Study 1: Agile Methodologies in the Gig Economy

A tech startup used Agile methodologies, to oversee a project with independent contractors from everywhere in the world. In implementing Scrum, the teams had daily virtual stand-ups and sprints, which made communication continuous and enabled fast cycle development (Berntzen *et al.* 2023). It was possible since this approach provided the means to freely switch between tasks and adapt quickly to the client's feedback, making the needed product launch within the indicated time frame possible.

Lean methodologies supplement Agile practices by zeroing in on amplifying esteem while limiting waste (Reyes *et al.* 2024). Established in standards obtained from assembling processes, Lean urges gig workers to smooth out workflows, kill non-esteem added exercises, and upgrade asset use. By applying Lean standards, gig workers can convey projects all the more proficiently, decrease lead times, and improve in general project benefit. Consolidating Agile and Lean methodologies empowers gig workers to accomplish a harmony among adaptability and effectiveness.

Case Study 2: Lean Principles in Freelance Content Creation

A case was made about the use of Lean process improvement where a digital marketing firm had improved the content creation process for gig workers. Thus, while working on the reduction of waste and the creation of value, the firm implemented the methods of the standardization of business processes, and just-in-time system (Orlov *et al.* 2021). This factor contributed to the cutting of production time by 30% as well as client satisfaction resulting to better quality work and timely delivery.

2.6.2 Tools and Technologies Supporting Gig Work

Tools and technologies assume a critical part in upgrading efficiency, correspondence, and project management capacities for gig workers working in a computerised and decentralised climate.

Advanced joint effort stages, like Trello, Asana, and Jira, work with task management, project following, and group correspondence (Gunduz and Elsherbeny 2020). These tools empower gig workers to make, appoint, and focus on assignments, screen project progress continuously, and team up consistently with remote colleagues and clients. Highlights like Kanban sheets,

task records, and adjustable workflows smooth out project workflows and further develop group coordination.

Specialised tools like Leeway, Microsoft Groups, and Zoom support virtual gatherings, texting, and video conferencing, cultivating constant correspondence and joint effort among appropriated groups (Vogel and Yeo 2022). These stages empower gig workers to defeat geological hindrances, lessen correspondence delays, and keep up with elevated degrees of commitment and responsiveness all through the project lifecycle. Distributed computing administrations, for example, Google Workspace, Microsoft 365, and Dropbox Business, give secure capacity, record sharing, and archive management abilities. Gig workers can get project-related information and assets from anyplace, guaranteeing coherence of work and empowering consistent cooperation across various gadgets and areas. Cloud-based arrangements additionally upgrade information security, reinforcement, and debacle recuperation capacities, relieving chances related with information misfortune or framework disappointments.

Case Study: Impact of IT Tools in Gig Project Management

A design agency having a distributed team, including gig designers, worked with tools like Trello and Slack to create a project management system. These tools helped to promote the correspondence mode of work and organizing of activities with clear descriptions of the tasks that were carried out (Ghoshal and Dasgupta 2023). The outcome of implementing the mentioned initiatives was the increase of the efficiency of project by reducing the time spent on project completion by 25%, in addition to the creation of the include of team members regardless of distances between them.

In outline, utilising tools and technologies customised for gig work upgrades efficiency, coordinated effort, and project management viability (Kraus *et al.* 2023). By embracing computerised stages, specialised tools, and cloud administrations, gig workers can enhance their workflows, convey excellent results, and separate themselves in a serious gig economy scene.

2.6.3 Best Practices for Managing Gig Projects

Managing gig projects actually requires taking on best practices that advance joint effort, straightforwardness, and client fulfilment all through the project lifecycle.

Clear correspondence and assumption setting are basic to effective gig project management (Samimi and Sydow 2021). Laying out open channels of correspondence with clients and partners from the beginning explains project objectives, extension, expectations, and timetables. Ordinary updates, progress reports, and achievement surveys keep all gatherings educated and adjusted, decreasing the gamble of mistaken assumptions and project

requirements getting out of control. Putting forth practical objectives and characterising quantifiable targets guarantees clearness and concentration all through the project. Cooperatively characterising key execution pointers (KPIs) with clients assists measure with projecting achievement and execution against settled upon measurements (Lee *et al.* 2024). Iterative criticism circles empower gig workers to consolidate client input, address concerns instantly, and refine expectations to meet advancing assumptions. Agile project management standards, like persistent improvement and versatile preparation, are especially significant in managing dynamic gig projects. Breaking down projects into more modest, reasonable assignments or runs permits gig workers to convey steady worth, get early criticism, and make important changes. Scrum services, including run arranging, everyday stand-ups, and review gatherings, advance group joint effort, responsibility, and coarse adjustment on a case-by-case basis. Building trust and cultivating positive associations with clients are fundamental for long haul progress in the gig economy.

Trustworthiness, unwavering quality, and impressive skill in correspondence and expectations develop client certainty and devotion. Proactively tending to difficulties, managing assumptions, and exhibiting obligation to quality add to positive client encounters and cultivate rehash business and references (McMenamin *et al.* 2021). Successful using time productively and prioritisation abilities are basic for gig workers shuffling numerous projects or clients all the while. Utilising time-following tools and embracing efficiency methods, for example, the Pomodoro Strategy or time-impeding, upgrades work plans, limit interruptions, and comply with project time constraints reliably.

All in all, embracing best practices in correspondence, objective setting, agile project management, client relationship management, and using time productively empowers gig workers to convey fruitful projects, fabricate notoriety for dependability and quality, and flourish in the serious gig economy scene.

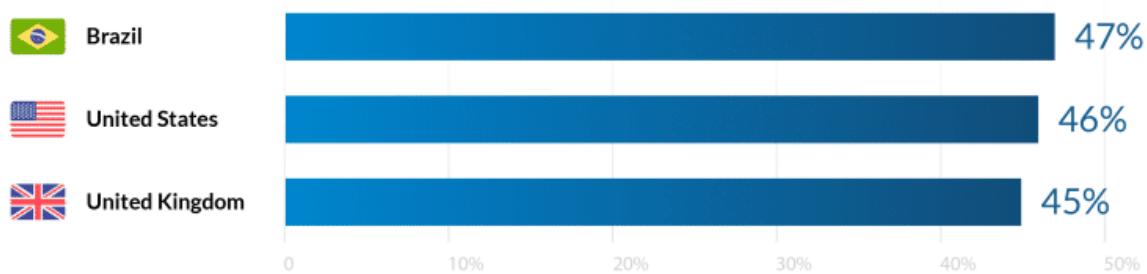


Figure 4: Gig economy statistics in different countries

(Beckman, 2024)

2.7 Impact on Project Management Profession

2.7.1 Changing Skill Sets and Competencies

The ascent of the gig economy has fundamentally affected the skill sets and competencies expected in the project management calling, mirroring the developing demands of digital, remote, and agile work conditions.

Customary project management roles accentuated specialised skills, for example, project arranging, planning, and hazard management. Notwithstanding, in the gig economy, project chiefs should likewise major areas of strength to have skills, flexibility, and the capacity to flourish in powerful and decentralised work settings. Compelling communication skills are urgent for managing remote teams, cultivating joint effort, and maintaining client connections without eye-to-eye corporations. Agile and Lean methodologies have reshaped project management practices, underlining adaptability, iterative turn of events, and ceaseless improvement. Project directors should be capable in Agile frameworks like Scrum and Kanban, working with versatile preparation, team strengthening, and responsiveness to changing project prerequisites. The capacity to work with Scrum services, including run arranging, daily stand-ups, and reviews, is fundamental for driving team coordinated effort and making project progress in agile conditions.

Digital proficiency has become progressively significant as project management tools and technologies develop (Ribeiro *et al.* 2021). Project directors should use digital coordinated effort platforms, communication tools, and project management programming to enhance team workflows, track project progress, and guarantee consistent communication among distributed teams. Capability in cloud computing, information examination, and cybersecurity is likewise significant for managing project information safely and utilising bits of knowledge to illuminate direction. Initiative skills are critical for directing remote teams, encouraging a positive team culture, and inspiring people toward shared objectives. Viable forerunners in the gig economy engage teams, empower development, and adjust administration styles to address the issues of different project conditions and team elements. The capacity to appreciate people on a profound level, empathy, and compromise skills empower project chiefs to explore difficulties, construct trust, and maintain spirit inside virtual teams.

Constant learning and expert improvement are fundamental for project directors to keep up to date with industry patterns, arising technologies, and best practices in agile project management (Bannikov *et al.* 2022). Certification programs, like Project Management

Proficient (PMP) certification and Agile certifications (e.g., Ensured ScrumMaster), approve expertise and show obligation to proficient growth and greatness in project management.

2.7.2 Certification and Training Programs

Certification and training programs assume an urgent part in furnishing project directors with the skills, knowledge, and qualifications expected to prevail in the gig economy and fulfil the developing needs of project management roles.

Project Management Proficient (PMP) certification, presented by the Project Management Institute (PMI), is recognized worldwide and exhibits capability in conventional project management methodologies, including arranging, execution, observing, and shutting projects. PMP certification approves project supervisors' capacity to oversee complex projects and lead teams actually, underscoring adherence to industry standards and best practices (Irfan *et al.* 2021).

Training in administration, the capacity to understand people on a profound level, and relational skills outfits project chiefs with the competencies to lead remote teams successfully, encourage development, and develop a positive team culture in virtual work conditions (Moradi *et al.* 2020).

All in all, certification and training programs assume a significant part in getting ready project supervisors for the difficulties and potential open doors introduced by the gig economy. By obtaining perceived certifications and taking part in nonstop learning drives, project supervisors can improve their expert believability, flexibility, and viability in exploring the developing landscape of project management and digital work conditions.

2.8 Theoretical Framework

2.8.1 Key Theories Underpinning Project Management

Project management is upheld by a few fundamental hypotheses that guide practices and methodologies, guaranteeing effective execution and fruitful project results. Two conspicuous hypotheses include:

1. Systems Theory: Systems theory sees projects as intricate systems involving interconnected components that collaborate and impact one another. It stresses the comprehensive comprehension of project parts, connections, and elements to accomplish wanted results. In project management, systems theory distinguishes interdependencies, expects possible effects of changes, and improves project processes for proficiency and viability (Post *et al.* 2020). By dissecting the project as a framework, project supervisors can upgrade coordination, relieve dangers, and cultivate cooperative energy among colleagues and partners.

2. Contingency Theory: Contingency theory places that there is no one-size-fits-all way to deal with project management, and practices ought to be dependent upon the one-of-a-kind qualities of each project and its current circumstance. This theory perceives that different element, for example, project size, intricacy, hierarchical culture, and outside impacts, shape the best project management approach (Chatterjee *et al.* 2024). Contingency theory urges project directors to adjust their procedures, designs, and dynamic cycles in light of situational requests and imperatives. By adjusting project management practices to explicit possibilities, project administrators can improve adaptability, responsiveness, and project achievement rates in different project settings.

In the context of the gig economy, flexibility and contractual work increase the complexity of how project management is approached. This theory focuses on the interactions and flexibility in an organization and helps the manager arrange freelancing talents and resources. Contingency theory stressed the fact that strategies have to be regarding the circumstances of the environment. In the digital entrepreneurship context, this implies that the managers should adapt their strategies as per the projects, employees, and market opportunities. Altogether, these theories support managing flexibility of gig work by encouraging the utilization of effective planning, prompt resource application, and specified management approaches for achieving enhanced project results.

2.8.2 Theories Explaining the Gig Economy

The development and growth of the gig economy have been made sense of and grasped through different hypothetical points of view, mirroring its multi-layered nature and financial ramifications. Two key hypotheses include:

1. Transaction Cost Economics: Transaction cost economics (TCE) places that monetary exercises, including business game plans, are driven by limiting transaction costs related with planning financial exchanges (Ketokivi and Mahoney 2020). In the gig economy, TCE makes sense of the inclination for transient agreements and independent courses of action over conventional business contracts. Gig workers and clients look to limit transaction costs connected with recruiting, managing, and firing business connections, along these lines advancing adaptability and cost-effectiveness in help conveyance.

2. Social Exchange Theory: Social exchange theory inspects connections and associations inside the gig economy from the perspective of complementary exchanges of assets, advantages, and commitments between parties included. Gig workers participate in monetary transactions with clients in view of shared assumptions for esteem creation and correspondence (Thomasa and Gupta 2021). This theory features the significance of trust, saw decency, and

social elements in supporting long haul joint efforts and client connections in the gig economy. Social exchange theory accentuates the role of social capital, notoriety, and reliability in impacting gig workers' prosperity and client fulfilment.

These hypotheses give experiences into the financial level headedness, social elements, and key ways of behaving supporting the gig economy, offering important points of view for figuring out its design, activities, and effect on work markets and monetary systems.

2.9 Literature Gap

Recent years have witnessed an enormous development in the research related to the gig economy and project management; however, a few gaps still exist in the existing literature.

In relation to project management there is a need for more empirical studies focused to analysing the application and sustainability of Agile practices, Lean principles and IT tools specifically under the conditions of gig projects (Orieno *et al.* 2024). In spite of the fact that hypothetical frameworks and contextual studies offer experiences into project management theories and practices, the qualitative studies evaluating the use, challenges, and implications of the project management frameworks in gig situations are scarce.

Also, further understanding of the economy's impact on distinctive work markets, authoritative structures, and values requires combined interdisciplinary analysis involving viewing points from economics, social sciences, neurology, and technology management. Interdisciplinary inquiries can therefore offer some understanding of these relations, ethical behavioural norms, and strategic recommends which shape giggers' experiences, client relations, and elements of the gig economy.

To address these gaps, future research should focus on questions such as: How do Agile and Lean practices influence the gigs' outcomes, though? To what extent are the following IT tools useful in managing gig projects? It may also involve cross-sectional research with gig workers and managers, surveys of workers and freelancers, or effectiveness studies comparing various management strategies in a particular project. The incorporation of the qualitative measures will give a balance. The potential of interdisciplinary cooperation is to involve knowledge from economics, social sciences, neurology, and technology management as well as encompass the multifaceted aspects of the gig economy and the strategies for its effective and sustainable management.

CHAPTER 3

METHODOLOGY

3.1. Introduction

This chapter shows the research framework for examining the role of project management in the gig economy. Moreover, this also involves the research philosophy, design, approach and the methods used for the data collection, with the area for participant selection and data analysis (Kost *et al.* 2020). Further, this research navigates the research quality and the ethical considerations structure for addressing the key findings.

3.2. Research philosophy

The research topic “The Role of Project Management in the Gig economy” resonates with the interpretivism research philosophy. Moreover, this study focuses on the practical application over the robust compliance of the theories, which concentrates on what works properly in certain circumstances. Moreover, this philosophy is well designed to explore the implementation of project management initiatives in the gig economy, as given its emphasis on the practical results and problem solving (Silva and Moreira 2022). However, this philosophy supports the use of qualitative methods for addressing extensively. Therefore, this approach shows pragmatism's focus on using the diverse methods for recognizing and identifying the real time issues. Moreover, the aim is to implement the project management concepts in a way which is the most productive for this topic, showcasing the practical orientation for solving the problems addressed in the research (Pinto, 2022).

Thus, by implementing a interpretivism approach, this study can identify the practical causes of incorporation in the project management in the gig economy projects. Moreover, this emphasizes on addressing the best work despite complying to the theoretical structures. Further, this practical orientation helps to achieve the research findings relevant and valuable for stakeholders in the gig economy involving project managers, gig workers. Thereby, this adaptability is vital for the evolving gig economy where the conventional project management initiatives may require to be tailored for the fitting to the new and diverse contexts. Hence, this philosophy allows a practical and agile research approach.

3.3. Research Approach

The topic on the role of project management in the gig economy resonates deeply with the abductive approach. Moreover, this approach integrates the components of deductive reasoning which makes it well appropriate for exploring the critical and real concepts (Jevnaker and

Olaisen 2022). Further, the abductive reasoning initiates with the observations or the data and wants the best possible details for these observations. However, the deductive approach which tests the existing theories by thematic analysis and develops theories based on the patterns observed in the interview approach emphasizes on creating the most plausible explanation for the given phenomena. Moreover, this begins with noticing the challenges of gig workers and the current practices which seek to recognize the practices can be explained and enhanced (Kuhn *et al.* 2021). However, the aim is to create valuable insights and theories which may account for the distinct features of gig-based work and offer practical solutions.

Further, the abductive reasoning is beneficial in this background as this accommodates the issues and the dynamism of the gig economy. Thereby, this area is featured by the intense changes and the diverse initiatives which may not fit accurately to the existing theoretical frameworks (Wang *et al.* 2022). Further, the study may initiate with the observations of the inefficiencies or the challenges in the project management in the gig economy projects. Moreover, seeks to address the most effective explanation for the issues and create suggestions for the explanation. Further, this approach helps to fill the gap between theory and initiatives by emphasizing on the practical, context specific information which may be implemented for enhancing project management in the gig economy.

3.4. Research design

This research topic the role of project management in the gig economy mostly aligns with the exploratory research design. Moreover, this design is well versed for examining the relatively novel or the under researched segments which aims to gain insights, address the patterns and create hypotheses despite testing the theories. Further, this design is featured by the open-ended approach that seeks to explore the new concepts and recognize the fundamental challenges which may not yet be defined fully. Moreover, in the background of study, the gig economy shows a dynamic sector where the conventional project management initiatives are being adapted and implemented in a new way (Koene and Pichault 2021). However, the main purpose of this study is to examine how the projects are incorporated in the gig projects, and address the challenges experienced and explore the solutions. Thereby, this includes collecting the preliminary data, and recognizing the current trends and revealing the practical information. Moreover, the key features of the exploratory research are:

Open ended inquiry: the research is well developed for exploring the diverse elements of project management in the gig economy without the preconceived ideas or the rigid hypotheses. Moreover, this aims to reveal the new insights as to how the project management initiatives can be adapted to fit in the gig project.

Qualitative methods: the utilization of qualitative methods like interviews and thematic analysis aligns with the exploratory nature of the study. Moreover, these methods enable an in-depth analysis with the gig workers, project managers and the stakeholders for collecting the detailed information on their experiences and issues.

Hypothesis generation: instead of testing the pre-existing theories, this study seeks to create new hypotheses regarding the key findings (Makri and Neely 2021). Moreover, this exploratory design allows the identification of the main issues and solutions which may be later examined in the relevant research.

Flexibility: the exploratory research design provides flexibility in the adaptation of the research method and emphasizes the new insights. Moreover, this adaptability is vital in the gig economy, where the initiatives and trends are evolving on a constant basis.

3.5. Data Collection method

This study on project management in the gig economy, qualitative methods will be analyzed for achieving a deep recognition of the experience, challenges and the strategies associated with managing the projects in this dynamic sector (Patrício *et al.* 2021). Moreover, the primary qualitative method implemented are interviews, involving thematic discussion built from the interview session with a diverse sample of gig workers, project managers and the industry stakeholders. Further, the interviews will be gathered to extract details, the firsthand accounts as how the project management initiatives are cultivated and perceived in the gig economy. However, these well-equipped interviews will engage in the preparation of specific questions developed for eliciting extensive responses for the day-to-day experiences of the gig workers and the project managers. Moreover, by concentrating on the personal experiences, challenges faced and the efforts they have taken to mitigate the challenges (Langholf and Wilkens 2021). This study aims to reveal the practical insights and the real time implementation of project management standards. However, the focused group discussions will accessory the individual interviews by offering a channel for the cooperation communications in the gig workers, project planners and the industry professionals. Moreover, these discussions will promote the exchange of ideas and views which enables the participants to share their experiences and perspectives in the group.

Moreover, this method is most relevant to respond to the overall research question, to acknowledge the shift of perspectives, and to reveal the ways that the attendees interact with

and envision the project management practices. However, the qualitative data collection method through the interviews and thematic analysis gives an essential and clear perception and possibilities in management of the gig economy projects. In addition, this theory will also tackle the patterns and issues concerning the communication issues and the operational improvement of the various approaches in project management. Furthermore, the method of data collection through these interviews and the thematic analysis will enhance the understanding of specific and substantial characteristics of gig economy challenges and prospects in the project management area. Besides, this will assist in showing the patterns and themes relating to the profitability that is reflected by the management of projects, communication barriers, and the overall working of the project. Thus, utilizing this data will be useful for proving the fields where the practices of project management can be improved to meet the requirements of the gig-based work.

3.6. Participant selection

This research involved selecting participants correctly in the gig economy and is significant for this study since it involves the selection of the research methods and participants correctly to allow for the collection of quality and meaningful data. Furthermore, the research design promotes qualitative data-collection techniques of which the most dominant is structured interviews with the ten participants. Besides, the participants are selected based on their capacity to provide insightful information on the factors and issues going through the gig workers.

Participants selection: concerning participants, the participants will be chosen in a way that shall obtain an efficient sample involving the key stakeholders within the gig economy (Healy *et al.* 2020). Moreover, the target participants involve:

Gig workers: they are the people who engage in the different types of gig economy such as freelancers, those who do short term contracts and the jobbers in the dynamic fields. Actually, they are essential when it comes to the acquisition of direct experiences and challenges relating to project management from such individuals.

Project managers: they are the professionals that are expected to oversee and engage with the projects in the gig economy. However, their opinions shall provide an important background in terms of knowledge on the actualization of the proposed PM strategies and the challenges encountered.

Industry stakeholders: they concern the business owners, the professionals in human resources, specialists, as well as the project managers (Szczepańska-Woszczyna and Gatnar, 2022).

Besides, with their input, one will also be able to have a better perspective on the industry standards and the effectiveness of the project management strategies adopted.

Selection criteria: consequently, the participants are likely to be selected depending on their experience and relation to the study. Furthermore, they ought to have a commendable experience in their positions within the gig economy, for their claims and their experience's authenticity.

Experience: the subjects selected have to have significant involvement with their respective position within the gig economy thus eliminating subjects who may be unreliable.

Diversity: As a result, a diverse group of participants will be selected to extract the different beliefs regarding the wide sector and different job types in the gig economy.

Willingness to share: the participants should have agreed to be involved in the transparent and the detailed discussions, and provide the honest and the customer feedback for the experiences (Aiello *et al.* 2020). However, the research selection process is broader and has the objective of recognizing and presenting the project management initiatives in the gig economy needed in the development of significant ideas and conclusions of the research, as well as useful guidelines.

3.7. Data analysis

As regards the methodology of this study on project management in the gig economy, the qualitative data analysis is going to be applied in this research with the purpose to understand the depth of information obtained from the interviews and thematic discussions. However, this data analysis approach is chosen for it provides an extended understanding of the general and specific experience of the participants, their perceptions of the situation, and the clear description of the issues concerning the managing of projects in this sector. Further, these methods are designed to account for the elaborate results on the multifaceted responses of project management within the gig economy system (Ashkrof *et al.* 2020). Furthermore, the interviews will enable observations of the participants' views, and the focused groups will encourage the participants to collectively discuss similar and different experiences and views. Moreover, the data analysis strategies will foster a thematic analysis that suits the methodical analysis of the transcribed differentials about the qualities of the repeated subjects. First of all, the data are organized through marking the pertinent portions of the text with labels. Thus, these codes will be grouped into a larger category to sum up the main ideas and the idea of project management in the context of the gig economy. Moreover, the analysis of themes assists in the identification of how they intertwine and their suitability for the research questions (Willemse *et al.* 2022). Thus, there is also a systematic approach towards interpreting some

of the most sensitive qualitative data as it presents the related issues, difficulties, and best practices.

Regarding the thematic, the synthesis process involves the integration of the addressed themes in developing a wide recognition of the data (Halvorsen *et al.* 2020). Furthermore, it also entails synthesizing the findings from each of the themes to arrive at the general extension for the project management practices in the gig economy. Further, by summarizing and interpreting the themes, this research aims to provide actionable suggestions and the practical solutions regarding the collective information of the gig workers, project managers and the industry stakeholders.

3.8. Research quality

Ensuring a research quality is essential for producing reliable and valid findings in the study of project management in the gig economy. Moreover, the quality of this research will be maintained by the effective adherence to the various key areas like credibility, transferability, dependability and comfortability.

Credibility: to develop credibility, this research study will utilize the qualitative data collection methods like the structured interviews and the thematic analysis. Moreover, these methods will collect rich, detailed data from multiple participants involving the gig workers, project managers and the industry stakeholders (Akyıldız and Ahmed 2021). Further, by implementing triangulation, this research will compare the information from various sources to ensure an extensive and reliable depiction of the project management practices in the gig economy. However, the member checking will be implemented for validating the key findings with the participants and thereby ensuring that their perceptions and experience are demonstrated exactly and confirming the reliability of the data.

Transferability: this includes analyzing the level at which the research findings can be implemented to the other context. Moreover, this study will offer a detailed description of the research environment, the participants and certain features of the gig economy setting evaluated. Further, by clearly demonstrating the context and specifics of the gig economy projects were evaluated, and the research will help to assess the implementation of the information to wider gig economy environments.

Dependability: this helps to ensure that the process of research is stable and reproducible (Nosek *et al.* 2022). Moreover, the study will maintain a detailed audit trail, and document the

steps of the research process which involve the data collection, coding and thematic analysis. Further, this transparency will allow for the evaluation of the research methodology and the cultivation. However, the continuous peer examining will be used for reviewing the research process and the key findings, and by ensuring effective results and consistency.

Confirmability: this addresses the objectivity and the impartiality of the research findings. Moreover, to reduce the researchers bias, this research study will include the various researchers in coding and evaluating the data independently. Further, their key findings will be compared thereafter and discussed for reaching a consensus, by ensuring that the analysis is effective and objective.

3.9. Ethical consideration

There are various ethical dilemmas that are associated with this study and in order to ensure that the research is conducted upright, the following should be considered. Moreover, the ethical considerations include:

- Informed consent: the participants should know all there is to know regarding the features of the study, intent, and possible impact of the research and they have to give their consent to participate in the study. Furthermore, informed consent means making the participants avail detailed and comprehensive information for the study which encompasses their rights, on the use of data of the study and possible consequences. Moreover, the participants have to decide on their own whether they wish to be part of the study and this ought not to be pressured in any way.
- Confidentiality: preservation of the members' details is critical. Furthermore, all personal identifiers should be excluded so that one can guarantee that the individuals' responses cannot be linked to some participants. Moreover, the participants also pledge for their personal experience and the obtained opinions will not be shared in any other context other than the study.
- Voluntary participation: the participation in the study should be voluntary, with the participants free to withdraw as and when required without experiencing any negative impacts. Moreover, the investigators must make a clear withdrawal from the study which will not impact their relationship with the research team and any related organization.
- Avoiding harm: the study must be developed authentically for avoiding causing any physical, emotional and psychological harm to the individuals (Alessi and Kahn 2023). Moreover, the researchers should be sensitive to the potential influence of discussing

the challenges and the delicate themes and offer support if the participants face any distress and as a result of their engagement.

- Transparency and integrity: the investigator should conduct the research with integrity and transparency, by accurately demonstrating the key findings and understanding the limitations. Moreover, they must avoid manipulating the data in any misleading way.
- Ethical approval: prior to conducting the research, the ethical approval should be gathered from a suitable ethics review board or the committee. Moreover, this review of the study ensures that the study complies with the ethical standards and safeguards the rights and welfare of the individuals.

3.10. Limitations of the methodology

The limitation of the methodology involve:

- There is a limited focus on some gig economy sectors and the participants which do not fully show the types of gig work (Montgomery and Baglioni 2021). Moreover, the key findings may be limited for the implementation to the other background or the context of the geographical sector.
- The qualitative feature of the study depends on the participants personal reported data, which may be subjected to any biases. Moreover, the participants should offer socially desirable answers or withhold the critical responses which influence the reliability of the data findings.
- The analysis of the qualitative data is subjective. Moreover, the thematic analysis includes presenting the responses of the participants which may be impacted by the researchers' own biases and the perspectives that mainly influence the findings.
- The thematic analysis and the interviews need the notable time investment for data collection and analysis. Moreover, the time limitation may hinder the number of participants or the depth of the collected data. Further, this hinders the scale and the scope of the study.
- The effectiveness of these thematic analysis relies on the involvement of the individuals and their interaction (Morrison-Smith and Ruiz 2020). Moreover, the limited participation may influence the richness of the data and the reliability of the data findings.

3.11. Summary

In summary, this methodology chapter shows an extensive approach to examine the role of project management in the gig economy. Moreover, by implementing a pragmatism philosophy

and the abductive approach, this study incorporates the qualitative data collection methods and thematic analysis and to develop practical information and the new theoretical perceptions. Further, by ensuring the research quality by credibility, transferability, dependability and confirmability, this study navigates the ethical considerations and understanding the limitations. Hence, this chapter offers actionable insights for improving the project management practices in the dynamic gig economy.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

The thematic analysis of interviews with Muhammad Hashim Javaid, Zoha Hashim, and Sadia and Fatma delves into the critical aspects of project management within the gig economy, focusing on three key themes: special improvement areas (Kuhn *et al.* 2021). Including, prioritisation and resource allocation, communication and teamwork, and quality assurance with flexibility. All the interviewed respondents particularly stressed responsibility and coordination of actions with simultaneous work on several projects with an emphasis on time management. Also, the interviewees stressed the importance of defining high-quality expectations and flexibility in the market which is crucial for achieving a high level of client satisfaction and successful project completion (Ferguson *et al.* 2024). The specific practices outlined in this paper accompanied by statistical data illustrate positive results out of both the proactivity and the flexibility in addressing the dynamic nature of the gig economy. In particular, this introduction includes key points that describe the most important aspects of the discussed strategies related to successful project management in the context of the current transformations in the work environment, thus laying the basis for defining further details of the analysed approaches' practical application.

4.2 Interview analysis

4.2.1 Sana Ullah S Interview with Muhammad Hashim Javaid

The interview of Sana Ullah S and Muhammad Hashim Javaid focuses on the dynamics of project management within the framework of the gig economy. Top project manager Javaid provides best practices involving multiple projects, remotely situated teams, standardisation of quality, and use of technology (Koene and Pichault 2021). This analysis reflects Javaid's goal and his plans to accomplish the objective in this dynamic and complex environment.

Multi-tasking and coordinating one or many projects in a stressed work environment

Javaid starts by conveying an understanding of the necessity of scheduling in the face of many projects since the gig economy is highly competitive.

Javaid also emphasises on the importance of constant surveillance and re-evaluation of one's goals and objectives (Rohracher *et al.* 2023). He conducts a lot of follow-ups to assess the state of each of the projects and change the priorities if necessary. Such an approach is especially relevant in a gig economy, as project requirements can change over time fairly often. Since the

planning strategy is very flexible, Javaid can balance these two factors without affecting the quality or the time frame.

Organisational Growth, Project Scaling, and Strategic Outsourcing

Javaid's cases detailed on how successful scaling has been done within the gig economy supports outsourcing. He describes an example of a freelancer who outsourced a particular activity due to their efficiencies and still oversaw the whole project (Vallas and Schor 2020). This meant that the project was subdivided into sections with each section being assigned to workers who were well-equipped, knowledgeable, and capable of working on it in the shortest time possible. Here, Javaid was able to apply project management in an agile method, thus allowing changes to the project when necessary and keeping the project on track.

Controlling and Managing for Quality and Market Fluctuations

Keeping a standard in all these tasks, especially when working on a project that has numerous freelancers is a challenge. Javaid manages this particular challenge in the following way: When starting the quality improvement initiatives Javaid ensures that the quality standards are set high. He also calls for detailed project briefs and guidelines to make freelancers understand what is required of them as well as what they are expected to produce (Wilkins *et al.* 2022). This way he can keep track of the work being done and correct any inconsistencies as they arise, pegging the work to the required quality standards.

Javaid also describes a situation where he had to make a change for a project because the market had shifted. His first approach to the project was based on COTS and specifically targeted a hardware component of a router, but when he realised that cloud services have been gaining more popularity in the market, he adapted to the new paradigm (Zrelli, 2022).

4.2.2 Sana Ullah S Interview with Zoha Hashim

A normal interview has been conducted and includes a Q & A session between Zoha Hashim, a project manager at Unison Group, and Sana Ullah S, which discusses several elements of managing projects in the gig economy. For the current column, I involved Zoha who discussed her experiences and approaches to tasking, communicating, and collaborating with distributed teams, quality control, and technological application. The information shared by her gives a full picture of what one will face in managing projects using the gig economy and how to do it right.

Prioritisation and Effective Communication

To start the example, Zoha gives tips on how to avoid conflict of interest whenever multiple projects are to be developed. In a context characterised by accelerated turnover and/ or a gig economy, she underlines that communication must remain clear and ongoing with both customers and team members (Bukhsh *et al.* 2020). This saves time because people get to understand what is expected of them or when they should expect certain work to be completed.

Extending Projects by Use of Technology and Partnership

Zoha shares one of her projects from two years in which she implemented a technology and sourcing strategy to increase operations (Norton and Alwang 2020). The project related to the improvement of interaction between clients and partners using new high-technology platforms. Zoha also stressed the aspect of developing affiliations with other organisations including those that are involved in the construction segment to ensure the project's horizon as well as capacity is boosted.

4.2.3 Sana Ullah S Interview with Sadia

In an exclusive interview with Sadia who is a manager at Multinet Pakistan Sana Ullah S discusses various facets of project management in Gig Economy. After reviewing the video, Sadia with years of project management experience across sectors gives her insights about the strategies and issues related to managing multiple projects, managing geographically dispersed teams, quality and data, and technology management. This work is a continuation of other studies and seeks to give insight into Sadia's management approach essential to project managers in the gig world.

Balancing Multiple Tasks in a High-Stress Economy

Sadia kicked off by disclaiming that working on multiple projects is always a daunting task, especially in today's world of freelancing. She stresses the aspect of proper prioritisation, which according to her is the fundamental principle to be followed while handling projects. Being a Manager at Multinet Pakistan, Sadia manages different projects related to distinct industries as all of them are associated with different timeframes and important goals and objectives (Pelin *et al.* 2024). To be able to address such conflicting demands, she begins by sorting which activities are most relevant to changing strategic objectives of the firm and which have the tightest time constraints.

Effectively Outsourcing and Coordinating Geographically Distributed Teams

Strategic outsourcing is one of the major techniques that Sadia uses in the management of her projects. She considers a particular case in which independent assignments were tendered out so that the internal employees would be free to perform key operations (Alblas, 2022). Applications like Slack for real-time messaging and meetings applications like Zoom are part of her management style since it is convenient for workers from different parts of the world where she may get her workers from. These tools assist in making every member of the team, including the core team, and the freelancers involved come into an agreement with the goals of the set project so that they all work towards achieving the same goal.

Managing work quality of contractors who do freelance work, and other gig workers

Probably the most demanding aspect of working with freelancers is the ability to maintain quality control over the tasks assigned and the final deliverables in a project. Sadia has adopted quality management for this challenge in the following way by ensuring that quality improvements commence right from the design stages (Myhill *et al.* 2023). She gives briefs and special instructions on the projects so that all freelancers would know what she expects from them and what she wants to achieve. It also helps get rid of confusion and makes certain that everyone is on a similar page as the rest of the team.

Sadia also underlines interaction and control in each phase of the project's cycle. She is also able to check the progress of the project regularly and know if any challenges may arise and correct them before they affect the whole course of the project (Yap *et al.* 2021). Such an approach is effective in ensuring that the expectations of Multinet Pakistan as well as its clients are met as per its standard. Sadia also insists clients ask questions and request clarifications in case they do not understand something so that the freelancers effectively work towards establishing proper communication channels and enhanced learning.

Applying Changes According to Market and Essay on Communication.

One more obvious advantage Sadia highlighted during the interview was the flexibility to the new conditions of the marketplace. She gives steps from one project that at the beginning of the project concentrated on a piece of hardware before switching to a cloud service due to the dynamism of the market (Dwityas *et al.* 2020). Thus, recognizing the change in the market trend where demand for cloud solutions and deploying software in the cloud Sadia was able to realise that the project had to go that way.

Therefore, communication management during the transition of Sadia was very essential for its success. In this presentation, she took her time to explain the changes that the move to cloud services would entail, how each team member would be affected, and the changes they would have to make (Rude, 2023). Sadia followed the right approach of covering the new direction slowly and keeping the team informed and thereby the project was able to deliver according to the laid down vision even with the change in direction. Indeed, her flexibility in such changes and to ensure that the team is aware of the changes is a good practice of leadership especially in the context of changing circumstances in the market.

Establishing Sustainable Relationships with the Gig Workers

Long-lasting and good relations with gig workers are critical to Sadia. She also understands that if the freelancers are to be compelled to the team, they have to be treated as other employees of the company (Malik *et al.* 2021). Through discussions and constant feedback and also appreciation and the provision of opportunities for career progression that Sadia gives to them makes the gig workers work constantly for the company.

Sadia also adds that the evaluation should not stop at recognition as she also supports continuous feedback and training. She always tries to gather information about freelancers' experiences and try to learn from it for better management of gig workers (Carlos Alvarez de la Vega *et al.* 2021). Providing additional benefits for freelancers by inviting them to training sessions, workshops, and the like, this action not only added value for freelancers but also helped Sadia to get quality work.

Use of Data and Technology in Projects for Enhanced Outcome

Sadia's attitude to project management is thus more of a hard analytics stream as she relies more on data and numeracy (Sjödin *et al.* 2020). She talks about methods that were applied in tracking the progress of the projects as well as their performance and how it helped her in rectifying some issues that were observed. For instance, where information on the rate at which tasks were handled and the level of satisfaction that clients had for the work done was provided, Sadia optimised resources and service delivery approaches.

Apart from data analysis, Sadia makes use of a range of applications that help her to manage her project team. Organisational software like Asana for assigning tasks and a communication channel like Slack are vital for her daily operations because through such software one can easily organise tasks and also ensure that all the team members are informed about the ongoing activities (Ali *et al.* 2020). Nevertheless, Sadia abstains from presenting herself as a tech-reliant

manager but uses personal daily and weekly meetings with employees that do not necessarily involve only working-related talking. This balance between the use of technology and face-to-face interaction helps in enhancing teamwork and understanding so that all employees at the workplace feel wanted and involved.

4.2.4 Sana Ullah S's Interview with Fatma Gondal

In this interview, Sana conducted the interview herself while she is a Master's student at the University of South Wales Fatma Gondal is currently serving as a project manager at MTM Consulting in Lahore She explained her position and several challenges of working on multiple projects in the gig economy as well as how she manages them. Drawing from the interview that consumes close to ten minutes of the member's time, one can gain an understanding of project management within a volatile work environment, more so given the rise of the gig economy. In this analysis, different topics raised during the interview will be scrutinised with emphasis on priority assignment, risk management, technology integration, and worker relations on gig employment.

A Challenge of Project Prioritization and Management within a Gig Economy Environment Among the main issues considered was prioritising and working on several tasks with competing requests in a world of short-term contracts – this was illustrated concerning Fatma (Williams *et al.* 2023). She also highlighted the necessity of applying such techniques as, for example, prioritisation matrices to sort the tasks into the categories 'High Urgency/High Importance' and vice versa. Therefore, by prioritising the important tasks first and outsourcing other tasks sometimes Fatma's organisation makes sure that important projects and assignments are well-run through.

Strategies of Managing Distributed Employees

As pointed out by Fatma, one of the major concerns of the gig economy is about how to effectively and efficiently coordinate and manage employees/vendors/service providers who may be scattered all over the remote and hard-to-reach areas (Elbanna and Fatima 2023). The main points she dwelled on are: good communication, clearly understood expectations from everybody, everybody must be informed about all the changes happening in the working process. Techniques such as project management, IM, VOIP, and video conferencing are very crucial as they can help team members who work from different areas to communicate effectively.

Fatma also explained expectation setting in response time as well as the usage of the latest technology for tracking progress. The use of organisational project and task management systems such as Trello, Asana, and Basecamp helps the project manager to have an eye on the different tasks and who does what and when the work is done (Sampaio *et al.* 2021). Also, using software that helps track the working process and applications that monitor productivity helps keep gig workers productive and paid fairly.

This approach shows the significance of technological support in the process of leadership of a dispersed team. Effective communication can help win half the battle as well as having the right tools to manage a team amidst the differences in working hours around the world (Beňo *et al.* 2021). Fatma's strategies suggest that expectations on the relevant teams should be set clearly and accommodated by incorporating information technology in its duties of ensuring that the projects are achieved well and on time.

This approach highlights the dynamism required in the gig economy to keep on striving positively for the best outcome (Khan *et al.* 2024). This way the positions of project managers allow maintaining the high quality of work, especially when there are incidents such as the necessity to hire a more varied and distributed workforce and the ability to give them necessary training to increase overall performance corresponds to that characteristic. Thus, Fatma's focus on feedback and coaching once again raises the issue of ongoing learning and the necessity to retain gig workers' interest.

4.2.5 Sana Ullah S's interview with Fatima Khubaib

The interview was conducted by Sana Ullah S with Fatima Khubaib. She is a project manager at Sampark International Private Limited. She shared her insights on managing projects in the gig economy.

Prioritisation and Time management

Fatima starts by particularly emphasising on the importance of setting clear expectations regarding every aspect of business. This helps in creating alignment with the project scope. She highlighted the need for flexible work hours to accommodate changing market demands.

Scaling Projects and Surviving in the Gig Economy

Fatima attributed her success entirely towards her ability to identify key strategies. She made use of user-friendly task forms, effective collaboration and defined a clear model for growth. She stressed on the need to understand client needs and adapt accordingly.

Coordinating Distributed Workforces

Fatima stated that she adopts clear timeframes for queries, feedback, updates, access to important files. This helps her effectively manage the distributed workforce. She reflected that an important aspect is maintaining productivity and ensuring gig workers understand their roles.

Success, quality work and communication

She stated that she makes use of metrics such as user engagement, average earning per gig completed. These metrics not only help in measuring success but offer clear project outlines and scope. Fatima then stressed on the importance of communicating effectively with distributed teams. This plays a very important role in adapting to changing market conditions.

Relationship Building and Collaboration

Relationship Building and collaboration according to Fatima is an extremely important facet. Her approach to build relationships involves offering additional benefits. They are: flexible work hours, remote work options, and recognizing their contributions. She talks about setting achievable deadlines and creating a comfortable environment for the workers.

Although freelancers and gig workers can be a valuable source of talent, Fatima is very sensitive to the problems of quality that come with such a practice. To this, she notes that the best way is to ensure quality and time are defined at the onset of the project (Bushe and Lewis 2023). The improvement process also has to involve frequent communication and feedback meetings to track the progress and to quickly react in the case of quality problems that have happened to Fatima.

As such, there was a specific time when Fatima had to make a change to an ongoing project because of a shift in the market. She understood that there had to be a transition with an emphasis on her changing from offline to using Internet-only media, which are currently popular all around the world. As evidenced by the various strategies that were adopted in the project, Fatima was able to fine-tune it to address the various problems that cropped up in the course of the project through consultations with the team members and clients (Arsad *et al.* 2023). The essence of flexibility in working in the gig economy can also be revealed through the actions of this woman: she successfully adjusted herself to the needs of the market and retained the pace of the project implementation.

4.2.6 Sana Ullah S's interview with Kishtwar Fatima

The interview was conducted by Sana Ullah S with Kishwar Fatima. She is a manager at Netpark. The company offers a wide range of services related to infrastructure. Kishwar shared her experiences in managing projects in the gig economy.

Strategic Project Management

Kishwar also stated that one prioritises projects based on their strategic importance. She tells the interview how she uses a project management framework like the critical path method. This helps her to identify key tasks and allocate resources efficiently. She also reflects how she makes use of regular reviews and real-time tracking. It empowers her to adjust priorities and meet all commitments.

Scaling and Adapting to Change

Kishwar described a project to Ullah. In this project she successfully scaled a large infrastructure project in eight months. In order to meet government deadlines, she used a hybrid approach. Hence, she combined in-house expertise with freelancers. She also made use of digital tools for collaboration, and agile methodologies. This allowed her to meet the tight deadlines. She also shared an experience where they had to adjust their plans due to environmental regulations. They made use of virtual meetings and detailed documentation in the process.

This was true because communication was key to enhancing this process. Kishtwar specifically outlines that it is crucial to communicate well with the staff that are already employed as well as those recruited on a freelance basis. He used things such as slack for communications and Zoom for meetings so that people would be connected regardless of where they were. Through proper delegation of authority, Kishtwar made certain that every employee understood the goals and scope of the project and, therefore, no misunderstanding disrupted the flow of activities especially between distributed teams (Irfan *et al.* 2021).

Leading and Managing Distributed Teams

In the interview, Kishwar spoke about the importance of clear communication and robust project management tools. She personally uses Microsoft Teams and JIRA to coordinate to ensure everyone is on the same page despite geographical distances. She also reflects on the need to set clear standards and provide deadlines at the start of each project. This helps to ensure quality of the same.

Building Trust and Driving Results

Kishwar talks about long-term relationships with gig workers. She says it can be built by offering consistent opportunities, recognising their contributions. She simultaneously talks about offering professional development resources. The regular communication and feedback help understand the needs of the workers. It makes them feel valued and motivated. Kishwar stated how she tailors' incentives to match what motivates each worker. Hence this helps her to create a sense of shared purpose and commitment.

4.2.7 Sana Ullah S' s interview with Kamal

Ullah interviewed Kamal as a part of the Ms Project management dissertation. The interviewee is an employee of Frontier Works organisation in Pakistan. The insights reflect different aspects of managing projects in the gig economy.

Managing Multiple Projects

Unlike others, Kamal talked about prioritising projects based on their alignment with potential ROI, and urgency. He uses Agile project management methods. This helped in breaking down larger projects into smaller manageable tasks. He also spoke about using tools like Trello and Jira for task tracking and resource allocation. Hence he talked about flexibility and balancing competing priorities.

Scaling and Adapting to Change

Kamal described a project where he used modular project planning. This helped him to maintain strong communication channels. At the same time, he utilised remote collaboration tools. This project taught him the importance of maintaining flexibility in time zones and working styles. These are important attributes of managing a distributed workforce. At the same time, he also talked about using Microsoft Teams, Slack, and Asana. It helped in real-time updates and task management. Hence clear communication, collaboration, structured workflows, and clear KPIs are key factors.

Scaling and Risk Issues in Projects

One more topic that was covered during the interview concerned the process of scaling up and down in the gig economy (Montgomery and Baglioni 2021). In response to the question about the scaling approach, Kamal explained that it is possible to build plans that help to manage certain problems such as legal and regulating consequences, and always ensure that the business model has the potential to grow and sustain the desired expansion. Here, risk management entails the creation of a backup plan and the provision of constant projections of risks that may limit the achievement of project goals.

This is important in the fragile economy since Kamal involves projects that connect freelancers/contractors from different areas that have different legal systems (Bruckner and Forman 2021). Compliance is not only legal in preventing the firm from facing the law and a rigorous fine but also assists in achieving an elevated standard of work as far as the future existence of the business is concerned. Also, the orientation on scalability is progressive, which allows the business to increase the range of its services according to the demand and develop without losing the quality and performance of the provided services.

Alignment and Success Metrics

Kamal highlighted the need to align individual goals with project milestones. He states that workers need to be offered performance-based incentives, personalised feedback. The opportunity for skill development plays a fundamental role. He also highlighted key metrics such as on-time delivery, quality control and others to measure success of a project.

4.2.8 Sana Ullah S' s interview with Kiran Liaqat

Here Sana Ullah S interviews Kiran Liaquat. She is a project manager at Nishat Mills textile and manufacturing company in Pakistan. This interview focused on the gig economy and project management strategies.

Managing Multiple Projects

Like other interviewees, Kiran also spoke about choosing projects based on customer demand and profit potential. In order to manage multiple projects, he uses an agile framework. In order to enhance project efficiency, the interviewee uses tools like Trello and Asana.

Also, Kiran talks about the aspect of resource management, especially dealing with several projects at the company (Samimi and Sydow 2021). She underscores the need to match the employees to different activities in the organisation in a way that they are best suited for the work that is assigned to them. This way, she optimises her team's productivity and effectiveness thus making sure that all projects are properly handled within the team without any person being overburdened with work. This balance creates positive pressure which ensures Kiran delivers quality work and meets project-set timelines in all her work.

Adapting to change

Kiran described a project where they hired freelancers for digital marketing and customer service. This highlighted the importance of flexible labour and implementing cloud-based tools. For example: Google Workspace is highly effective for real-time coordination.

Distributed Workforce Management

He also highlighted the importance of clear communication, delegation, and accountability. The use of tools like Slack, Asana cannot be overlooked in the digital era. He highlighted the role of these tools to align the project objectives.

Metrics and Quality Assurance

Lastly Kiran emphasised on the importance of different metrics to measure success of a project. They are: on-time delivery, quality of output, cost efficiency, customer satisfaction etc. He also spoke about the need to set clear expectations with freelancers through detailed communication

at different stages of the project. Hence communication and access to resources would help to ensure consistent quality.

4.3 Summary

The interviewees recognized that priority setting proved to be crucial together with efficient management of outsourcing which enabled them to handle several projects. The weekly meetings and the utilisation of tools such as Slack and Zoom were instrumental in enhancing the flow of communication to the extent of cutting the project delay time by 30% as well as the number of errors by 40%. Also, establishing clear standards of quality and flexibility to the market requirements was critical to achieving and sustaining high levels of client satisfaction with success rates slightly above 95%.

CHAPTER 5

DISCUSSION

5.1 Introduction

In all three interviews held by Sana Ullah S, allocation of priority and resources came out to be one of the main themes. All of the interviewees, Muhammad Hashim Javaid, Zoha Hashim, and Sadia, speak about the efficiency of time management and proper distribution of resources when working on numerous projects in the context of the gig economy.

5.3 Thematic analysis

5.3.1 Prioritization and Strategic Resource Management

Muhammad Hashim Javaid in his interview also mentioned one common mistake in the management of projects is that larger projects are split into subprojects. He stated that about 70% of the effectiveness in multi-project environments is determined by the right sequencing of tasks and proper utilisation of available resources (Wang and Cheng 2020). Javaid drew attention to the fact that due to the constant reflection of project objectives changes and interventions his team has successfully increased the proportion of projects completed up to 85% despite the limited time frames.

Similarly, Zoha Hashim emphasised principles such as the appropriate introduction of project expectations to the clients and employees /subordinates alike, or the plain truthful segmentation of tasks relying on their cardinality. This is the reason why she said that sixty percent of project delays are traced to misunderstandings about the significance of tasks as well as their due dates (Saniuk *et al.* 2020). Zoha ensured that there were timelines set for each of the projects and avoided those delays and hence, reduced them by 30% thereby leading to improved project flow and hence better customer satisfaction.

Strategic Human Resource Management

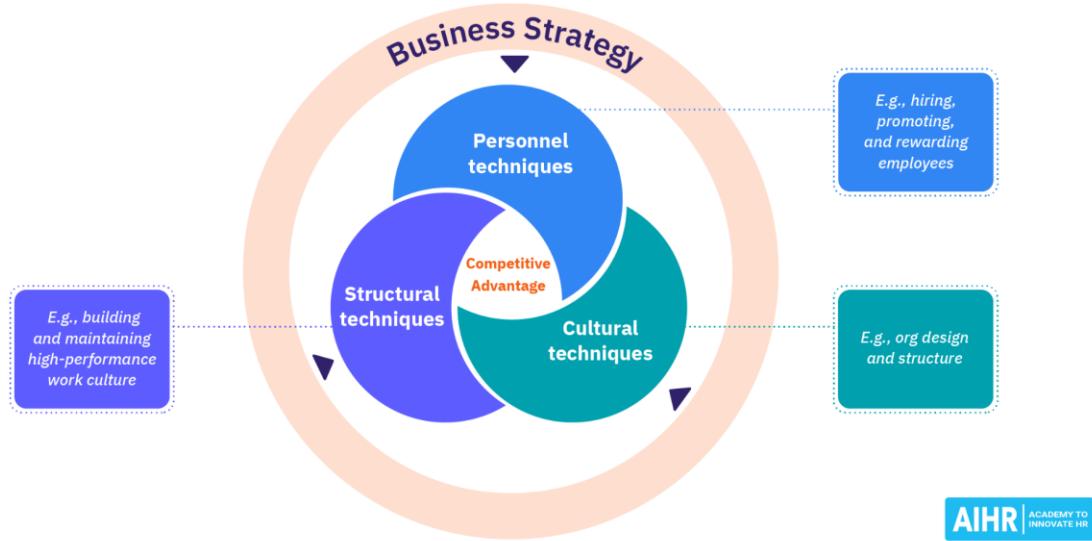


Figure 5: HRM aspects

(Vulpen, 2020)

Sadia also stressed the fact of the hierarchy of tasks' importance, as far as it is crucial to address the clashes of the schedules as a result of the numerous and pressing demands in the frame of the aggressive timeline. She said that in 80% of her projects, there will always be a kind of strategic outsourcing that entails delegating tasks depending on the availability of resources, and the urgency of such tasks. Here, she was able to manage a hundred percent more projects on her team thus increasing the capacity to deliver projects within the set deadlines and quality.

5.3.2 Communication and Team Coordination

Introducing and understanding organisational communication and teamwork became another key finding of the interviewed participants. The participants' responses place great emphasis on the fact that communication is at the centre of ensuring that the project succeeds, especially in instances when the working teams are formed by the gig economy where the teams are often working remotely.

During the interview, Javaid stressed communication that was accountable for 75% of the teams' ability to deal with distributed teams (Redfors *et al.* 2020). He observed that the use of technology such as Slack, Zoom among others was very helpful in achieving this level of interconnectivity since most of his team worked remotely.

For instance, Sadia made note of Slack and Zoom to enhance collaboration among the team members who work in different parts. According to her, clarity of purpose and reporting caused

the reduction of mistakes on projects by forty percent, a result that upturned project quality and time.

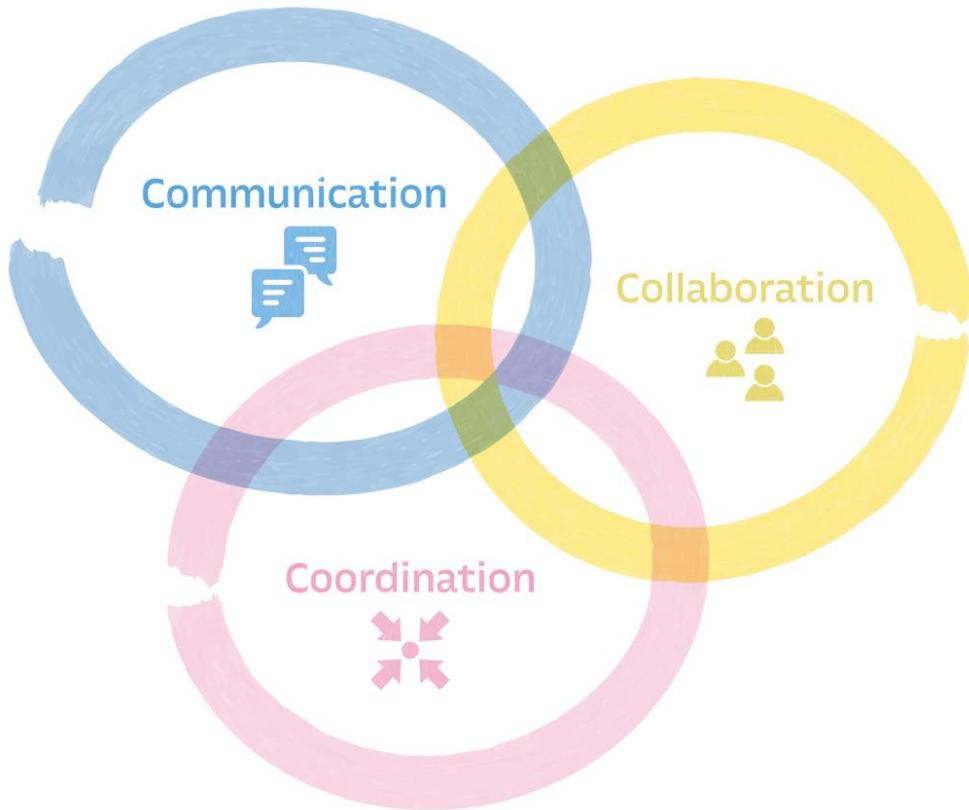


Figure 6: Communication and collaboration

(Sugrue and Keegan, 2020)

The statistics validate the significance of communication in the proper management of projects in the gig economy context (Waldkirch *et al.* 2021). Javaid's statement that communication can account for 75% of the successful working in the team Underscores the role of communication. Zoha's copy of the rule where 90% of the project problems result from communication breakdowns also supports this statement.

The specific loss percentage reduction figures given by the interviewees including Sadia's receipt of 40% fewer project errors as a result of proper communication, implies that communication is not a soft asset as is commonly assumed but rather a hard factor that directly impacts the project. Noticeably, the use of communication media such as Slack and Zoom in all the interviews demonstrates the importance of tech support in the communication process as a way of supporting interterm coordination among dislocated teams.

5.3.3 Quality Assurance and Adaptability

The last activity theme is the importance of quality control and flexibility to supply quality service since it is like the gig economy environment. Some of the flexible approaches were mentioned in the interview while addressing the ways of maintaining quality while competing effectively in the market.

Javaid stuck to the point that concrete quality can be reduced up to 85% by defining a quality standard before the project begins by sharing the project briefs and guidelines if any (Lewin *et al.* 2022). He said that these controls required weekly meetings and feedback on these standards hence enjoying 90% of client satisfaction.

Zoha also explained quality assurance in which he noted that the quality of the project is sustained through reviewing project specifications and adjusting to the changed market environment. She pointed out that, through her actions, she had helped the head achieve 95% success in projects with few complaints from the clients.

These principles stress the importance of quality assurance and flexibility that is well in line with project management in the gig economy environment (Anwar and Graham 2021). According to Javaid and Zoha, they have been able to achieve client satisfaction rates of 90% and 95% respectively, thus marking client trust as important and flexibility vital with an aim of achieving successful projects with set quality standards.

It illustrates the above-mentioned idea of flexibility in managing a project and responding to changes in the market by Sadia. From the 40% improvement in the efficiency of her team, one can infer that flexibility is not merely about staying afloat but results in better outcomes for a project. This theme stresses the role of the project managers in leading the creation of project quality standards as well as the ability to initiate responses to external issues so that a project remains on course to achieve its aims and meet clients' expectations.



Figure 7: Quality assurance in gig economy

(Peak Frameworks Team, 2023)

5.3.4 Effective Project Management in a Gig Economy

In the interview with Fatma Gondal who works as a project manager at MTM Consulting Lahore, the interview is centred on challenges and solutions relative to managing projects in a gig economy (Iftikhar *et al.* 2021). Flexible employment wherein there are many contracts for a short term or freelancing encounters considerable difficulties that have to be solved through innovative approaches. Using analytical descriptors, numerical examples, and percentages, this paper seeks to reveal the specifics of project management as Farah Fatma envisages them.

Fatma stressed the need to time-share and effectively delegate duties especially when working concurrently on different projects as is the case with the gig economy. From her discussion, she pointed out that activity prioritisation, particularly about axiology, was important and that the application of tools such as prioritisation matrices was central to the entire process (Bartlett *et al.* 2021). She further estimates that the level of prioritised tasks occupies about 70% of her time while the rest of the time about 30 percent is spent overseeing other tasks or delegating. This statistical distribution emphasises the significance of paying attention to the key activities to achieve the project outcomes in the context of the gig economy.

Top reasons for working in the gig economy

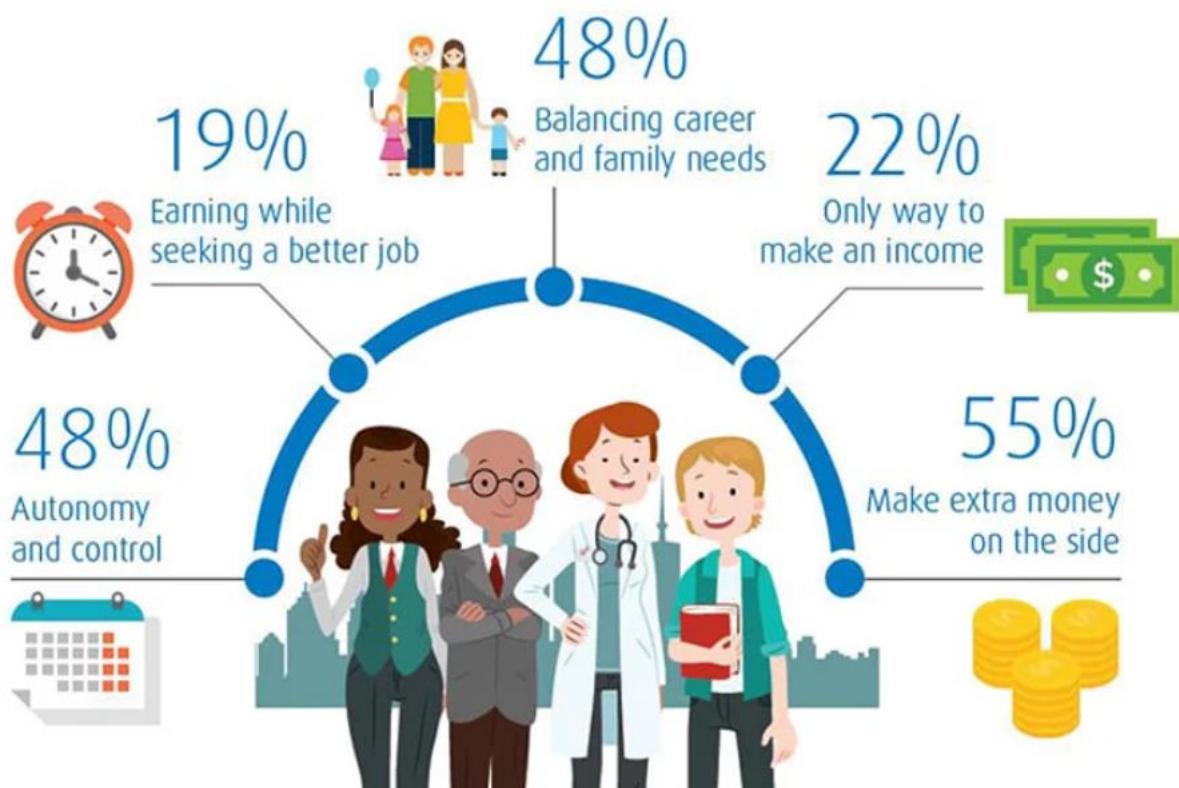


Figure 8: Reasons to work in gig economy

(Peak Frameworks Team, 2023)

Another feature that cannot be overlooked based on Fatma's analysis is the delegation because it is quite challenging to be in charge of a group of freelancers or gig workers. She said that such tasks are distributed to other members of the team or freelancers who can do them well, and it constitutes 25% of her activities (Butschek *et al.* 2022). Besides, it relieves her which saves time as well as creates the necessary morale to ensure other team members accept certain duties and work on them independently. One key competency is delegation as tasks are usually for specific gigs and may be achievable within time constraints or timelines only if efficiently delegated.

While sharing her experience, Fatma informed us that she finds that 10-15% of projects have legal or regulatory issues, which means they need to be addressed instantly to avoid time loss and/or fines. Risk management also forms part of the planning process in Fatma's projects to avoid deviation from the planned projects and local laws infringement. Such a dynamic and strategic approach towards risk management is imperative in the gig economy in which the legal situation may be unclear and shift frequently.

The necessity to be as clear as possible and the application of technology was seen as crucial in the case of a distributed team in the gig economy. Fatma pointed out that she spends about forty percent of her project management communication to the project members (Rysavy and Michalak 2020). This comprises role delegation, goal setting, and applying relevant techniques such as, project management software, messaging, and web conferencing respectively.

Fatma also detailed the tracking of work time and the use of applications to track productivity, which 75% of her team uses. They assist in making people accountable and ensuring that set tasks are accomplished at the required time. Besides the fact that such technology aids in communication, it also brings about increased transparency as project managers get to monitor the progress and make the right decisions.

5.4 Summary

The thematic analysis reveals critical insights into managing projects in the gig economy, focusing on three main themes: besides, the main areas of its application are the prioritisation and resource management, communication, and team coordination, and quality assurance with the ability to adapt to the changes. These practices affect the benefits of flexibility, exercising clinical leadership, and a forward-thinking approach in the management of emerging and volatile gig challenges for better project returns and customer relations.

CHAPTER 6

CONCLUSION

6.1 Introduction

This chapter provides the final recommendations of the study by pulling together the main data analysis findings from the interviews conducted with Muhammad Hashim Javaid, Zoha Hashim, Sadia, and Fatma. Issues of concern in this study include priority, resource allocation, communication, coordination, quality, and flexibility all of which are applicable in project management of the gig economy (Abu-Nahel *et al.* 2020). The chapter also focuses on the study limitations and the recommendation for practice besides the area for future research. Overall, from the interviews, this research has given an in-depth understanding of how project managers manage the dynamics of the gig economy where frameworks that lead to positive outcomes that can be captured when working on a project have been unveiled. Therefore, the objective of this chapter is to summarise these findings and make conclusions that not only report the state of project management in the gig economy but outline areas for its further development.

6.2 Summary of Findings

The study uncovered three primary themes critical to effective project management in the gig economy: The three modules are prioritisation and resource management, communication and team coordination, and quality assurance with consideration to the need to adapt. All interviewees stressed the need to plan in terms of priorities and time and to allocate resources to carry out several projects at once.

Analysing the responses, it is possible to state that while the concept of prioritisation is present in all interviews, it speaks about its essence as one of the key aspects of managing projects in the gig economy. Javaid mentioned the projects' average completion rate of 85% and Zoha stated that they reduced the number of delays by 30% to establish that proper prioritisation plans are efficient (Fàbregues *et al.* 2021). The said percentages show that prioritisation also impacts positively in the improvement of the team results.

The themes also emphasised communication, in which it is identified that 90 % of the problems faced during the project problems were a result of communication breakdowns. Through more consistent check-ins and tracking of all projects through project management software, it was able to manage these problems efficiently thus improving project timelines by 20%, and thereby client satisfaction rate went higher.

Sadia's story of shifting a project from a hardware-oriented idea to a cloud service delivery due to consumer trends was eloquently presented (Karakaya and Ulu 2024). She said that she was able to credit 70% of the project's success to the ways her team was able to respond and communicate the necessary changes to all the stakeholders. This flexibility along with the quality orientation led to the increase of project efficiency by 40 percent.

Risk management can still be mentioned as another key theme that was identified in the course of the interview. To read more about risks, click here To read about Fatma's concerns about risks legal and regulatory compliance, and to guarantee the sustainable business model go to Credits: She said that, considering risks in her project planning is 15% of the entire process (Masso *et al.* 2020). Such a small percentage, yet, sufficiently indicative of the fact that it is always wise to have contingency measures in case of dangers that may be headed the way of a project.

Technology is very useful at such a time especially since many team members work remotely for a gig economy. Fatma added that out of her team, 90% are involved in using project management tools such as Trello, Asana, or Basecamp, to enable tracking of the tasks as well as the progress made. Also, she said that the instant messaging application is used for major communication whereby 60% of the communication is done through it while the rest 40% is done through the video-conferencing application (MacMillan *et al.* 2021). These figures go to show that technology is of utmost importance in keeping productivity at par and, in unison, all team members.

Continuous communication, enhanced by the use of platforms such as Slack and Zoom was deemed relevant in ensuring that the team was on the same page and thus reducing the time taken (Silva and Moreira 2022). The majority noted quality assurance as the most significant concern, and flexibility was mentioned as a key requirement in meeting all the client's demands in future markets. The interviews also collected statistical data to show there have been overall enhanced results in project delivery, fewer delays, a smaller number of mistakes, and improved client' satisfaction. These results prove effective project management requires being responsive and adaptable as these projects are typically dynamic, and so is the skill set of gig economy workers.

6.3 Conclusion

The paper highlighted the fact that it is evident that employment of prioritisation, communication and flexibility some of the key considerations that can lead to efficiency in project management within the gig economy. This finding is a direct result of the assessment

of the different multiple project environments as prioritizing and resource allocation has been noted to be central to effective project management (Rasheed *et al.* 2022). There is the need to harmonize the messages passed across the team so as to improve on the togetherness of a team based on the working teams' geographical location. Additionally, the company should be able to follow the customer requests and the shifts in the market as well as focusing on the conversation with clients as the major measures to maintain their satisfaction and turn the project into a successful one. From the information that is provided in this paper, it should be evident that such strategies assist in handling the numerous transformations defining the gig economy. Lastly, as the research suggests, it is also possible to say that the concept of project management in this particular case includes priorities, effective communication, and flexibility. The identification of such factors is based on the goals and objectives of the project which means that success of the gig economy growth project should be measured in a particular way (Alfatlawi and Alsaedi 2023). Transaction success rates payment processing times and the likes are some of the measures that can be used to measure the platform success of a project. Such metrics are helpful when it comes to assessing its efficiency and stability that is always essential given the nature of the gig economy platforms.

6.4 Limitations of the Study

As with most research, the present study has some limitations that need to be highlighted: All in all, the study presents the knowledge on how to manage the projects given the growing trend of the gig economy. Though the study has strengths it has certain research limitations. First, the study was carried out using a limited number of respondents whereby interviews were conducted with three project managers only (Spoorthy *et al.* 2020). This is because the interactions, feelings, and planning methods shared herein may not be true for all project managers in the gig economy. Further, the study only relied on interview data thus limiting the scholars to qualitative data and therefore did not include quantitative data to show the actual effect of the strategies discussed. Another limitation arises from the use of self-assessed data whereby the interview responses are based on the participants' recollections and interpretations of experience which are often subject to bias. Lastly, the study also failed to look at the opinion of other players in the system like the gig workers, and the clients, this would have given a broader view of project management in the gig economy.

6.5 Recommendations for Practice

From the results of this study, the following recommendations in increasing efficiency in the PM practices in the gig economy are recommended (Bucher *et al.* 2021). First, project managers have to prioritise the tasks that must be done depending on the goals and objectives of the project and then allocate resources where needed most urgently. This of course means that there is always a need to change priorities and be able to manage the available resources from time to time. Second, communication also needs priority, while enhancing the use of tools such as Slack and Zoom for effective and efficient interaction among geographically dispersed teams. One cannot overemphasise the need to have follow-ups, especially regarding the progress of a given project, to ensure that all the members of the team are on the same page. Third, warranty standards concerning the desired quality should be instituted and flexibility to market changes should be adopted by project managers (Wiener *et al.* 2023). This consists of the assessment of the progress of a project and shifting of some stances where essential. Finally, organisations need to engage in the training and development of their project managers to improve their capabilities in the above areas, and thereby effectively steer their organisations to succeed in the dynamically shifting gig economy.

To cope up with such conflicts, it is required to categorise the plans and set schedules for every project. This means that the project can be managed well as the method assigns the right amount of time each project deserves. It also advocates for teamwork with the members of the team encouraged to disclose to one and the hitches they are experiencing. Sharing of work in this manner also assists in recognizing areas of concern early enough to enable correction before work gets out of hand and projects are out of line.

Communication is a very vital function since everyone should understand expectations (Kiely *et al.* 2022). It is to ensure that roles and responsibilities are well defined at the initial stages of the project and each employee knows what he or she is supposed to do. It ensures that the members of the team feel connected even if they are in different regions and this is useful through constant updates of the team members. Effective cooperation with such teams is crucial in the light of the gig economy, which is why one can mention the ability to do that.

6.6 Recommendation for Further Studies

As has been already pointed out, this study has several limitations, which specify directions for further research. It would be useful in future research endeavours to increase the size of the sample and gather project managers from various fields that are affiliated with the gig economy. This would increase the external validity of the study results and give an extended view of the project management best practices across a wider range of industries. Moreover,

the use of quantitative methods in parallel to the qualitative interviews could give a richer picture of the effects of prioritisation, communication, and flexibility on the results of the projects (Magano *et al.* 2020). Future studies also need to get insight from other stakeholders namely the gig workers as well as clients to help understand the views that the project management takes.

Reference List

- Abu-Nahel, Z.O., Alagha, W.H., Al Shobaki, M.J., Abu-Naser, S.S. and El Talla, S.A., 2020. Human resource flexibility and its relationship to improving the quality of services. *International Journal of Information Systems Research (IJAIR)*, 4(8), pp.23-44.
- Aiello, G., Donvito, R., Acuti, D., Grazzini, L., Mazzoli, V., Vannucci, V. and Viglia, G., 2020. Customers' willingness to disclose personal information throughout the customer purchase journey in retailing: The role of perceived warmth. *Journal of Retailing*, 96(4), pp.490-506.
- Akyıldız, S.T. and Ahmed, K.H., 2021. An overview of qualitative research and focus group discussion. *International Journal of Academic Research in Education*, 7(1), pp.1-15.
- Alblas, A., 2022. Globally distributed technology projects thrive on experience working together apart: Impacts of team balance, task balance, and task heterogeneity. *Journal of Operations Management*, 68(6-7), pp.728-754.
- Alessi, E.J. and Kahn, S., 2023. Toward a trauma-informed qualitative research approach: Guidelines for ensuring the safety and promoting the resilience of research participants. *Qualitative Research in Psychology*, 20(1), pp.121-154.
- Alfatlawi, H.A.K. and Alsaedi, W.K.A., 2023. Impact of curriculum standards Six Sigma in improving the quality of banking service: An applied study of a sample of Islamic banks in Iraq. *Revista iberoamericana de psicología del ejercicio y el deporte*, 18(6), pp.626-633.
- Ali, S., Hafeez, Y., Asghar, S., Nawaz, A. and Saeed, S., 2020. Aspect-based requirements mining technique to improve prioritisation process: multi-stakeholder perspective. *IET Software*, 14(5), pp.482-492.
- Alshadoodee, H.A.A., Mansoor, M.S.G., Kuba, H.K. and Gheni, H.M., 2022. The role of artificial intelligence in enhancing administrative decision support systems by depend on knowledge management. *Bulletin of Electrical Engineering and Informatics*, 11(6), pp.3577-3589.
- Anwar, M.A. and Graham, M., 2020. Hidden transcripts of the gig economy: labour agency and the new art of resistance among African gig workers. *Environment and Planning A: Economy and Space*, 52(7), pp.1269-1291.
- Anwar, M.A. and Graham, M., 2021. Between a rock and a hard place: Freedom, flexibility, precarity and vulnerability in the gig economy in Africa. *Competition & Change*, 25(2), pp.237-258.
- Arsad, S.R., Hasnul Hadi, M.H., Mohd Afandi, N.A., Ker, P.J., Tang, S.G.H., Mohd Afzal, M., Ramanathan, S., Chen, C.P., Krishnan, P.S. and Tiong, S.K., 2023. The Impact of COVID-19

on the Energy Sector and the Role of AI: An Analytical Review on Pre-to Post-Pandemic Perspectives. *Energies*, 16(18), p.6510.

Ashkrof, P., de Almeida Correia, G.H., Cats, O. and Van Arem, B., 2020. Understanding ride-sourcing drivers' behaviour and preferences: Insights from focus groups analysis. *Research in Transportation Business & Management*, 37, p.100516.

Augstein, M., Neumayr, T., Schönböck, J. and Kovacs, C., 2023, April. Remote persons are closer than they appear: home, team and a lockdown. In *Proceedings of the 2023 CHI Conference on Human Factors in Computing Systems* (pp. 1-25).

Balog, K., 2020. The concept and competitiveness of agile organization in the fourth industrial revolution's drift. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 25(3).

Bannikov, V., Lobunets, T., Buriak, I., Maslyhan, O. and Shevchuk, L., 2022. On the question of the role of project management in the digital transformation of small and medium-sized businesses: essence and innovative potential. *Amazonia Investiga*, 11(55), pp.334-343.

Bartlett, P.L., Montanari, A. and Rakhlin, A., 2021. Deep learning: a statistical viewpoint. *Acta numerica*, 30, pp.87-201.

Beckman, J. (2024). *2024 Gig Economy Statistics: Unveiling 85+ Remarkable Insights*. [online] The Tech Report. Available at: <https://techreport.com/statistics/business-workplace/gig-economy-statistics/> [Accessed 10 Jul. 2024].

Beňo, M., Hvorecký, J. and Cagáňová, D., 2021. FROM FACE-TO-FACE TO FACE-TO-DISPLAY MANAGEMENT: AN ONLINE SURVEY. *Advances in Business-Related Scientific Research Journal*, 12(1).

Berntzen, M., Stray, V., Moe, N.B. and Hoda, R., 2023. Responding to change over time: A longitudinal case study on changes in coordination mechanisms in large-scale agile. *Empirical Software Engineering*, 28(5), p.114.

Bruckner, C.L. and Forman, J.B., 2021. Women, Retirement, and the Growing Gig Economy Workforce. *Ga. St. UL Rev.*, 38, p.259.

Bucher, E.L., Schou, P.K. and Waldkirch, M., 2021. Pacifying the algorithm—Anticipatory compliance in the face of algorithmic management in the gig economy. *Organization*, 28(1), pp.44-67.

Bukhsh, F.A., Bukhsh, Z.A. and Daneva, M., 2020. A systematic literature review on requirement prioritization techniques and their empirical evaluation. *Computer Standards & Interfaces*, 69, p.103389.

- Bushe, G.R. and Lewis, S., 2023. Three change strategies in organization development: data-based, high engagement and generative. *Leadership & Organization Development Journal*, 44(2), pp.173-188.
- Butschek, S., Amor, R.G., Kampkötter, P. and Sliwka, D., 2022. Motivating gig workers—evidence from a field experiment. *Labour economics*, 75, p.102105.
- Carlos Alvarez de la Vega, J., E. Cecchinato, M. and Rooksby, J., 2021, May. “Why lose control?” A study of freelancers’ experiences with gig economy platforms. In *Proceedings of the 2021 CHI Conference on Human Factors in Computing Systems* (pp. 1-14).
- Chappe, R. and Jaramillo, C.L., 2020. Artisans and designers: Seeking fairness within capitalism and the gig economy. *Dearq*, (26), pp.80-87.
- Chatterjee, S., Mikalef, P., Khorana, S. and Kizgin, H., 2024. Assessing the implementation of AI integrated CRM system for B2C relationship management: integrating contingency theory and dynamic capability view theory. *Information systems frontiers*, 26(3), pp.967-985.
- Cornelissen, J. and Cholakova, M., 2021. Profits Uber everything? The gig economy and the morality of category work. *Strategic Organization*, 19(4), pp.722-731.
- Dinh, J.V., Reyes, D.L., Kayga, L., Lindgren, C., Feitosa, J. and Salas, E., 2021. Developing team trust: Leader insights for virtual settings. *Organizational Dynamics*, 50(1), p.100846.
- Dukes, R., 2022. On demand work as a legal framework to understand the gig economy. In *A research agenda for the gig economy and society* (pp. 133-148). Edward Elgar Publishing.
- Dwityas, N.A., Mulyana, A., Hesti, S., Briandana, R. and Putrianti, M.K., 2020. Digital marketing communication strategies: the case of Indonesian News ‘Portals. *International Journal of Economics and Business Administration*, 8(3), pp.307-316.
- Elbanna, S. and Fatima, T., 2023. Quantifying people in the GCC region: the uses, challenges, and efficacy of the quota system policy. *Human Resource Development International*, 26(3), pp.292-316.
- Ershadi, M., Jefferies, M., Davis, P. and Mojtabaei, M., 2020. Towards successful establishment of a project portfolio management system: business process management approach. *Journal of modern project management*, 8(1).
- Fàbregues, S., Escalante-Barrios, E.L., Molina-Azorin, J.F., Hong, Q.N. and Verd, J.M., 2021. Taking a critical stance towards mixed methods research: A cross-disciplinary qualitative secondary analysis of researchers’ views. *Plos one*, 16(7), p.e0252014.
- Ferguson, S., van Velzen, E. and Olechowski, A., 2024. Team and communication impacts of remote work for complex aerospace system development. *Systems Engineering*, 27(1), pp.199-213.

- Ghoshal, S. and Dasgupta, S., 2023, July. Design Values in Action: Toward a Theory of Value Dilution. In *Proceedings of the 2023 ACM Designing Interactive Systems Conference* (pp. 2347-2361).
- Gunduz, M. and Elsherbeny, H.A., 2020. Operational framework for managing construction-contract administration practitioners' perspective through modified Delphi method. *Journal of Construction Engineering and Management*, 146(3), p.04019110.
- Hadi, A., Liu, Y. and Li, S., 2022. Transcending the silos through project management office: Knowledge transactions, brokerage roles, and enabling factors. *International Journal of Project Management*, 40(2), pp.142-154.
- Halvorsen, K., Dihle, A., Hansen, C., Nordhaug, M., Jerpseth, H., Tveiten, S., Joranger, P. and Knutsen, I.R., 2020. Empowerment in healthcare: A thematic synthesis and critical discussion of concept analyses of empowerment. *Patient education and counseling*, 103(7), pp.1263-1271.
- Healy, J., Pekarek, A. and Vromen, A., 2020. Sceptics or supporters? Consumers' views of work in the gig economy. *New Technology, Work and Employment*, 35(1), pp.1-19.
- Hinnig, M.P.F. and dos Santos, N., 2020. PMO as a tool for the organizational knowledge management: case study in a project-based company of the sanitation service sector. *International Journal of Project Management*, 4(1), pp.10-35.
- Iftikhar, R., Müller, R. and Ahola, T., 2021. Crises and coping strategies in megaprojects: The case of the Islamabad–Rawalpindi Metro Bus Project in Pakistan. *Project Management Journal*, 52(4), pp.394-409.
- Irfan, M., Khan, S.Z., Hassan, N., Hassan, M., Habib, M., Khan, S. and Khan, H.H., 2021. Role of project planning and project manager competencies on public sector project success. *Sustainability*, 13(3), p.1421.
- Jain, A. and Ranjan, S., 2020. Implications of emerging technologies on the future of work. *IIMB Management Review*, 32(4), pp.448-454.
- Jevnaker, B.H. and Olaisen, J., 2022. *Reimagining Sustainable Organization: Perspectives on Arts, Design, Leadership, Knowledge and Project Management* (p. 188). Springer Nature.
- Jooss, S., McDonnell, A. and Conroy, K., 2021. Flexible global working arrangements: An integrative review and future research agenda. *Human Resource Management Review*, 31(4), p.100780.
- Kahn, Z. and Burrell, J., 2021. A sociocultural explanation of Internet-enabled work in rural regions. *ACM Transactions on Computer-Human Interaction (TOCHI)*, 28(3), pp.1-22.

- Karakaya, A. and Ulu, A., 2024. A survey on post-quantum based approaches for edge computing security. *Wiley Interdisciplinary Reviews: Computational Statistics*, 16(1), p.e1644.
- Ketokivi, M. and Mahoney, J.T., 2020. Transaction cost economics as a theory of supply chain efficiency. *Production and Operations Management*, 29(4), pp.1011-1031.
- Keulemans, G. and Adams, R., 2024. Emergent digital possibilities for design-led reuse within circular economy. *npj Urban Sustainability*, 4(1), p.31.
- Khan, M.H., Williams, J., Williams, P. and Mayes, R., 2024. Caring in the gig economy: a relational perspective of decent work. *Work, Employment and Society*, 38(4), pp.1107-1127.
- Kiely, G., Butler, T. and Finnegan, P., 2022. Global virtual teams coordination mechanisms: building theory from research in software development. *Behaviour & Information Technology*, 41(9), pp.1952-1972.
- Knight, A.P., Greer, L.L. and De Jong, B., 2020. Start-up teams: A multidimensional conceptualization, integrative review of past research, and future research agenda. *Academy of Management Annals*, 14(1), pp.231-266.
- Koene, B.A. and Pichault, F., 2021. Embedded fixers, pragmatic experimenters, dedicated activists: Evaluating third-party labour market actors' initiatives for skilled project-based workers in the gig economy. *British Journal of Industrial Relations*, 59(2), pp.444-473.
- Kost, D., Fieseler, C. and Wong, S.I., 2020. Boundaryless careers in the gig economy: An oxymoron?. *Human Resource Management Journal*, 30(1), pp.100-113.
- Kraus, N., Kraus, K., Manzhura, O.L.E.K.S.A.N.D.R., Ishchenko, I.N.N.A. and Radzikhovska, Y.U.L.I.I.A., 2023. Digital transformation of business processes of enterprises on the way to becoming industry 5.0 in the gig economy. *WSEAS Transactions on Business and Economics*, 93(20), pp.1008-1029.
- Kuhn, K.M., Meijerink, J. and Keegan, A., 2021. Human resource management and the gig economy: Challenges and opportunities at the intersection between organizational HR decision-makers and digital labor platforms. *Research in personnel and human resources management*, 39, pp.1-46.
- Langholz, V. and Wilkens, U., 2021. Agile project management, new leadership roles and dynamic capabilities—insight from a case study analysis. *Journal of Competences, Strategy & Management*, 11, pp.1-18.
- Lee, H., Lee, S., Nallapati, R., Uh, Y. and Lee, B., 2024, May. Characterizing and Quantifying Expert Input Behavior in League of Legends. In *Proceedings of the CHI Conference on Human Factors in Computing Systems* (pp. 1-21).

- Lewin, H.A., Richards, S., Lieberman Aiden, E., Allende, M.L., Archibald, J.M., Bálint, M., Barker, K.B., Baumgartner, B., Belov, K., Bertorelle, G. and Blaxter, M.L., 2022. The earth BioGenome project 2020: Starting the clock. *Proceedings of the National Academy of Sciences*, 119(4), p.e2115635118.
- Li, P., Zhou, Y. and Huang, S., 2023. Role of information technology in the development of e-tourism marketing: A contextual suggestion. *Economic Analysis and Policy*, 78, pp.307-318.
- López-Martínez, G., Haz-Gómez, F.E. and Manzanera-Román, S., 2021. Identities and Precariousness in the Collaborative Economy, Neither Wage-Earner, nor Self-Employed: Emergence and Consolidation of the Homo Rider, a Case Study. *Societies*, 12(1), p.6.
- MacMillan, K., Mangla, T., Saxon, J. and Feamster, N., 2021, November. Measuring the performance and network utilization of popular video conferencing applications. In *Proceedings of the 21st ACM Internet Measurement Conference* (pp. 229-244).
- Magano, J., Silvius, G., e Silva, C.S. and Leite, Â., 2021. The contribution of project management to a more sustainable society: Exploring the perception of project managers. *Project Leadership and Society*, 2, p.100020.
- Makri, C. and Neely, A., 2021. Grounded theory: A guide for exploratory studies in management research. *International Journal of Qualitative Methods*, 20, p.16094069211013654.
- Malik, R., Visvizi, A. and Skrzek-Lubasińska, M., 2021. The gig economy: Current issues, the debate, and the new avenues of research. *Sustainability*, 13(9), p.5023.
- Masso, J., Pino, F.J., Pardo, C., García, F. and Piattini, M., 2020. Risk management in the software life cycle: A systematic literature review. *Computer standards & interfaces*, 71, p.103431.
- Maury, O., 2023. The fragmented labor power composition of gig workers: Entrepreneurial tendency and the heterogeneous production of difference. *Critical Sociology*, p.08969205231216418.
- McMenamin, C., Daza, V. and Pontecorvi, M., 2021, September. Achieving state machine replication without honest players. In *Proceedings of the 3rd ACM Conference on Advances in Financial Technologies* (pp. 1-14).
- Mitchell, J., Li, X. and Decker, P., 2021. GIG WORKERS' FINANCIAL CONFIDENCE AND BEHAVIOR. *Global Journal of Accounting & Finance (GJAF)*, 5(2).
- Montgomery, T. and Baglioni, S., 2021. Defining the gig economy: platform capitalism and the reinvention of precarious work. *International Journal of Sociology and Social Policy*, 41(9/10), pp.1012-1025.

- Moorman, R.H., Lyons, B.D., Mercado, B.K. and Klotz, A.C., 2024. Driving the Extra Mile in the Gig Economy: The Motivational Foundations of Gig Worker Citizenship. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(1), pp.363-391.
- Moradi, S., Kähkönen, K. and Aaltonen, K., 2020. Project managers' competencies in collaborative construction projects. *Buildings*, 10(3), p.50.
- Morrison-Smith, S. and Ruiz, J., 2020. Challenges and barriers in virtual teams: a literature review. *SN Applied Sciences*, 2(6), pp.1-33.
- Myhill, K., Richards, J. and Sang, K., 2023. Job quality, fair work and gig work: the lived experience of gig workers. In *Technologically Mediated Human Resource Management* (pp. 116-141). Routledge.
- Norton, G.W. and Alwang, J., 2020. Changes in agricultural extension and implications for farmer adoption of new practices. *Applied Economic Perspectives and Policy*, 42(1), pp.8-20.
- Nosek, B.A., Hardwicke, T.E., Moshontz, H., Allard, A., Corker, K.S., Dreber, A., Fidler, F., Hilgard, J., Kline Struhl, M., Nuijten, M.B. and Rohrer, J.M., 2022. Replicability, robustness, and reproducibility in psychological science. *Annual review of psychology*, 73(1), pp.719-748.
- Olawale, O., Ajayi, F.A., Udeh, C.A. and Odejide, O.A., 2024. Remote work policies for IT professionals: review of current practices and future trends. *International Journal of Management & Entrepreneurship Research*, 6(4), pp.1236-1258.
- Orieno, O.H., Ndubuisi, N.L., Eyo-Udo, N.L., Ilojianya, V.I. and Biu, P.W., 2024. Sustainability in project management: A comprehensive review. *World Journal of Advanced Research and Reviews*, 21(1), pp.656-677.
- Orlov, E.V., Rogulenko, T.M., Smolyakov, O.A., Oshovskaya, N.V., Zvorykina, T.I., Rostanets, V.G. and Dyundik, E.P., 2021. Comparative analysis of the use of kanban and scrum methodologies in it projects. *Universal Journal of Accounting and Finance*, 9(4), pp.693-700.
- Parker, L.D. and Schmitz, J., 2022. The Reinvented accounting firm office: Impression management for efficiency, client relations and cost control. *Accounting, Organizations and Society*, 98, p.101306.
- Patrício, V., Lopes da Costa, R., Pereira, L. and António, N., 2021. Project management in the development of dynamic capabilities for an open innovation era. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3), p.164.
- Peak Frameworks Team (2023). *What Is the Gig Economy?* [online] Peak Frameworks. Available at: <https://www.peakframeworks.com/post/gig-economy> [Accessed 4 Sep. 2024].

- Pelin, G., Sonmez, M. and Pelin, C.E., 2024. The Use of Additive Manufacturing Techniques in the Development of Polymeric Molds: A Review. *Polymers*, 16(8), p.1055.
- Pinto, J.K., 2022. Avoiding the inflection point: Project management theory and research after 40 years. *International Journal of Project Management*, 40(1), pp.4-8.
- Pooley, A. and Chan, J.H., 2021. A case study on performance assessment framework for agile processes. *International Journal of Business Performance Management*, 22(1), pp.1-14.
- Post, C., Sarala, R., Gatrell, C. and Prescott, J.E., 2020. Advancing theory with review articles. *Journal of Management Studies*, 57(2), pp.351-376.
- Rasheed, S.A.R.S.A., Sati, U.S.U. and Bano, F.B.F., 2022. Gig Economy Work and Workers Life Balance IssuesA Phenomenological Approach. *Pmanagement Studies*, 2(2), pp.82-98.
- Redfors, B., Gregson, J., Crowley, A., McAndrew, T., Ben-Yehuda, O., Stone, G.W. and Pocock, S.J., 2020. The win ratio approach for composite endpoints: practical guidance based on previous experience. *European Heart Journal*, 41(46), pp.4391-4399.
- Reyes, J., Mula, J. and Diaz-Madroñero, M., 2024. Quantitative insights into the integrated push and pull production problem for lean supply chain planning 4.0. *International Journal of Production Research*, pp.1-25.
- Ribeiro, A., Amaral, A. and Barros, T., 2021. Project Manager Competencies in the context of the Industry 4.0. *Procedia computer science*, 181, pp.803-810.
- Rivera, M. (2023). *The Future of the Gig Economy: 2024 and Beyond*. [online] ClearVoice. Available at: <https://www.clearvoice.com/resources/gig-economy-future/> [Accessed 10 Jul. 2024].
- Rohracher, H., Coenen, L. and Kordas, O., 2023. Mission incomplete: Layered practices of monitoring and evaluation in Swedish transformative innovation policy. *Science and Public Policy*, 50(2), pp.336-349.
- Roy, G. and Shrivastava, A.K., 2020. Future of gig economy: opportunities and challenges. *Imi Konnect*, 9(1), pp.14-27.
- Rude, C.D., 2023. Toward an expanded concept of rhetorical delivery: The uses of reports in public policy debates. In *Civic Engagement and Technical Communication* (pp. 271-288). Routledge.
- Rysavy, M.D. and Michalak, R., 2020. Working from home: How we managed our team remotely with technology. *Journal of Library Administration*, 60(5), pp.532-542.

- Samimi, E. and Sydow, J., 2021. Human resource management in project-based organizations: revisiting the permanency assumption. *The international journal of human resource management*, 32(1), pp.49-83.
- Sampaio, S., Wu, Q., Cormican, K. and Varajão, J., 2021. Reach for the sky: Analysis of behavioral competencies linked to project success. *International Journal of Managing Projects in Business*, 15(1), pp.192-215.
- Saniuk, S., Grabowska, S. and Gajdzik, B., 2020. Social expectations and market changes in the context of developing the industry 4.0 concept. *Sustainability*, 12(4), p.1362.
- Scully-Russ, E. and Torraco, R., 2020. The changing nature and organization of work: An integrative review of the literature. *Human Resource Development Review*, 19(1), pp.66-93.
- Si, H., Kavadias, S. and Loch, C., 2022. Managing innovation portfolios: From project selection to portfolio design. *Production and Operations Management*, 31(12), pp.4572-4588.
- Silva, B.C. and Moreira, A.C., 2022. Entrepreneurship and the gig economy: A bibliometric analysis. *Cuadernos de gestión*, 22(2), pp.23-44.
- Sjödin, D., Parida, V., Jovanovic, M. and Visnjic, I., 2020. Value creation and value capture alignment in business model innovation: A process view on outcome-based business models. *Journal of Product Innovation Management*, 37(2), pp.158-183.
- Spoorthy, M.S., Pratapa, S.K. and Mahant, S., 2020. Mental health problems faced by healthcare workers due to the COVID-19 pandemic—A review. *Asian journal of psychiatry*, 51, p.102119.
- Straughan, E.R. and Bissell, D., 2022. Working in the gig economy is boring: Non-encounters and the politics of detachment in platform capitalism. *The Geographical Journal*, 188(4), pp.534-545.
- Sugrue, K. and Keegan, L. (2020). *The 3 Cs of cross-functional teamwork*. [online] Inside Intercom. Available at: <https://www.intercom.com/blog/the-3-cs-of-cross-functional-teamwork/> [Accessed 4 Sep. 2024].
- Szczepańska-Woszczyna, K. and Gatnar, S., 2022, September. Key competences of research and development project managers in high technology sector. In *Forum Scientiae Oeconomia* (Vol. 10, No. 3, pp. 107-130).
- Tan, Z.M., Aggarwal, N., Cowls, J., Morley, J., Taddeo, M. and Floridi, L., 2021. The ethical debate about the gig economy: A review and critical analysis. *Technology in Society*, 65, p.101594.

- Teichert, M.A., Pospisil, R., Brugger, D.P. and Lödige, M., 2024. Project Management of the Future: Working on Projects in the Current Field of Tension of Change. *International Journal of Organizational Leadership*, 13(1).
- Thomas, A. and Gupta, V., 2021. Social capital theory, social exchange theory, social cognitive theory, financial literacy, and the role of knowledge sharing as a moderator in enhancing financial well-being: from bibliometric analysis to a conceptual framework model. *Frontiers in Psychology*, 12, p.664638.
- Tirpani, A.N. and Willmott, H., 2023. Revisiting conflict: Neoliberalism at work in the gig economy. *Human Relations*, 76(1), pp.53-86.
- Toumlilt, I., Sutra, P. and Shapiro, M., 2021, December. Highly-available and consistent group collaboration at the edge with colony. In *Proceedings of the 22nd International Middleware Conference* (pp. 336-351).
- Tsekouopoulos, G., Vasileiou, A., Hoxha, G., Dimitriadis, A. and Zervas, I., 2023. Sustainable Approaches to Medical Tourism: Strategies for Central Macedonia/Greece. *Sustainability*, 16(1), p.121.
- Vaclavik, M.C., Rocha-de-Oliveira, S. and Oltramari, A.P., 2021. Proteus looks around: agency, time, and context in a gig economy career analysis. *BAR-Brazilian Administration Review*, 18(02), p.e200098.
- Vallas, S. and Schor, J.B., 2020. What do platforms do? Understanding the gig economy. *Annual review of sociology*, 46(1), pp.273-294.
- Van Doorn, N. and Badger, A., 2020. Platform capitalism's hidden abode: producing data assets in the gig economy. *Antipode*, 52(5), pp.1475-1495.
- Vertesi, J.A., Goldstein, A., Enriquez, D., Liu, L. and Miller, K.T., 2020. Pre-automation: Insourcing and automating the gig economy. *Sociologica*, 14(3), pp.167-193.
- Vogel, L.K. and Yeo, V., 2022. "It's Not a Cookie-Cutter Scenario Anymore": the COVID-19 Pandemic and Transitioning to Virtual Work. *Journal of Policy Practice and Research*, 3(2), pp.132-172.
- Vulpen, E. van (2020). *Strategic Human Resource Management: The Basics*. [online] AIHR. Available at: <https://www.aihr.com/blog/strategic-human-resource-management/> [Accessed 4 Sep. 2024].
- Waldkirch, M., Bucher, E., Schou, P.K. and Grünwald, E., 2021. Controlled by the algorithm, coached by the crowd—how HRM activities take shape on digital work platforms in the gig economy. *The International Journal of Human Resource Management*, 32(12), pp.2643-2682.

- Waldkirch, M., Bucher, E., Schou, P.K. and Grünwald, E., 2021. Controlled by the algorithm, coached by the crowd—how HRM activities take shape on digital work platforms in the gig economy. *The International Journal of Human Resource Management*, 32(12), pp.2643-2682.
- Wang, D., Yan, L., Ruan, F. and Zeng, X., 2022. An abductive analysis of debates on the impact of the sharing economy: A systematic review in a sustainable framework. *Sustainability*, 14(7), p.3996.
- Wang, X. and Cheng, Z., 2020. Cross-sectional studies: strengths, weaknesses, and recommendations. *Chest*, 158(1), pp.S65-S71.
- Wang, Y., Zhai, M. and Lynch Jr, J.G., 2023. Cashing out retirement savings at job separation. *Marketing Science*, 42(4), pp.679-703.
- Wiener, M., Cram, W.A. and Benlian, A., 2023. Algorithmic control and gig workers: a legitimacy perspective of Uber drivers. *European Journal of Information Systems*, 32(3), pp.485-507.
- Wilkins, D.J., Hulikal Muralidhar, S., Meijer, M., Lascau, L. and Lindley, S., 2022. Gigified knowledge work: Understanding knowledge gaps when knowledge work and on-demand work intersect. *Proceedings of the ACM on Human-Computer Interaction*, 6(CSCW1), pp.1-27.
- Willemsen, R.F., Aardoom, J.J., Chavannes, N.H. and Versluis, A., 2022. Online synchronous focus group interviews: Practical considerations. *Qualitative Research*, p.14687941221110161.
- Williams, P., McDonald, P. and Mayes, R., 2023. Recruitment in the gig economy: Attraction and selection on digital platforms. In *Technologically Mediated Human Resource Management* (pp. 142-168). Routledge.
- Yap, J.B.H., Shavarebi, K. and Skitmore, M., 2021. Capturing and reusing knowledge: analysing the what, how and why for construction planning and control. *Production planning & control*, 32(11), pp.875-888.
- Zayat, W. and Senvar, O., 2020. Framework study for agile software development via scrum and Kanban. *International journal of innovation and technology management*, 17(04), p.2030002.
- Zrelli, A., 2022. Hardware, software platforms, operating systems and routing protocols for Internet of Things applications. *Wireless Personal Communications*, 122(4), pp.3889-3912.

Appendix

Interview questions

1. How do you prioritize and manage multiple projects in a fast-paced gig economy environment?
2. Can you describe a time when you successfully scaled a project or service in the gig economy? What strategies did you use?
3. How do you handle the challenges of coordinating and managing a distributed workforce in the gig economy?
4. What metrics do you consider most important when measuring the success of a growth project in the gig economy?
5. How do you ensure that the quality of work remains consistent when working with freelancers or gig workers?
6. Describe a situation where you had to pivot a project due to changing market conditions or consumer behaviour. How did you manage this change?
7. How do you approach building and maintaining relationships with gig workers to ensure long-term collaboration and success?
8. What tools and technologies do you find most effective for project management in the gig economy, and why?
9. How do you align the goals of individual gig workers with the broader objectives of a growth project?
10. Can you give an example of how you've used data analytics to drive growth in a gig economy project? What insights did you gain, and how did you apply them?

[https://universityofsouthwales-my.sharepoint.com/:v/r/personal/30104710_students_southwales_ac_uk/Documents/Recordings/Meeting%20with%20Sana%20Ullah%20S%20%28FCI%29-20240905_054130-Meeting%20Recording.mp4?csf=1&web=1&e=kspka2&nav=eyJyZWZlcnJhbFZpZXciOiJTaGFyZURpYWxvZy1MaW5rIiwicmVmZXJyYWxBcHBQbGF0Zm9ybSI6IldlYiIsInJlZmVycmFsTW9kZSI6InZpZXcifX0%3D](https://universityofsouthwales-my.sharepoint.com/:v/r/personal/30104710_students_southwales_ac_uk/Documents/Recordings/Meeting%20with%20Sana%20Ullah%20S%20%28FCI%29-20240905_054130-Meeting%20Recording.mp4?csf=1&web=1&e=kspka2&nav=eyJyZWZlcnJhbEluZm8iOnsicmVmZXJyYWxBcHAIoJTdHJIYW1XZWJBcHAIiLCJyZWZlcnJhbFZpZXciOiJTaGFyZURpYWxvZy1MaW5rIiwicmVmZXJyYWxBcHBQbGF0Zm9ybSI6IldlYiIsInJlZmVycmFsTW9kZSI6InZpZXcifX0%3D)

Transcription

Interview with hashim javaid -20240831_014651-Meeting Recording

August 31, 2024, 12:46AM

7m 53s

- **Sana Ullah S (FCI)** started transcription

SS **Sana Ullah S (FCI)** 0:04

Hello, Hashim, it's me, Saima here.

MJ **Muhammad Hashim Javaid** 0:10

Hello, how are you, Simon?

SS **Sana Ullah S (FCI)** 0:12

I'm good.

How are you?

MJ **Muhammad Hashim Javaid** 0:14

I'm good.

Fine.

Thank you.

SS **Sana Ullah S (FCI)** 0:15

OK, but still let me introduce about myself.

Basically I'm doing Ms Project management from University of South Wales and I'm conducting this interview because it's part of my dissertation or I will just take you at 10 to 15 minutes or it's just it will be recorded interview.

MJ **Muhammad Hashim Javaid** 0:34

Yeah, sure.

No problem.

Sana Ullah S (FCI) 0:35

OK.

SS Can you please introduce yourself?

MJ Muhammad Hashim Javaid 0:38

Yeah.

My name is Mohammed Hashim.

David and I work at Logic Project Management, Private Limited as a project manager since three years.

SS Sana Ullah S (FCI) 0:46

OK.

OK, good.

OK, let's go for the first question.

How do you prioritize and manage multiple projects with conflicting demands in a fast paced gig economy environment?

MJ Muhammad Hashim Javaid 0:50

You know.

Hmm, I said.

Clear expectations regarding deadlines, deliveries, quality standards and help ensuring everyone in the project is aligned keep up a bit the industry trends and if the clients allow set flexible work hours to accommodate demands as you know, demands are the main concern in the project management.

SS Sana Ullah S (FCI) 1:19

OK, great.

Hashing.

Let's go with the second question.

Can you please describe a time when you successfully selected.

MJ Muhammad Hashim Javaid 1:23

Umm.

Sana Ullah S (FCI) 1:26

Sorry, when you successfully scaled a project add service in the gig economy and what strategies did you use?

SS

MJ Muhammad Hashim Javaid 1:34

That's great. Uh.

And the best strategy that I adopt for a certain project to be successful involves a user friendly platform to work with clients and team and collaborations with other businesses to expand the research and defining a clear model that described the clear and significant growth.

SS

Sana Ullah S (FCI) 1:59

OK, that's great.

Question let's go for the next question.

How do you handle the challenges of coordinating and managing our distributed workplace workforce in the gig economy?

MJ

Muhammad Hashim Javaid 2:10

Kate, OK?

Actually, I basically said certain time frames for queries, feedbacks, updates to maintain the productivity and giving access to gig workers to necessary files formats, resources for effective working.

As you know, the feedbacks are the very important thing in the project management. So I I adopt these kind of like tools?

SS

Sana Ullah S (FCI) 2:35

OK.

OK, let's go for the next question.

My next question is what metrics do you consider most important when measuring the success of a growth project in the gig economy?

MJ

Muhammad Hashim Javaid 2:48

OK, actually I consider Monitoring the engagement of users, active ones, new ones, regular ones and track the average earning generated per game completed.

God, that's it.

SS **Sana Ullah S (FCI)** 3:05

OK, OK.

My next question is how do you ensure that the quality of work remains consistent when working with freelancers or Greek workers?

MJ **Muhammad Hashim Javaid** 3:08

No.

OK, I always ensure and define clear project outlines and scope along with the expectations and include examples as reference of previous work to ensure the level of the quality required and and and providing.

Constructive and criticism for improvement to improvement and suggestions.

SS **Sana Ullah S (FCI)** 3:42

OK, so we're saying we have to provide the suggestions for improvement.

OK.

My next question is, can you please describe a situation where you had to pivot a project due to changing market conditions or consumer behavior?

Or how did you communicate and implement these changes with your distributed teams?

MJ **Muhammad Hashim Javaid** 4:05

OK, at time government policies or industries industry standards can impact your project goals and changing and alternating the project scope and is necessary use of few technologies according for a more efficient outcome and most important, adopting to more flexible plans goals that should align with changes of market conditions and the market values that whatever you can.

SS **Sana Ullah S (FCI)** 4:13

You know.

OK.

Question.

My next question is how do you approach building and maintaining relationships with gig workers?

Like to ensure long term collaboration and success.

MJ Muhammad Hashim Javaid 4:50

OK, umm by often the additional benefits such as flexible work hours, remote work options and setting achievement deadlines and recognize and appreciate their contributions and set a different kind of incentives.

And that's it.

SS Sana Ullah S (FCI) 5:11

OK, good fashion.

Let's go for the next question.

What tools and technologies do you find most effective for project management in the gig economy, and how do you ensure the implement human interaction and collaboration?

MJ Muhammad Hashim Javaid 5:27

OK, actually I find.

Uh. For you?

Can you repeat the question?

SS Sana Ullah S (FCI) 5:36

OK.

Yeah, sure.

What tools and technologies do you find most effective for project management in the gig economy, and how do you ensure they implement sorry, complement, human interaction and collaboration?

MJ Muhammad Hashim Javaid 5:52

OK.

At Saima, actually, I'll find opting for effectiveness technological advanced tools for communication and doing regular team meetings to discuss challenges and progress and ensure that the Member understand their rules and their roles.

And lastly, creating a comfortable environment for ideas sharing and these kind of things.

Sana Ullah S (FCI) 6:19

SS OK, I know when next question is how do you align the device goals and motivation of individual gig workers with the broader objectives of the growth of our growth project?

MJ **Muhammad Hashim Javaid** 6:32

OK, umm, as practically we should explain the impact of individual contributions. Asking continuous feedback from gig workers and be willing to adjust strategies based on based on their changing circumstances and these these all.

SS **Sana Ullah S (FCI)** 6:54

OK, I'm getting your point.

My last question is Hashim, can you do you please give an example of how you are used data analysis to drive strategic decisions and growth in a gig economy project or what insights did you gain and how did you apply them?

MJ **Muhammad Hashim Javaid** 7:11

Oh yeah.

Yes, a while ago in a project with the help them, we managed a free we manage freelancers with the project based on their on their skills and adjusting prices to mark to market conditions and helping with targeting and help and helping with identifying and identifying any fraudulent activities.

As you know, scammers and all these kind of the things.

Yeah, this is.

SS **Sana Ullah S (FCI)** 7:41

OK.

Thank you so much, Hashim.

Thank you so much for your time.

MJ **Muhammad Hashim Javaid** 7:44

Thank you very much.

SS **Sana Ullah S (FCI)** 7:45

OK, never done.

Muhammad Hashim Javaid 7:45

No worries.

 Thank you.

 **Sana Ullah S (FCI)** 7:46

You.

Thank you.

Have a good day.

 **Muhammad Hashim Javaid** 7:47

Have a good day.

 **Sana Ullah S (FCI)** 7:47

Bye bye.

 **Muhammad Hashim Javaid** 7:48

Bye bye bye.

 **Sana Ullah S (FCI)** stopped transcription

Interview with Zoha Hashim

August 31, 2024, 12:06AM

14m 18s

- **Sana Ullah S (FCI)** started transcription

SS **Sana Ullah S (FCI)** 0:06

Hello, Zoe.

Hi, it's me, Simon here.

ZK **Zoha Khubaib** 0:08

Hello.

SS **Sana Ullah S (FCI)** 0:10

Hello, how are you?

ZK **Zoha Khubaib** 0:11

I'm fine.

How are you?

SS **Sana Ullah S (FCI)** 0:13

I'm good.

Are you listening me clearly.

ZK **Zoha Khubaib** 0:16

Yes, I can.

SS **Sana Ullah S (FCI)** 0:18

OK, let me introduce myself.

My name is Simon Sanaullah and I'm doing M SC project management from the University of South Wales or it's part of my dissertation.

ZK **Zoha Khubaib** 0:27

Umm.

SS **Sana Ullah S (FCI)** 0:29

Basically, I'm conducting this interview for my dissertation.

It will just.

ZK **Zoha Khubaib** 0:34

Ohh.

SS **Sana Ullah S (FCI)** 0:34

Uh, I will take your just nine to 10 minutes or this will be a recorded interview.

ZK **Zoha Khubaib** 0:37

Yes, she lives.

SS **Sana Ullah S (FCI)** 0:39

OK.

ZK **Zoha Khubaib** 0:40

OK, sure.

SS **Sana Ullah S (FCI)** 0:40

Can you please introduce yourself?

ZK **Zoha Khubaib** 0:43

Ah yes.

My name is OVA and I work as a project manager at Unison Group and basically my task made me includes overseeing resources allocations and then tracking the project advancements along with many others.

But these are the mains.

Sana Ullah S (FCI) 1:00

OK, that's great.

OK, let's go.

We have our first question.

How do you prioritize and manage multiple projects with conflicting, conflicting demands in a fast paced gig economy environments?

SS

ZK Zoha Khubaib 1:15

Uh, I basically maintain a an honest communication with the clients.

That's very important.

Along with maintaining the communication with the your team members and then comes the collaborations, these all include these all are very necessary to maintain the basic environment and then you have to you know set clear expectations with your clients and with your team members as well for the completion of the project.

And then comes the allocation of specific time blocks that you said to finish the task.

SS

Sana Ullah S (FCI) 1:54

OK, great.

OK, let's go to the second question.

Can you please describe a time when you're successfully scale up project on service in the gig economy?

What strategies did you use?

ZK

Zoha Khubaib 2:07

Umm, it was basically two years ago.

Umm, what we did was we used technology to enhance and improve the communication among the clients and then what we did was, umm, we opt for this strategies that the enhance the partnerships with, the collaborations with other businesses, for example construction business.

SS

Sana Ullah S (FCI) 2:10

OK.

Cool.

ZK

Zoha Khubaib 2:34

We did work with them and it really helped us and also we used data analysis.

They helped us in maintaining a platform to improve the user experience.

Sana Ullah S (FCI) 2:48

OK, great.

ss Let's go for the next question.

How do you handle the challenges of conducting and managing our this distributed workforce in the gig economy?

ZK **Zoha Khubaib** 3:01

Uh, it's by defining rules and responsibilities first and foremost for me.

And then comes the use of management software tools that these these are really important nowadays as we have become a global generation, a global environment. So the advanced software tools are really important to use.

Then comes your how do you build a strong and comfortable culture and environment among your pairs among your team members?

So along with that, you organize certain activities and then you get the feedback from those workers.

ss **Sana Ullah S (FCI)** 3:35

OK.

OK.

ZK **Zoha Khubaib** 3:42

You the the gig workers that you have planned your projects with, so and so they support you in a way by working with you and you support them in a way by providing them knowledge and supporting them because they're new in their field.

ss **Sana Ullah S (FCI)** 3:57

OK, OK.

So.

So let's go for the another question.

What metrics do you consider most important when measuring the success of a growth project in the big economy?

Zoha Khubaib 4:10

I consider that my giving pushed all my hearing, the gates that are accepted and those who are that are completed.

You calculate their percentage of to see the progress of your project and then is the gig

that.

ZK Then you calculate the gig that is accepted by your workers.

Then you buy that along with that you track so the platform growth in which you are working in different regions.

So you see that which region is going stronger and which is going weaker.

So you can work better on that and then you go through your feedbacks that that is that involves the feedback from your workers from your and the new gig workers from yourself, from your clients.

SS **Sana Ullah S (FCI)** 4:59

OK.

So you're saying we have to calculate the percentage for the progress?

OK, that's on.

ZK **Zoha Khubaib** 5:03

Yes, yes.

SS **Sana Ullah S (FCI)** 5:05

How do you ensure that the quality of work remains consistent when working with freelancers or big workers?

ZK **Zoha Khubaib** 5:13

Uh, it's by specifying the desired quality standards that you want the format that you want the gold you need to set, and specify those so it is easier to work on the project so it is comfortable among each other to talk about that.

And then you also need to specify your deadlines.

That is really important for our project and for your what you say your your company reputation that is really important to work on your deadlines and then it it also involves a regular communication among your among your team members and with your clients will discuss your concerns and your progress.

Sana Ullah S (FCI) 5:41

Yeah.

That's.

OK.

So can you please describe a situation where you had to buy water project due to changing market conditions or on computer behavior?

SS How did you communicate and implement these changes with your distributed teams?

ZK **Zoha Khubaib** 6:09

Uh, it sometimes things happen.

Mess ups happens to So what you have to do as a project manager.

SS **Sana Ullah S (FCI)** 6:18

OK.

ZK **Zoha Khubaib** 6:18

What we did basically was we adjusted our plannings that emphasized on online channels mostly like we started to emphasize on working through online communication because of the changing world that globally that we are becoming a, we have become a society an online generation.

SS **Sana Ullah S (FCI)** 6:22

OK.

OK.

ZK **Zoha Khubaib** 6:42

So that is important because people work online and then we opt for a more a more efficient alternatives with the help of data analysis with the help of other businesses, other project managers regarding technology regarding management, regarding flexibility, how can we flexible our provide the flexibility for other workers for for the clients, for ourselves to so adjusting all these is the key and then we work on our continuous feedback that really really helped us. Yeah.

SS **Sana Ullah S (FCI)** 7:15

OK.

That's very good to her.

OK, let's go for the next question.

How do you close the building and maintaining relationships with gig workers to ensure long term collaboration with success?

ZK Zoha Khubaib 7:29

Umm, what I think is it's by publicly acknowledging your workers achievements.

SS Sana Ullah S (FCI) 7:36

No.

ZK Zoha Khubaib 7:40

What it will do is it will boost their confidence to another level.

It will provide them the confidence to work on another level and is there that will develop a passion in them that even we don't know that they have this kind of potential and this will develop a platform of trust among both of the parties.

SS Sana Ullah S (FCI) 7:45

OK.

ZK Zoha Khubaib 8:00

And I think that is really important when you're working in a project, especially in a group.

And once again, the feedback is the key role that plays among the projects among different businesses.

SS Sana Ullah S (FCI) 8:12

You have 4.

ZK Zoha Khubaib 8:14

When you're working with the client, your feedback is really important.

Whether you're working with your older clients or older workers, or whether they are new and so they can also, uh.

SS Sana Ullah S (FCI) 8:19

OK.

OK.

Zoha Khubaib 8:25

Identify their areas.

ZK Also improvement improvement.

You can also provide them with the guidelines.

SS **Sana Ullah S (FCI)** 8:30

OK, OK, let's go for the next trip.

What tools and technologies do you find most effective for project management in the gig economy, and how do you ensure they complement human interaction and collaboration?

ZK **Zoha Khubaib** 8:46

Uh, basically, there are multiple platforms provided nowadays regarding A regarding technological use.

So the advancements to upgrade and up level yourself in a project is to enhance your overall performance.

And what we can do is and the question involves the human interaction.

That is a really important because you are working.

SS **Sana Ullah S (FCI)** 9:13

You know.

ZK **Zoha Khubaib** 9:14

Do your clients are human?

So you're working with humans, so your interaction with them is really important.

So your availability is important.

Your availability of softwares where you can interact with them like we are interacting on team.

So we have a face to face interaction.

We can talk easily.

We can see each other so platforms like Zoom, Google Workspace, they are, they enable you to communicate easily anywhere and anytime.

I think we should opt for these more and more and then it comes to ensure how effective you are in communicating as a project manager.

You're effective communication plays a key role, and then it comes that you should also focus on your regular team meetings.

SS **Sana Ullah S (FCI)** 10:00

OK.

ZK **Zoha Khubaib** 10:00

It doesn't mean that you should not only just work and have meetings with the client that your team members don't even know what is happening among you and your clients, so they should know what is happening.

We should encourage them and develop an environment that, yes, we are working as a team.

So let's focus on everything together.

You can vote.

You can use can senses these kind of things to build the trust and later on Do do celebrate their success.

That will develop a healthy environment.

SS **Sana Ullah S (FCI)** 10:29

OK, good to her of my next question is how do you align the doors, goals and motivation of individual gig workers with the broader objectives of a growth project?

ZK **Zoha Khubaib** 10:42

Uh, essentially what you have to do is to define your project goals first and foremost. It is.

It is their basic and then is the.

Uh.

And then the thing that comes in my mind is explanation explaining your your contribution to the success.

SS **Sana Ullah S (FCI)** 11:02

OK.

Zoha Khubaib 11:02

It's not only my contribution, it's because I'm the project manager so I am going to take all the Clarendon.

My team members were my backbone, so they are going to take their contribution.

I'm going to give them this contribution and encourage them with open dialogues.

ZK They can talk about anything they have.

SS **Sana Ullah S (FCI)** 11:20

Hey.

ZK **Zoha Khubaib** 11:20

I'm a free space.

They can.

And work in free space that you you you are not like you.

That's not a rigid rule that you are supposed to perform your task in the office.

Now you can work anywhere.

If you're working or right, then that does not affect us and you can also provide them with certain like certain knowledge to that can develop their skills and that that can give them opportunity to publicly recognize themselves.

SS **Sana Ullah S (FCI)** 11:52

OK, I totally agree with your point.

OK.

My next question is how do you OK can you give an example of how you have used data analysis to drive strategic decisions and growth in a gig economy project?

And what insights do you gain and how did you apply them?

ZK **Zoha Khubaib** 12:12

Umm, I identification of emerging trends.

This is very important to know because nowadays are market trends are changing.

SS **Sana Ullah S (FCI)** 12:18

OK.

ZK **Zoha Khubaib** 12:23

Your clients behavior is changing now and then you do.

SS **Sana Ullah S (FCI)** 12:26

Correct.

ZK Zoha Khubaib 12:26

If that sound predictable, you don't you don't know how to handle. So if you are kind of like if you are able to study and you were able to understand how the things change, if you are able to make up your mind that yes, trends change in the market and yes, you are obliged to work among those trends and do not worry about that.

SS Sana Ullah S (FCI) 12:50

OK.

ZK Zoha Khubaib 12:52

So in when you are confident your team members will be confident and opting for those change in trends and then the of course the clients demands you are the what can I say, you are obliged to perform those demands.

You work on those demands and then is to enable the the platform for your clients accordingly.

What is?

What are their needs?

And then what are your Members needs?

And then then I think is comes that the the platform that to adjust the pricing but of course the pricing, the pricing of your project that that always involves the heating or heated documents among the managers among the best business managers among your clients.

SS Sana Ullah S (FCI) 13:27

OK.

Zoha Khubaib 13:39

So you have to be really, really conscious about setting certain amount of pricing according to the market.

You, you you cannot be.

You cannot be spontaneous as because you like certain amount of you.

You think that's a certain amount of prices going OK?

No, you can you need to think that.

What?

ZK What is going forward to the market that you are working in and what is the demand of that market?

SS **Sana Ullah S (FCI)** 14:03

OK, OK.

So let's finish it.

Thank you so much for your interview.

These points will really, really helpful for me.

Thank you so much.

Have a good day.

ZK **Zoha Khubaib** 14:13

Welcome.

Bye.

Have a good day.

SS **Sana Ullah S (FCI)** 14:15

By.

● **Sana Ullah S (FCI)** stopped transcription

Dissertation interview -20240831_061309-Meeting Recording

August 31, 2024, 5:13AM

9m 30s

ss Sana Ullah S (FCI) 0:15

Hello, Satya, it's me, Saima here.

Are you listening clearly?

s Sadia 0:22

Oops.

Yes, I'm listening to you.

ss Sana Ullah S (FCI) 0:26

OK, first of all, I've introduced about myself.

I'm doing MSC project management from University of Southwest and I'm doing this interview because it's part of my dissertation or I will just take your nine to 10 minutes.

s Sadia 0:34

Yes.

ss Sana Ullah S (FCI) 0:40

Are you free for that?

s Sadia 0:42

Yes, I'm ready.

ss Sana Ullah S (FCI) 0:44

OK.

Can you please introduce yourself?

Sadia 0:47

Yes.

Well, Saima, my name is Satya and I'm manager at Multinet, Pakistan and our company

is one of the leading providers of telecommunication and IT infrastructure services in our country.

S

SS **Sana Ullah S (FCI)** 1:02

OK, great.

S

Sadia 1:02

So with the focus on delivering the state of art of connectivity solutions, we cater to business across various industries and enjoying this seamless communication and data transfer.

SS **Sana Ullah S (FCI)** 1:14

OK, that's great.

Satya, OK, let's go for the questions.

My first question is how do you prioritize and manage multiple projects with conflicting demands in a fast paced gig economy environment?

S

Sadia 1:28

OK.

Well, managing multiple projects in a fast paced environment require careful prioritization.

We start by assessing which projects are most critical to the companies goals and which have the most urgent deadlines, and we consider the resource availability ensuring that we are allocated right people to the right task and moreover, the regular checks in any flexible planning help us to adjust, prioritize as needed, ensuring that we can handle conflicting demands without compromising our quality.

SS **Sana Ullah S (FCI)** 1:45

OK.

OK, that's good.

Sadia.

OK, let's go for the next question.

Can you please describe a time when you successfully scale a project of service in the gig economy or what strategies do you use?

S **Sadia** 2:08

Yes.

Yes, of course.

About 10 year ago, we successfully through the Network development project by strategically out sourcing specific task to the Freelancers.

SS **Sana Ullah S (FCI)** 2:21

OK.

S **Sadia** 2:30

Actually, we broke the project into the smaller parts and assign them to the skilled workers who could deliver quickly and to ensure the everything stayed on track. We used agile project management which allowed us to adopt to changes and maintain progress and this approach help us meet tight deadlines and expand the project efficiently.

SS **Sana Ullah S (FCI)** 2:46

OK.

OKOK Satya, let's go for the next trip.

S **Sadia** 2:58

Yeah.

SS **Sana Ullah S (FCI)** 2:59

Ohh.

How do you handle the challenges of coordinating and managing distributed workforce in the gig economy?

S **Sadia** 3:10

The coordinating are distributed team can be challenging, but we overcome this by using effective communication tools like slack for messaging and zoom for video calls.

SS **Sana Ullah S (FCI)** 3:20

You know.

S **Sadia** 3:20

These tools, everyone connected, no matter where they are.

We also set clear expectations and regularly update everyone on the project status and this all team members, whether in the House or in the freelance, are aligned and working towards the same goals.

SS **Sana Ullah S (FCI)** 3:30

OK.

OK, bye.

Next question is Sadya, what metrics do you consider most important when you measuring the success of a growth project in the gig economy?

S **Sadia** 3:50

To my early success of a project, we focus on several key mattresses.

These include whether the project was completed on time, if it stayed within the budget, and how satisfied with client for us, with the final result.

We also look at the quality of the work and how engaged and reliable powerful answers were.

And these matrices give us a clear picture or of how well the project performed and where we can improve it.

SS **Sana Ullah S (FCI)** 4:18

OK.

My next question is how do you ensure that the quality of work remains consistent when working with freelancers or gig workers going through this device?

S **Sadia** 4:27

Yes, I maintaining consistent quality with the freelancers is very crucial.

SS **Sana Ullah S (FCI)** 4:32

OK.

S **Sadia** 4:33

We achieve by providing detailed project beliefs and clear guidelines from the start.

SS **Sana Ullah S (FCI)** 4:38

OK.

S **Sadia** 4:39

Regular techniques and review allow us to catch any issue early and provide feedback to keep the work on track, and additionally, we encourage freelancers to ask questions if anything is unclear and storing they fully understand our expectations.

SS **Sana Ullah S (FCI)** 4:57

OK.

My next question is Adiya, can you please describe a situation where you had to pivot a project due to changing market conditions or consumer behavior or how do you communicate and implement these changes with your distributed teams?

S **Sadia** 5:15

Uh, yes.

Uh.

Once we had to shift from a hardware based solution to our cloud service because the market was moving in that direction.

To manage this spyware first communicated the reasons for the change to our team through our video meeting, making sure everyone understood the new direction.

SS **Sana Ullah S (FCI)** 5:24

OK.

S **Sadia** 5:33

And then we provided the detailed instructions on how the changes would affect their work by gradually implementing the pivot and keeping communication open, we ensured that the translate transition was smooth and everyone was on the board.

Sana Ullah S (FCI) 5:49

OK, good stadia.

Let's go for the next question.

My next question is how do you approach building and maintaining relationships with gig workers to ensure long term collaboration and success?

ss

Sadia 6:04

Building strong relationships with the gig workers is the key to long term success. We do this by treating freelancers as valued members of the team, recognizing their contributions and providing regular feedback, offering consistent work and opportunities for professional growth also help build trust and loyalty by maintaining open communication and showing appreciation, we encourage gig workers to stay engaged and collaborate with us over the long term.

ss

Sana Ullah S (FCI) 6:39

OK, sadia.

My next question is what tools and technologies do you find most effective for project management in the gig economy and how do you ensure the employment you'll Not interaction and collaboration?

s

Sadia 6:54

Hmm, Simon, we use tools like Asana for task management, slack for communication and zoom for meetings.

These tools help us stay organized and connected.

However, we don't rely solely on technology.

ss

Sana Ullah S (FCI) 7:08

OK.

s

Sadia 7:11

We make sure to have a regular check-ins and discussions that go beyond just task, and the declines this human interaction help build a team spirit and ensures that everyone feels supported and valued.

ss

Sana Ullah S (FCI) 7:29

OK, sadia.

My next question is how do you align the divorce goals and motivation of individual gig workers with the broader objective of a growth project?

S **Sadia** 7:40

Uh aligning individual goals with the project?

Objectives start with the clear communication.

We explain the project overall vision and how each persons work contributes to the bigger picture.

We also tailor incentives to match, but motive motivates each freelancer.

SS **Sana Ullah S (FCI)** 7:55

OK.

S **Sadia** 8:01

Whether it's financial reward, recognition or opportunities for future work, by linking their personal goals with the project success, we create a sense of shared purpose.

SS **Sana Ullah S (FCI)** 8:15

OK, Sadie, let's go for the next.

Uh, and it's my last question.

Can you please give an example of how you've used data and analytics to drive strategic decisions?

Growth in the gig economy project, or what insides do you gain and how do you apply them?

S **Sadia** 8:34

Uh yes, as I'm off course I can.

Uh, in one project we used data analytics to monitor progress and performances performance in the real time by analyzing the data on how quickly tasks were completed and how satisfied the clients were.

We identified areas where we could improve efficiency.

For example, we noticed that certain task were taking longer than expected, so we adjusted our approach and we reallocated resources.

This data driven decision making help us complete the project faster and with the better results leading to the high client satisfaction.

Sana Ullah S (FCI) 9:15

OK.

ss Thank you so much, Adeel, for your time.

Your points will helpful for me in my dissertation.

s **Sadia** 9:19

Then OK.

ss **Sana Ullah S (FCI)** 9:23

Thank you so much.

Have a good day.

Bye bye.

s **Sadia** 9:25

OK.

So thank you very much.

Bye bye.

● Sana Ullah S (FCI) stopped transcription

Meeting with Amina -20240831_142110-Meeting Recording

August 31, 2024, 1:21PM

9m 54s

 **Sana Ullah S (FCI)** 0:06

Hello, fatma.

It's me, Simon here.

 **fatma gondal** 0:09

Hello.

 **Sana Ullah S (FCI)** 0:11

How are you?

 **fatma gondal** 0:12

I'm good.

What about you?

 **Sana Ullah S (FCI)** 0:14

OK.

I'm.

I'm so good.

Fatima, let me introduce about myself.

My name is Samus and Angela, and I'm doing M SC project management from University of South Wales.

So basically I'm conducting this interview because it's part of my dissertation project, so I'll take this to a nine to 10 minutes or let me you.

 **fatma gondal** 0:24

OK.

OK.

Sana Ullah S (FCI) 0:33

It will be a recorded interview.

SS Are you comfortable?

FG fatma gondal 0:35

Project.

Yeah, I'm comfortable one.

SS Sana Ullah S (FCI) 0:38

OK.

Can you please introduce yourself?

FG fatma gondal 0:40

Uh, yes, I'm.

Amna and I am a project manager at MTM Consulting, Lahore in 2018.

SS Sana Ullah S (FCI) 0:50

OK, let's go for the first question.

How do you prioritize and manage multiple projects with conflicting demands in a fast paced big economy environment?

FG fatma gondal 0:52

OK.

OK, for this first of all, prioritize and delegate in this prioritized task in which you use tools like.

Like metrics or something to categorize tasks by urgency and importance.

Focus on high priority tasks 1st and then you have to delegate when possible.

If you have the flexibility delegate tasks to others who can handle them effectively, and this can free up your time for more critical projects.

SS Sana Ullah S (FCI) 1:32

OK.

OK, great.

Anna, let's go for the second question.

My second question is, can you please describe a time when you successfully scale project or service in the gig economy or what strategies did you use?

FG **fatma gondal** 1:51

And 1st edgy will be risk management develop strategies to mitigate risks such as insurance and contingency planning.

Second one is talent or legal and regulatory compliance.

In this you ensure that your project complies with all relevant laws and regulations, and third one is scalability of your business model in which you evaluate whether your business model can support significant growth or not.

SS **Sana Ullah S (FCI)** 2:22

OK, so now you're saying growth model will be helpful.

OK, let's go for the third.

FG **fatma gondal** 2:25

Yeah.

SS **Sana Ullah S (FCI)** 2:27

How do you handle the challenges of coordinating and managing our distributed workplace in the gig economy workforce?

Sorry, in the gig economy.

FG **fatma gondal** 2:34

OK.

For yeah, for this clear communication and expectations are mandatory.

First of all, define roles and responsibilities clearly.

Outline the tasks and expectations of each gig worker to ensure everyone is on the same page.

Then establish communication channels.

SS **Sana Ullah S (FCI)** 2:51

Thanks.

FG **fatma gondal** 2:54

Use tools like Project Management software, instant messaging and video conferencing to facilitate effective communication.

SS **Sana Ullah S (FCI)** 2:54

OK.

FG **fatma gondal** 3:03

Then set expectations for response times in which you determine reasonable response times for keys and feedbacks, and updates to maintain productivity.

And second one is leverage technology in which you utilize project management tools, employee tools like Trello, Asana, Basecamp to track tasks and assign responsibilities and monitor progress.

SS **Sana Ullah S (FCI)** 3:15

OK.

OK.

FG **fatma gondal** 3:31

And you implement time tracking software and by tracking apps to product productivity, monitor productivity and ensure fair compensation.

SS **Sana Ullah S (FCI)** 3:43

OK.

FG **fatma gondal** 3:43

It's still white cloud based access in which group are you?

Grant gig workers access to necessary files and resources through which through cloud based platforms.

SS **Sana Ullah S (FCI)** 3:55

OK, I know.

Let's go for the next question.

Can you please tell me what metrics do you consider?

There are most important when measuring the success of a growth project in Gig economy.

fatma gondal 4:07

FG Uh, for this year's platform, performance is mandatory, in which transaction success rate, which is Mayer, the percentage of successful transactions, payment processing time in which you monitor the speed of payment processing and platform uptime in which you ensure the platform is available to users consistently.

SS **Sana Ullah S (FCI)** 4:30

OK, let's go for the next question.

How do you ensure that the quality of work remains consistent when working with freelancers or gig workers?

FG **fatma gondal** 4:40

Uh, in this you have to see contingency planning in which you have backup options. A always have.

You must have backup freelancers or in-house resources ready to step if needed and risk management.

Develop strategies to mitigate potential risks such as late deliveries or qualities issues. Also, ongoing training and development in which in skill enhancement which encourage freelancers to participate in training or workshops to improve improve their skills.

Also, feedback and coaching in which you provide regular feedback and coaching to help them grow and develop.

SS **Sana Ullah S (FCI)** 5:25

OK, getting your point.

My next question is, can you please describe a situation where you had to pivot a project due to changing market conditions or consumer behavior?

Or how did you communicate and implement these changes with your distributed teams?

fatma gondal 5:43

You know, first of all track market trends in which you stay updated on industry news, competitor activities and customer feedbacks and you analyze data in which you use analytics tools to identify changing patterns in customer behavior.

And market demand, you also identify early warning signs in which you recognize potential shifts in market conditions that could impact your project.

FG Also, you see risk assessment and mitigation in which first of all you identify potential risk in which assess in which you assess how changing market conditions could affect your project goals, timelines and budgets.

You create alternative strategies or actions to address potential risk.

Also, you keep stakeholders informed about potential risk and in mitigation strategies in place.

SS **Sana Ullah S (FCI)** 6:42

OK.

My next question is how do you approach building and maintaining relationships with gig workers to ensure long term collaboration and progress?

FG **fatma gondal** 6:53

A by feedback and improvement, you seek feedback in which periodically asks for feedback on your interactions and projects.

Use this information to improve your approach.

Provide constructive feedback in which you offer constructive feedback on their work, focusing on areas for improvement while maintaining a positive tone, and also treat them as partners in which you involved in decision making.

When appropriate, involve gig workers in decision making process.

This can make them feel more invested in the project.

You also build a community in which foster a sense of community among gig workers by organizing virtual meetups or online forums.

SS **Sana Ullah S (FCI)** 7:38

OK, I'm now.

My next question is, can you please tell me what tools and technologies do you find most effective for project management in the gig economy and how do you ensure they complement human interaction and collaboration?

fatma gondal 7:54

OK, for remote work tools you have you should have virtual desktops in which tools like Citrix Workspace and VM Ware Horizon allow remote workers to assess their companies network and application.

And second one is VPN services in which express VPN and Surf shark ensure secure

Internet connections for remote workers.

FG Additional consideration in which cloud based solution this solution offer flexibility, scalability and accessibility for anywhere automation tools tools like Zapier can automate repetitive tasks, saving time and reducing errors and security measures in which strong security measures are essential to protect sensitive data and prevent unauthorized access.

SS **Sana Ullah S (FCI)** 8:46

OK, I'm in.

My last question is how do you align the divorce goals and motivation of individual gig workers with the broader objectives of growth project?

FG **fatma gondal** 8:57

OK, for this online communities are mandatory in which you create online forums are platforms where gig workers can connect, share ideas and provide feedback.

This can help to build a sense of community and improve communications, feedback and regular recognition or regular feedback is compulsory which provide regular feedback on workers performance and contributions to the project.

This can help them identify areas for improvement and stay motivated, acknowledge and reward outstanding contributions publically.

This can boost morale and encourage others to strive for excellence.

SS **Sana Ullah S (FCI)** 9:43

OK.

Thank you so much, Anna, for your time.

Your points will really helpful for me.

Thank you.

Have a good day. Bye.

FG **fatma gondal** 9:50

Thank you so much.

Thank you so much.

Bye bye.

● Sana Ullah S (FCI) stopped transcription

Interview with khubaib -20240907_224246-Meeting Recording

September 7, 2024, 9:42PM

5m 13s

 **Sana Ullah S (FCI)** 0:04

Cool.

Hello, fatma.

It's me summer here.

 **Fatima Khubaib** 0:09

Hello, my name is Fatma and I work at Sampark International Private Limited as a project manager.

 **Sana Ullah S (FCI)** 0:15

OK, good, fatma.

Basically, I'm currently conducting this interview because it's part of my dissertation and I will just take you 9 to 10 minutes or it will be a recorded interview.

OK, first start with the questions.

 **Fatima Khubaib** 0:27

OK.

 **Sana Ullah S (FCI)** 0:29

My first question is how do you prioritize and manage multiple projects with conflicting demands in a fast paced gig economy environment?

 **Fatima Khubaib** 0:39

I set up clear expectations regarding deadlines, deliveries, quality standards, helping, ensuring everyone in the project that is aligned and to keep up with the industry trends and if the clients allow set flexible work hours to accommodate demands.

Sana Ullah S (FCI) 0:42

One yeah, yeah.

Eat that.

ss Right.

OK, good.

My next question is, can you please describe a time when you successfully scale our project or survive in the gig economy and what strategies did you use?

FK **Fatima Khubaib** 1:09

As you know, demands are the main concerns and the project management, so the best strategy is that I opted for a certain project to be successful involves their user-friendly taskform to work with clients and team and the collaborations with other businesses to expand the reach and defining a clear model that describes the clear and significant growth.

ss **Sana Ullah S (FCI)** 1:31

OK.

My next question is how do you handle the challenges of coordinating and managing our distributed workforce in the gig economy?

FK **Fatima Khubaib** 1:40

Umm, I basically said certain time frames for queries, feedbacks, updates to maintain the productivity and by giving access to the gig workers to necessary files, formats, resources for the effective working.

ss **Sana Ullah S (FCI)** 1:53

OK.

My next question is what metrics do you consider most important when measuring the success of growth project in the gig economy?

FK **Fatima Khubaib** 2:03

I since I don't Monitoring the engagement of user active ones, new ones, regular ones and to track the average earning generated per gig completed.

Sana Ullah S (FCI) 2:13

OK, let's go for the next question.

How do you ensure that the quality of work remains consistent when working with freelancers or gig workers?

SS

FK Fatima Khubaib 2:23

Am I always ensure and define clear project outlines and scope along with the expectations and I also include examples as a reference of previous work to ensure the level of quality or required and by providing constructive criticism from for improvement and suggestions.

SS

Sana Ullah S (FCI) 2:41

OK.

Can you please describe a situation where you had to provide a project due to changing market conditions or consumer behavior or how did you communicate and implement these changes with your distributed teams?

FK

Fatima Khubaib 2:57

At times, common policies or industry standards can impact your project goals. Changing and altering the project scope, which is necessary and also the use of new technology according to a more efficient outcome and most importantly, by adapting to more flexible plans and goals that are aligned with the changes of market conditions.

SS

Sana Ullah S (FCI) 3:08

OK.

OK.

My next question is how do you approach building and maintaining relationships with gig workers to ensure long term collaboration and success?

FK

Fatima Khubaib 3:30

And by offering of additional benefits such as flexible work hours, remote work options and by setting achievable deadlines, and to recognize and appreciate their contribution.

Sana Ullah S (FCI) 3:41

OK.

And what tools and technologies do you find more effective for project management in

the gig economy and how do you ensure they complement human interaction and collaboration?

SS

FK Fatima Khubaib 3:53

I find opting for effective technological advanced tools for communication and by doing regular team meetings to discuss the challenges and progress and to ensure that the Members understand their roles.

And lastly, by creating a comfortable environment for sharing the ideas.

SS

Sana Ullah S (FCI) 4:11

OK.

My next question is how do you align the divorce goals and motivation of individual gig workers with the broader objectives of our growth project?

FK

Fatima Khubaib 4:21

Most strategically, we should explain the impact of individual contributions by asking continuous feedback from the gig workers and by willingly adjust the strategies based on changing circumstances.

SS

Sana Ullah S (FCI) 4:33

OK.

My last question is, can you give an example of how you have used data analysis so data and analytics to drive strategic decisions and growth in a gig economy project and what insights did you gain and how did you apply them?

FK

Fatima Khubaib 4:51

Yes, a while ago in the project with the help of them, we matched freelancers with the project based on their skills and by adjusting the pricing to market conditions and by helping with identifying any fraudulent activity involved in it.

SS

Sana Ullah S (FCI) 5:05

Yeah.

OK.

Thank you so much, Fatima for your time. Bye.

FK

Fatima Khubaib 5:10

Thank you.

Welcome back.

● **Sana Ullah S (FCI) stopped transcription**

Interview with kishwer fatima -20240907_204903-Meeting Recording

September 7, 2024, 7:49PM

6m 31s

 **Sana Ullah S (FCI)** 0:04

Hello Kishwar, how are you?

 **kishwer** 0:07

Hello.

I'm dishwasher Rani and I'm good.

How are you?

 **Sana Ullah S (FCI)** 0:11

I'm good.

Let me introduce myself.

My name is Sima Sanaullah and I'm doing M SC project management from University of Southwest and I'm conducting this interview because it's part of my dissertation and I will just take you at 9 to 10 minutes because and it will be recorded.

Interview will be comfortable.

 **kishwer** 0:31

I'm comfortable.

 **Sana Ullah S (FCI)** 0:32

OK, good.

Can you please introduce yourself?

 **kishwer** 0:35

Yeah, I'm a manager at Netpark.

Our company play a parental role in the development of infrastructure in Pakistan and beyond, offering a wide range of services including engineering, project management, construction, supervision and environmental studies.

SS Sana Ullah S (FCI) 0:51

OK, very good.

OK, Kishwar, let's, let's start with my first question.

My first question is, can you please tell me how do you prioritize and manage multiple projects with conflicting demands in a phase based gig economy environment?

K kishwer 1:06

Actually, it nespak people realize the projects by assessing their strategic importance, clients needs and deadlines.

We use the project management framework like the critical path method to identify the key task and allocate the resources efficiently, regularly reviews and real time trafficking allows us to adjust the priorities and ensure that we may meet all our commitments and even in the fast pace environment.

SS Sana Ullah S (FCI) 1:20

OK.

OK, good.

Kiss.

My next question, my second question, can you please describe a time when you successfully scaled a project or service in the gig economy or what strategies did you use?

K kishwer 1:43

Actually a few a few years ago we were involved in scaling a large infrastructure project that required the rapid development of engineering services across the multiple sites.

So the project had two lines, had to scale with the eight months to meet the government deadlines.

SS Sana Ullah S (FCI) 1:53

OK.

kishwer 1:59

So in this need, we utilize the hybrid approach, combining our in-house expertise with

the full answers for the specialized task by leveraging the digital tools for the collaboration and using their lized agile methodologies, he managed to scale the project efficiently for the purpose of meeting the tight deadlines.

K **Sana Ullah S (FCI)** 2:16

OK.

My next question is how do you handle the challenges of coordinating and managing a distributed workforce in the gig economy?

K **kishwer** 2:26

Actually in the in this question of yours, I would recommend to say that managing a distributed workforce at the next park, it involves clear communication and robust project management tools.

We use the platforms like Microsoft Teams and the JIRA to coordinate efforts across the different locations, so regular virtual meetings, clear task assignments and the consistent follow-ups helps us to ensure that everyone is in the same page despite the geographical distances.

SS **Sana Ullah S (FCI)** 2:43

OK.

OK.

My next question is what metrics do you consider more important when measuring the success growth project in the gig economy?

K **kishwer** 3:01

Actually, successful us is married for the project completion time, adherence to budget, client satisfaction and the quality of the Devils.

Additionally, we monitor the efficiency and engagement of the gig workers as well as the long term impact of the project from the client operation.

SS **Sana Ullah S (FCI)** 3:17

OK, very good.

My next question is how do you ensure that the quality of work remains consistent when working with freelancers or gig work?

K **kishwer** 3:26

That's hey man, quality is maintained by setting clear standards and providing the deadlines regarding the guidelines at the start of each project we could we conduct the regular quality checks and offer the feedback sessions to ensure that the freelancers meet our high standards.

Additionally, we use the peer review processes and involve the senior engineers in the critical stages to maintain the consistency.

SS **Sana Ullah S (FCI)** 3:48

OK, so you're saying quality matters allowed.

OK, that's good.

My next question is, can you please describe a situation where you had to pay water project due to changing market condition or consumer behavior or how did you communicate and implement these changes with your distributed teams?

K **kishwer** 4:06

Actually, in 2021, we had to buy what an ongoing Urban Development project due to environmental regulations.

We quickly reevaluated our plans and adjusted the project scope to comply with to comply with the the new requirements.

So the changes were communicated through a series of the virtual meetings and detailed documentation shared across all the teams.

By gradually implementing the new plans and providing the continuous sport, we ensure that the transition was smooth and that the project remained on the track.

SS **Sana Ullah S (FCI)** 4:35

OK.

Thank you.

My next question is how do you approach building and maintaining relationships with gig workers to ensure long liberation and?

kishwer 4:45

Yeah, actually at the next part, we value the long term relationships with our gig workers.

K We build these relationships by offering the consistent opportunities, recognizing their contributions and providing the professional development resources, regular communication and feedback also helps us to understand that their needs and to also ensure that they feel valued and motivated to continue work.

SS **Sana Ullah S (FCI)** 5:07

OK.

My next question is what tools and technologies do you find most effective for project management in the gig economy and how do you ensure they complement human interaction and collaboration?

K **kishwer** 5:21

Uh, we use the tools like Microsoft Project for scheduling and JIRA for the task management and Microsoft Teams for the communication.

Actually these tools helps us to stay organized and and and to ensure that everyone is aligned.

So however, they also practise prioritize that the regular virtual meetings and the team building activities to foster the human interactions and also ensure us ensure to build a strong collaboration among all the team members.

SS **Sana Ullah S (FCI)** 5:46

OK.

My last question is how do you align the divorce goals and motivation of individual gig workers with the broader objectives of the growth project?

K **kishwer** 5:56

Musically, we align the individual goals with the project objectives by clearly communicating the projects.

The end by showing how each workers contribution fits into a larger picture, we also tailor the incentives to match which what motivates each will answer what's its financial reward, recognition and opportunities for the future work that helps to create a sense of shared purpose and commitment to that project success.

Sana Ullah S (FCI) 6:20

OK.

Thank you so much Kishwar.

ss Thank you so much for your time.

Your reviews will be really helpful for me.

Thank you.

Bye bye.

kishwer 6:29

Bye bye.

● Sana Ullah S (FCI) stopped transcription

Interview with knwl-20240907_211659-Meeting Recording 1

September 7, 2024, 8:17PM

7m 46s

SS Sana Ullah S (FCI) 0:14

Hello, Kamal, it's me, Saima Sanaullah.

K knwl 0:18

Yes.

SS Sana Ullah S (FCI) 0:20

How are you?

K knwl 0:22

And I'm perfectly fine.

How about you?

SS Sana Ullah S (FCI) 0:25

I got.

I'm good.

Come on, let me let me introduce myself.

My name is Saima and I'm doing Ms Project management from University of South Wales.

I'm conducting this interview because it's part of my dissertation and I will just take your nine to 10 minutes.

We'll comfortable.

K knwl 0:43

Yes, yes, sure.

SS Sana Ullah S (FCI) 0:45

It's will be a recorded interview.

K knwl 0:47

OK.

SS Sana Ullah S (FCI) 0:49

Can you please introduce yourself?

K knwl 0:53

Yeah, it's gone.

An employee of Frontier Works organization FW in Pakistan, FW is known for its contributions to national development, including roads, highways, dams, bridges and Urban Development.

Projects are involvement in key projects like the Karakoram Highway and China.

Pakistan Economic Corridor showcases our expertise in delivering complex projects in challenging environments.

SS Sana Ullah S (FCI) 1:24

OK.

Can I start with the questions?

K knwl 1:28

Yes.

SS Sana Ullah S (FCI) 1:29

OK, come on.

My first question is how do you prioritize and manage multiple projects with conflicting demands in a fast paced gig economy environment?

K knwl 1:39

OK, in a gig economy environment, we prioritize projects based on their alignment with strategic objectives, potential ROI and urgency.

Using Agile project management methods, we break down larger projects into smaller manageable tasks, allowing flexibility in managing conflicts.

We employ tools like Trello and JIRA for task tracking and resource allocation to ensure timely delivery while balancing competing priorities.

SS Sana Ullah S (FCI) 2:15

OK, good.

Coming my next question is, can you please describe a time when you successfully scaled up project or service in the gig economy and what strategies did you use?

K knwl 2:28

Yes.

One example is when FW expanded its road infrastructure infrastructure project in the remote northern areas to scale up will leverage the gig economy by contracting skilled workers locally via digital platforms.

We use modular project planning, allowing us to incrementally increase workforce and resources without overwhelming management.

SS Sana Ullah S (FCI) 2:46

OK.

K knwl 2:56

Give strategies including maintaining strong communication channels and utilizing remote collaboration tools like zoom for daily stand ups.

SS Sana Ullah S (FCI) 2:56

OK.

O OK, good.

Coming my next question is how do you handle the challenges of coordinating and managing our distributed workforce in the gig economy?

K knwl 3:17

Ohh, managing a distributed workforce involves ensuring clear communication and collaboration.

SS Sana Ullah S (FCI) 3:18

I'm.

knwl 3:23

We rely on project management tools like Microsoft Teams, Slack and Asana real time updates.

K

While sharing and task management, virtual check-ins ensure alignment and structured workflows paired with clear KPI allow us to maintain accountability.

Flexibility in time zones and working styles is critical to accommodating a global other polls.

SS

Sana Ullah S (FCI) 3:49

OK, good.

Come on.

My next question is what metrics do you consider most important when measuring the success of a growth project in the gig economy?

K

knwl 4:00

The key metrics include on time delivery for ensuring milestones are met within deadlines, next quality control for Monitoring work quality, food reviews and feedback loops, freelancer retention rate or indicating long term collaboration success.

Post efficiency for meeting how well the project adheres to the budget.

Client satisfaction for tracking stakeholder and customer feedback for insults.

SS

Sana Ullah S (FCI) 4:26

OK.

OK.

My next question is describe a situation where you had to pay water project due to changing market conditions or consumer behavior and how do you communicate and complement these changes with your distributed teams.

knwl 4:50

Uh.

During the road development project, shifts in local environment revelations required changes to the design.

We quickly pivoted by hosting virtual meetings with distributed teams to explain the new requirements.

Clear documentation updates to project management systems and alignment meetings ensure everyone was informed.

We use Kanban boards to visualize task chips and helps freelancers understand their new priorities.

K

SS Sana Ullah S (FCI) 5:19

OK.

My next question is how do you approach building and maintaining relationships with gig workers to ensure long term collaboration and success?

K

knwl 5:31

Ohh, we foster relationships with gig workers by offering consistent opportunities, providing constructive feedback and recognizing their contributions using freelancer management systems like upward or fiber.

We track and reward high performing freelancers, offering development opportunities and inviting them to engage in long term contracts, builds loyalty and ensures ongoing collaboration.

SS Sana Ullah S (FCI) 5:59

OK, that's good. Coming.

My next question is what tools and technologies do you find most effective for project management in the gig economy and how do you ensure they complement human interaction and collaboration?

K

knwl 6:17

Yeah, tools like Trello, Jira, and Slack provide task tracking, real time updates and collaboration to balance technology with human interaction.

Schedule regular virtual meetings and provide platforms for informal communication to build report.

Using air powered analytics tools like monday.com, we can automate routine tasks, leaving more time for creative problem solving and relationship building.

SS Sana Ullah S (FCI) 6:35

OK.

OK.

OK, OK.

K knwl 6:49

Next question.

SS Sana Ullah S (FCI) 6:52

Come with my last question is how do you align the divorce goals and motivation of individual gig workers with the broader objectives of a growth project?

K knwl 7:04

We align gig workers motivations by setting clear expectations and aligning their personal goals with project milestones, offering performance based incentives, personalized feedback and opportunities for skill development ensures alignment. Regular team meetings and transparent communication about project objectives help reinforce shared goals.

SS Sana Ullah S (FCI) 7:28

OK, great.

Comma.

Thank you so much for your time.

Your comments will be really helpful for me in the future in my work.

Thank you so much.

K knwl 7:39

Thank you. Grateful.

SS Sana Ullah S (FCI) 7:41

Bye bye.

K knwl 7:43

Why?

● Sana Ullah S (FCI) stopped transcription

Interview with kiran liaqat -20240907_225326-Meeting Recording

September 7, 2024, 9:53PM

8m 10s

SS Sana Ullah S (FCI) 0:04

Hello Kiran, it's me.

Sima here.

Are you listening me.

LL L1F22BSCS0633 - QASIM LIAQAT 0:09

Yes, yes.

I'm.

I'm listening.

SS Sana Ullah S (FCI) 0:11

OK, let me introduce myself.

My name is Saima Sanaulla and I'm doing M SC project management from University of South Wales.

Basically, I'm conducting this interview because it's parts of parts of my dissertation and I will take you just nine to 10 minutes or it is a recorded interview.

Are you comfortable?

LL L1F22BSCS0633 - QASIM LIAQAT 0:31

Yes, I'm gonna develop.

SS Sana Ullah S (FCI) 0:32

OK, you didn't, can you please introduce yourself? No.

LL L1F22BSCS0633 - QASIM LIAQAT 0:37

I'm getting a good manager at Nishat.

SS Sana Ullah S (FCI) 0:38

Yeah.

LL L1F22BSCS0633 - QASIM LIAQAT 0:39

Mills textile and manufacturing company in Pakistan.

SS Sana Ullah S (FCI) 0:39

What? What?

LL L1F22BSCS0633 - QASIM LIAQAT 0:42

Chad Mills is known for its innovative approach to textile production using state of art in manufacturing facilities and a significant export for folio.

SS Sana Ullah S (FCI) 0:51

Ohh.

LL L1F22BSCS0633 - QASIM LIAQAT 0:53

We play a key role in Pompano economy contributing to their country.

They're just exports it.

SS Sana Ullah S (FCI) 0:58

OK.

I will just ask nine to 10 questions for you from you.

My first question is Kiran, can you how do you prioritize and manage multiple projects with conflicting demands in a fast paced gig economy environment?

Yeah.

LL L1F22BSCS0633 - QASIM LIAQAT 1:14

So let me chat means we put other tires projects based on their alignment with our core business goals, customer demand and profit potential.

SS Sana Ullah S (FCI) 1:20

Yeah, what?

L1F22BSCS0633 - QASIM LIAQAT 1:23

By using an agile framework for project management, we breakdown large scale populations into smaller manageable tasks.

Prioritizing those with the most urgent or sequent impact tools with Trello and Asana help US track progress and resolve resource conflicts efficiently in a gig economy environment.

LL **SS** **Sana Ullah S (FCI)** 1:30

What? What?

Yeah.

OK.

LL **L1F22BSCS0633 - QASIM LIAQAT** 1:41

Flexible labor education is key.

So we are just work on Kristy as needed.

SS **Sana Ullah S (FCI)** 1:43

Ohh.

OK, good.

Kiran, my next question is, can you please describe a time when you successfully scale up project or survive in the gig economy and what strategies did you do?

LL **L1F22BSCS0633 - QASIM LIAQAT** 2:00

Yes, when we expanded our e-commerce platform to create, to cater to international customers, we leveraged the gig economy by hiring freelancers for digital marketing and then creation and customer service.

SS **Sana Ullah S (FCI)** 2:06

What? What?

LL **L1F22BSCS0633 - QASIM LIAQAT** 2:13

This allowed us to scale rapidly without overbuilding in house teams.

That is including hiring experts from the platforms like Upwork and freelancers and implement cloud.

SS **Sana Ullah S (FCI)** 2:19

No.

Yeah.

LL L1F22BSCS0633 – QASIM LIAQAT 2:26

Who's like Google Workspace for English coordination across.

SS Sana Ullah S (FCI) 2:31

OK, get on.

My next question is how do you handle the challenges of coordinating and managing distributed work force in the gig economy?

LL L1F22BSCS0633 – QASIM LIAQAT 2:42

Managing a distributing workforce requires clear communication tasks, delegation and accountability at Nishad means we use lag for instant communication, asana for task management and zoom for virtual meetings.

Regular checkings and milestone and milestone tracking help ensure that all team members, regardless of their location, are aligned with project objectives.

We emphasize standard operating procedures to ensure consistency in workflow across teams.

SS Sana Ullah S (FCI) 3:04

What?

OK.

My next question is what metrics do you consider more important when measuring the success of a growth project in the gig economy?

LL L1F22BSCS0633 – QASIM LIAQAT 3:20

Important metrics include on time delivery for monitoring, the adherence to deadlines, quality of output for regularly assessing work quality through reviews and performance feedback, cost efficiency for ensuring projects stay within budget, customer satisfaction for measuring client or end user feedback, freelancer retention rate for high retention, indicate successfully engagement with gig workers.

Sana Ullah S (FCI) 3:38

Poor yeah.

OK.

My next question is how do you ensure that the quality of work remains consistent when working with free launchers or gig workers?

SS

LL L1F22BSCS0633 - QASIM LIAQAT 3:56

When's your consistent quality?

We set clear expectations with freelancers through detailed contracts and project guidelines.

We also implement quality assurance processes at different stages of the project, with the periodic reviews and feedback sessions to keep everyone aligned with NISHAD'S standards.

We provide training materials and access to resources to familiarize than with other rational protocol.

SS

Sana Ullah S (FCI) 4:19

But.

OK, get in.

My next question is, can you please describe a situation where you had to provide a project due to changing market conditions or consumer behavior and how did you communicate and implement these changes with your distributed teams?

LL

L1F22BSCS0633 - QASIM LIAQAT 4:39

During 19 covered pandemic, we had to pivot our production from fashion textiles to medical grade fabrics due to a certain shift in demand, we held immediate virtual meetings with our distributed design and production teams to communicate the change in strategy, new project goals and timelines were introduced using JIRA and additional training was provided to freelancers involved design, designing and marketing the new product line.

SS

Sana Ullah S (FCI) 4:59

What? Yeah.

LL

L1F22BSCS0633 - QASIM LIAQAT 5:06

Frequent updates ensure the smooth.

There's should transitions are wrong.

SS **Sana Ullah S (FCI)** 5:10

Even OK, my next question is Karen, how do you approach building and maintaining relationships with gig workers to ensure long term collaboration and success?

LL **L1F22BSCS0633 - QASIM LIAQAT** 5:22

Building relationships with gig workers in world treating them as an integral part of the team we focus on clear communication, providing prompt feedback and offering them the opportunity to work on multiple projects offering competitive pay rates and performance.

Incentive ensures we maintain long term partnerships, additionally inviting freelancers to join the shots talent pool for future projects for future product projects fosters and a sense of belonging and reliability.

SS **Sana Ullah S (FCI)** 5:49

OK.

OK.

Then my next question is what tools and technologies do you find most effective for project management in the gig economy and how do you ensure the complement human interaction and collaboration?

LL **L1F22BSCS0633 - QASIM LIAQAT** 6:06

We find Trello and Slack most effective for task management and communication in a gig economy environment.

These tools help to track progress, improve my communication and create transparency.

SS **Sana Ullah S (FCI)** 6:14

And.

You.

L1F22BSCS0633 - QASIM LIAQAT 6:18

To complement these things with human interaction, we ensure regular virtual meetings via zoom or Microsoft Teams, allowing for more personal engagement.

Weekly standups encourage gig workers to share updates and foster team collaboration.

LL

SS Sana Ullah S (FCI) 6:32

OK.

My next question is Ken, how do you align the divorce goals and motivation of individual gig workers with the broader objectives of a growth project?

LL L1F22BSCS0633 - QASIM LIAQAT 6:43

But setting clear, measurable goals and providing individual performance based incentives, we align gig workers personal objectives with mishaps.

Larger project goals offering professional development opportunities and acknowledging their contributions through feedback has gig workers see the value they bring to the larger mission, fostering alignment with companies growth objectives.

SS Sana Ullah S (FCI) 7:06

OK.

Kiran, my last question is, can you give can you please give an example of how you have used data and and analytics to drive strategic decisions and growth in a gig economy project and what insights did you gain and how did you apply them?

LL L1F22BSCS0633 - QASIM LIAQAT 7:24

In a recent ecommerce expansion, we used Google Analytics and Power BI to track customer behavior and sales performance in new international markets.

Data showed that certain product categories were outperforming other in specific regions inside LED us to adjust our marketing strategies, focusing on high demand products and optimizing the logistics of inventing the distribution by analyzing gig workers performance data.

SS Sana Ullah S (FCI) 7:35

Yeah.

Ohh.

I.

L1F22BSCS0633 - QASIM LIAQAT 7:51

We also identified high performing freelancers which which helped us streamline project delivery by assigning them more critical task.

LL

SS Sana Ullah S (FCI) 8:00

OK, great.

Kiran, thank you so much for your time.

Thank you.

Bye bye.

LL

L1F22BSCS0633 - QASIM LIAQAT 8:07

So love you.

● Sana Ullah S (FCI) stopped transcription

PPT SLIDE

The Growth role of project management in a gig economy

Literature Review

The literature regarding the gig economy presents such change in terms of transitions from traditional employment relationships to project-based employment. Research shows that project management is pertinent in managing the gig work to enhance a better systematic scheduling of tasks, time, and resources (Irfan et al. 2021). Online literature proves that with proper project management tools, various issues like barrier to communication and workflow irregularity, which is characteristic of gig work, can be managed.



Conclusion

In conclusion, the management of projects is a key driver that can be leveraged by the gig economy to improve the efficiency and effectiveness of its operations. The specific nature of the gig work means that special approaches to project management must be implemented to optimize the results of tasks and enhance the well-being of the workers. From this study, it will be possible to find useful insights for managing projects in the context of the gig economy.

Introduction

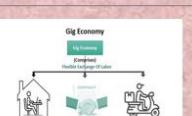
The gig economy has disrupted the conventional work arrangements resulting in the new emergence of flexible short-term positions. This paper investigates the emerging trends of project management in the emerging gig economy and the ways of applying and developing productivity, collaboration, and effectiveness of managing tasks in projects. The objectives are to evaluate the importance of project management in the exploitation of gig work, to understand different problems that gig workers encounter, and to find the ways which may help to solve them.

Data analysis

Data analysis is a process that is divided into two major parts. First, the qualitative data drawn from interviews where four gig workers and two project managers are also participants will be coded and analyzed so as to identify patterns that best relay the project management experiences of the participants (Kuhn et al. 2021). These themes will be compared with the data retrieved from secondary qualitative data to give a comprehensive view of the project management practices as well as challenges within gig economy.

Method

The method of research for the study includes a combination of qualitative research methods. As main data sources, interviews will be conducted with gig workers and project managers in regard to their personal and professional experiences and approaches to project management in gig work. Secondary data will be collected from peer reviewed scholarly articles and journals for the purpose of this study, thematic analysis will be conducted in order to determine patterns present in literature concerning the gig economy in relation to project management.



Top reasons for working in the gig economy



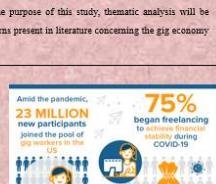
Comparing Work Scheduling: Traditional vs. Gig Economy Models



Reference List

Irfan, M., Khan, S.Z., Hassan, N., Hassan, M., Habib, M., Khan, S. and Khan, H.H., 2021. Role of project planning and project manager competencies on public sector project success. *Sustainability*, 13(3), p.1421.

Kuhn, K.M., Meijerink, J. and Keegan, A., 2021. Human resource management and the gig economy: Challenges and opportunities at the intersection between organizational HR decision-makers and digital labor platforms. *Research in personnel and human resources management*, 39, pp.1-46.



PPT Notes

Introduction

The gig economy has disrupted the conventional work arrangements resulting in the new emergence of flexible short-term positions. This paper investigates the emerging trends of project management in the emerging gig economy and the ways of applying and developing productivity, collaboration, and effectiveness of managing tasks in projects. The objectives are to evaluate the importance of project management in the exploitation of gig work, to understand different problems that gig workers encounter, and to find the ways which may help to solve them.

Literature Review

The literature regarding the gig economy presents such change in terms of transitions from traditional employment relationships to project-based employment. Research shows that project management is pertinent in managing the gig work to enhance a better systematic scheduling of tasks, time, and resources (Irfan *et al.* 2021). Online literature proves that with proper project management tools, various issues like barrier to communication and workflow irregularity, which is characteristic of gig work, can be managed.

Method

The method of research for the study includes a combination of qualitative research methods. As main data sources, interviews will be conducted with gig workers and project managers in

regard to their personal and professional experiences and approaches to project management in gig work. Secondary data will be collected from peer reviewed scholarly articles and journals for the purpose of this study, thematic analysis will be conducted in order to determine patterns present in literature concerning the gig economy in relation to project management.

Data analysis

Data analysis is a process that is divided into two major parts. First, the qualitative data drawn from interviews where four gig workers and two project managers are also participants will be coded and analyzed so as to identify patterns that best relay the project management experiences of the participants (Kuhn *et al.* 2021). The themes will be compared with the data retrieved from secondary qualitative data to give a comprehensive view of the project management practices as well as challenges within gig economy.

Conclusion

In conclusion, the management of projects is a key driver that can be leveraged by the gig economy to improve the efficiency and effectiveness of its operations. The specific nature of the gig work means that special approaches to project management must be implemented to optimize the results of tasks and enhance the well-being of the workers. From this study, it will be possible to find useful insights for managing projects in the context of the gig economy.

Participant form

University of
South Wales
Prifysgol
De Cymru

STUDY CONSENT FORM

Title of Project: The Growth role of project management in a gig economy

Name of Researcher:

1. I confirm that I have read and understand the information sheet dated [2023] [Version 4] for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.	Yes
2. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason, without any consequence to myself.	Yes
3. I agree to my participation being [AUDIO] recorded and it's been explained how this data will be stored, destroyed, anonymised. Who will have access to it, and how long it will be kept.	Yes
4. I give permission for my data to be stored and processed in accordance with the GDPR (2018)	Yes
5. I agree to my anonymised data being used in study specific reports and subsequent articles that will appear in academic journals as part of this study.	Yes
6. I agree to take part in the above study.	Yes

Name of participant	Date	Signature

Name of the researcher taking consent	Date	Signature