Hypothesizing the Enablers of the Gig Economy : A TISM and MICMAC Approach

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Abstract

Purpose : The present study focused on identifying the enablers that encourage the successful implementation of the gig economy. The sharing economy, sometimes referred to as the gig economy, offers choice, flexibility, autonomy, and several revenue streams. It is thought to represent the workforce of the future.

Methodology : In the study, we followed the steps laid down by total interpretive structural modeling (TISM) and fuzzy MICMAC analysis. Seven enablers were identified through extant literature review and expert opinion. The enablers were validated and translated through the Delphi approach into the structural self-interaction matrix, which helped arrive at the proposed model. A study using fuzzy MICMAC verified the type of connections among the recognized facilitators.

Findings : The results of the investigation demonstrated that the three tiers of the presumed TISM model of the gig economy's enablers existed. The discovered seven enablers' direct and indirect relationships are represented by the model. The findings of the Fuzzy MICMAC analysis showed that entrepreneurial spirit and short time commitment were the dependent variables. Freedom, autonomy, and multiple sources of income were the key drivers of the gig economy. Flexibility, technology, and nature of work were the linkage variables in the study.

Practical Implications : Many people could find employment options with flexibility, autonomy, and the possibility of earning from several sources of income, thanks to the gig economy. Academics, legislators, business owners, and gig economy participants should all take note of the study's important conclusions. It would be easier for people and businesses to embrace this shared economy if they concentrated on the facilitators.

Originality : Unlike prior research, the current study explored the enablers of the gig economy and systematically developed a hypothesized model highlighting crucial aspects of the gig economy using TISM and fuzzy MICMAC analysis.

Keywords : gig economy, shared economy, flexibility, enablers, total interpretive structural modeling

JEL Classification Codes : J0, J1, M5

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A conventional workplace characterizes an employment contract between the employer and the employee (James et al., 2021; Sundar & Brucker, 2021). In such workplaces, job-related factors such as the nature of work, compensation, job enlargement, and enrichment opportunities are constant and well-defined (Kumari, 2020). Working conditions are well-defined with fixed work hours (Tumi et al., 2022). Fixed timings and well-defined job roles governed a traditional workplace. The shifting workplace dynamics and employee preferences have necessitated an alternative to the fixed nature of employment. The nature of the employment relationship between employers and employees has been altered by globalization, changing working habits, and employee awareness. Workers are having trouble keeping their jobs because they are increasingly becoming aware of the opportunities that are out there (Akhtar et al., 2017). The result was the emergence of the gig economy, a brand-new type of work. According to Kaine and Josserand (2019), the gig economy's rise was a significant shift that will continue to spread in the years to come. Many developed and developing countries have recognized the gig economy as a practice. The new economy has created several opportunities and problems in labor relations (Afroz & Haque, 2021; Biswas & Chakraborty, 2019). This economy allows workers to be more flexible. It provides flexibility, multiple sources of income, autonomy, and choice of work (Thomas & Mathew, 2021; Wood et al., 2019). In this system, tasks are managed digitally, with digital platforms and interfaces being vital components. It has both local and remote functionality (Graham & Anwar, 2019). They have sparked innovation by directing the creation of new chances. But there's a chance of low income, thus, ethical and legal considerations need to be made (Ly, 2020). A gig economy promoted short-term contract labor, freelancing, part-time work, and flexible work hours. This type of employment has been described as a sharing economy (Pulignano, 2019). This time of employment demanded more flexibility and informal arrangements and gave more freedom and autonomy to the worker (Roy & Shrivastava, 2020).

The importance of the gig economy has increased significantly in recent years. Workers in the gig economy value the flexibility that it provides, which helps them balance personal commitments, education, and professional commitments. People have considered the gig economy a sustainable alternative, enabling multiple income sources. A shift in the demographics of job searchers, as well as shifts in workplace preferences, has aided the expansion of the gig economy (Wood et al., 2019).

Theories That Support the Study

The present study is grounded in theory; the nature of the gig economy originates in two well-established theories that form this study's basis.

McClelland Need Theory

The theory developed by McClelland (1965), popularly known as the need theory, discussed the need for power, affiliation, and achievement. The gig economy can relate to the need for power and need for achievement. The need for achievement is an individual's desire to perform, complete tasks, master skills, and accomplish something. The need for power represents the desire to direct others, set goals, and organize efforts to achieve the goals. When it came to the gig economy, its employees had a tremendous desire to reach great heights quickly. They want to be their boss and want freedom and flexibility. They want to be able to make their own decisions. These employees want to be unrestricted by fixed work hours and a fixed structure. They need the freedom to decide, work as per their own will, and dictate their terms of work.

Labor Process Theory

This is an essential Marxist theory in work and employment practices. According to Karl Marx, labor processes

are where labor materializes depending on usability and value derived. It is crucial to consider three interconnected factors: the work itself, which should have a goal and an objective; the object on which the work is done; and lastly, the tools used to aid in the process. It is necessary to examine these three elements in order to comprehend the nature of work. In a gig economy, the types of work, tools, responsibility, and dedication differ.

Objectives of the Paper

The gig economy has opened up new options and opportunities that must be pursued. In the gig economy, technology allows tasks to be conducted online, and digital platforms and interfaces played an important role (Graham & Anwar, 2019). Other characteristics that describe the gig economy include independence and flexibility (Malik et al., 2020). It is critical to identify variables that encourage the gig economy. Existing literature has discussed aspects of the gig economy, such as meaning and scope (Kalleberg, 2013; Pulignano, 2019), the legal aspects of this economy (Ly, 2020; Wood et al., 2019), the impact of the gig economy on the labor market (Shibata, 2020), and technological influence on the gig economy (Dorschel, 2022; Heeks et al., 2021). To the best of our knowledge, considerable research has yet to be conducted to identify the facilitators of the gig economy. The study aims to address this gap by identifying the enablers of the gig economy. The enablers would be presented as a hypothetical model that would comprehend the nature of the linkages between the identified enablers. This paper addresses the following research questions:

↳ **RQ1 :** What factors contribute to the successful implementation of the gig economy?

↳ **RQ2 :** What are the links and associations between the identified factors?

The objectives of this study accordingly are as follows :

↳ **O1 :** To comprehend the elements necessary for the gig economy to be implemented successfully.

↳ **O2 :** To suggest a model to describe the nature of the factors found by employing total interpretative structural modeling.

↳ **O3 :** To further investigate the nature of the linkages using fuzzy MICMAC analysis.

Theoretical Background : Enablers of the Gig Economy

This section will explore the factors that enable the successful transition into the gig economy. These factors have been termed as the "Enablers" of the gig economy.

Freedom and Autonomy

Discussions on modern job practices would only be complete with discussing the newly emerging gig economy (Shibata, 2020). According to a study by Wood et al. (2019), perceived autonomy and choice are essential determinants contributing to workers' preference for the gig economy. The concept of autonomy is broad and applies to workers and gig economy employment in a number of ways, such as the ability to choose one's own work schedule, accept or reject jobs, and make small daily decisions on one's own (Shapiro, 2018). The gig economy allows individuals to simultaneously interact and do business with clients from various industries. It makes it possible for people working in the gig economy to accept comparable projects from different clients. People in the gig economy feel autonomous, successful, and self-sufficient (Ravenelle, 2019). The degree of autonomy in this field appeals to independent professionals in the gig economy (Pichault & McKeown, 2019).

Self-reliance and the capacity to choose one's path are characteristics of autonomy. Individuals are motivated through freedom, autonomy, and self-determination (Kolot et al., 2023). The gig economy fosters a sense of self-sufficiency and efficiency, both of which are essential components of autonomy.

Flexibility

Workplace flexibility is a popular term in contemporary workplaces (Rashmi et al., 2021). Flexibility represents the ability to define working hours and place of work and engage in flexible work timing (Kalleberg, 2013). An attractive part of the gig economy is the ability to provide flexibility to individuals. This flexibility would give individuals complete control over how they want to spend the day (Lehdonvirta, 2018). This economy comprises work that could be done through physical presence or digital platforms. This increased the scope of flexibility. Fingertip work through app-enabled infrastructure facilitates flexibility as it permits people in the gig economy to set their schedules while earning stable pay (He et al., 2019; Kuhn & Galloway, 2019). There has been an increasing growth in technology diffusion in regular work. The gig economy comprises digitally mediated tasks that could even be delivered remotely (Graham & Anwar, 2019). The range of possibilities includes work schedule modifications, options for handling family obligations, options for pursuing several professional routes, and options for working remotely. Flexibility in work hours permits the players in the gig economy to schedule and plan job-related activities in a day at their convenience. Flexibility in location permits workers to choose between working offline or online (Chung & Van der Lippe, 2020). A mindset of freedom and flexibility are the primary drivers that motivate people to join the gig economy (Anwar & Graham, 2021).

Multiple Sources of Income

Benjaafar and Hu (2019) found that employers employed gig workers to work either physically for a set amount of time or digitally for a set amount of time, providing services to them. A gig economy promotes freelance labor, part-time employment, short-term contracts, and flexible work schedules. A change in the demography of job seekers and workplace preferences encourages the growth of the gig economy (D'Cruz & Noronha, 2022). Due to its nature, this form of employment allows one to undertake multiple jobs simultaneously. A characteristic of the gig economy is self-regulating, self-scheduling workers (Allon et al., 2023). This provides multiple sources of income instead of a single fixed source of income, which is the traditional workplace setup. Globally, the number of people earning money from gigs has increased dramatically. In a gig economy, people may work on many projects concurrently and are not legally bound to a single employer. In the gig economy, people may so earn money from a variety of sources.

Technology and Digital Transformations

Digital transformations are another enabler that facilitate the gig economy's growth. Concepts such as the "click-work" that workers get hired for digital micro-tasks, knowledge-based freelance work locally and globally, and delivery services constitute the gig economy (Dorschel, 2022; Heeks et al., 2021). Technology has fundamentally changed the nature of work as we know it (Dey et al., 2022), and technology platform companies have fueled the expansion of the gig economy. Due to the difficulty in matching gig economy labor with traditional work arrangements brought about by technological advancement, efforts have been undertaken to expand the scope of potential job partnerships to incorporate new types of collaborations (Kassim et al., 2020; McDonnell et al., 2021). Advancements in technology have made it possible to collaborate across the globe. This further strengthens the offerings of the gig economy. Digital transformations changed the way business was conducted. It enabled ease of communication, transactions, content sharing, scheduling, project management, and feedback.

This helped make the gig economy successful (Dey et al., 2022). Connectivity between employees and enterprises is a critical component of this economy, and technology is essential in supplying the right digital platform (Nair et al., 2024).

Entrepreneurial Spirit

According to Arora and Sharma (2022), there is a synergistic relationship between the gig economy and the entrepreneurial spirit among gig workers. They further stated that the urge to gig would be possible only if the individuals have the mindset of an entrepreneur. This mindset encourages the spirit of invention, risk-taking, and self-management. These characteristics are quite similar to those of the gig economy (Veleva, 2021). A crucial component of the company is sustainable development. Long-term sustainability requires entrepreneurship. This is closely associated with the gig economy mindset (Pizzi et al., 2020). The gig economy's primary driving attributes required are a favorable attitude toward entrepreneurship, a sense of being one's owner, and a willingness to make judgments and choices. Another critical factor is the hunger for accomplishment and entrepreneurs' risk-taking ability (Popescu et al., 2020). Passion and self-efficacy are entrepreneurial traits that drive innovation and facilitate the gig economy (Silva & Moreira, 2024). Digital technologies enable opportunities to set up businesses, network, and sell services (Ughetto et al., 2020).

Short Time Commitment

A crucial enabler of the gig economy is the short time commitment needed. Conventional work environments require long hours and sustained commitment to the company, customers, tasks, coworkers, etc. In the gig economy, this is not necessary. The gig economy requires a temporary dedication till the work is completed. This makes it possible for someone to encounter more things and explore more options (Meijerink & Keegan, 2019). The gig economy digresses many contemporary aspects of a job, such as continuity, progression, and training and development. The gig economy's minimum time commitment led to the emergence of key sectors such as freelancing and consulting (Johnes, 2019). The mindset was to get a few "gigs," i.e., short-term and intermittent possibilities with immediate pay. Both parties agreed that these kinds of contracts were temporary and did not impose any long-term commitments on the individual or the company. Both sides gained some authority as a result. A gig economy is a free market system where businesses hire independent contractors for brief assignments, and temporary positions are common (Bryant, 2020).

Nature of Work

The practice of the gig economy with emphasis on India was found across various industrial, service, and agricultural sectors (Balakrishnan, 2022). One of the reasons for this could be attributed to the social fabric and another to the nature of work. "Social Fabric" refers to the interactions and connections we have with one another, which make us all a part of society's standard thread. This kind of work is typically handed down through the generations. Certain vocations provide for flexibility and self-sufficiency, while others do not.

Consequently, the type of labor becomes a crucial component to take into account while examining the factors that support the gig economy. Work is becoming more granular and decontextualized. Jobs could be separated into little tasks and distributed across people (Connelly et al., 2021). The division of labor into different parts and the technological basis made it possible for work to be distributed among different people.

Research Methodology

We used total interpretive structural modeling (TISM) to examine the impact of the seven enablers of the gig economy identified through a study of the existing literature. TISM is a type of qualitative research that helps to model the complex relations between variables. TISM finds its application if existing literature in a domain needs to be more specific, subjective, and imprecise (Barve & Nayak, 2023). It is popularly used in management science, social science, operations research, and systems engineering. TISM is a well-known research methodology that employs a three-pronged strategy. In the first part, expert interpretation is vital; this interpretation is given structure, which subsequently aids in proposing a model (Khatwani et al., 2015). TISM is an extension of interpretive structural modeling (ISM) proposed by Warfield (1973). ISM helps to generate a hierarchical flow to the variables in research. ISM differentiates itself from other research methods as it builds logical relationships between identified variables that help to build a visual map depicting a hierarchical picture of the system or problem at hand. Other research methods often break the research problem into smaller sections and generate fundamental knowledge "lumps" without proper reasoning and analysis (Choudhury et al., 2021; Panackal et al., 2022). ISM has its drawbacks, as it could not explain why the relationship between variables existed. This was revised by Sushil (2012), who proposed the TISM framework. Sushil (2012) examined the ISM idea and changed the current model to logically explain variables' established interrelationships. The ISM framework understands only nodes; the TISM framework analyzes all nodes and links. TISM can provide a more comprehensive explanatory framework with necessary transitive ties, whereas ISM excludes all transitive interactions. The steps are shown in Figure 1.

Figure 1. *Steps in Research Methodology-TISM*
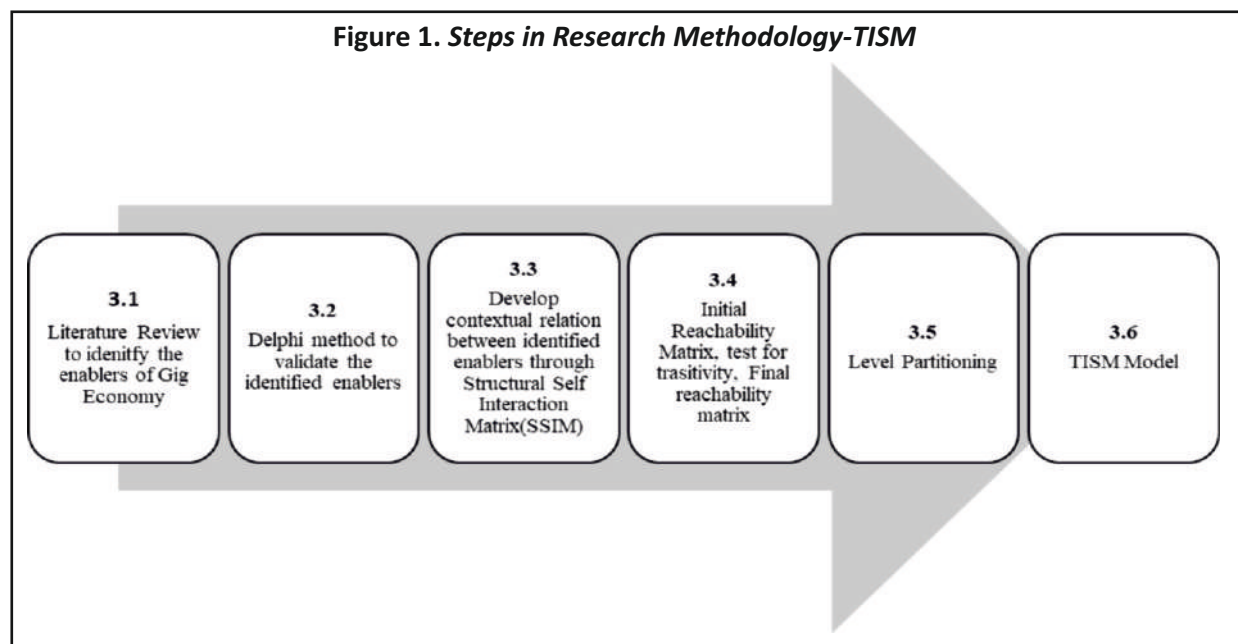
Literature Review

TISM methodology is grounded in literature. An existing literature review aids in identifying variables that are critical to the study. Numerous research studies have referenced these characteristics, which are deemed noteworthy contributors to the study. To acquire a thorough grasp of gig economy activities, we examined both domestic and foreign research. The literature was located using articles from respectable sources like

EBSCOhost, Web of Science, JSTOR, and Scopus. The study incorporated the preferred reporting items for systematic reviews and meta-analyses (PRISMA) technique. The PRISMA statement is an outline to assist researchers in best articulating what was done and what was discovered (Agrawal, 2019; Caulley et al., 2020). The structured literature review helps to examine the existing work in depth, which helps to arrive at the enablers of the gig economy. A few of the keywords used included "gig economy," "shared economy," and "flexible employ*." For the study, only articles published in English-language journals were taken into account. The overview of the literature is shown in Table 1.

Table 1. *Summary of the Literature Review*

Code	Enabler Name	Meaning	Key Researchers
E1	**Freedom and Autonomy**	Autonomy is a broad concept, and its application to employees and employment in the gig economy includes freedom to decide work schedules, decision-making on accepting or rejecting work, and independence over minute day-to-day decisions.	(Jarrahi et al., 2020; Kolot et al., 2023; Pichault & McKeown, 2019; Ravenelle, 2019; Shibata, 2020; Shapiro, 2018; Wood et al., 2019)
E2	**Flexibility**	Flexibility represents the ability to define working hours and place of work and engage in flexible work timing.	(Anwar & Graham, 2021; Chung & Van der Lippe, 2020; Graham & Anwar, 2019; He et al., 2019; Kalleberg, 2013; Kuhn & Galloway, 2019; Lehdonvirta, 2018; Rashmi et al., 2021)
E3	**Multiple Sources of Income**	Due to its nature, this form of employment allows one to undertake multiple jobs simultaneously. As opposed to the typical workplace's setup of a single fixed source of revenue, this offers several streams of income.	(Allon et al., 2023; Benjaafar & Hu, 2019; D'Cruz & Noronha, 2022)
E4	**Technology and Digital Transformations**	Digital transformations have changed the way business is conducted. It has enabled ease of communication, transactions, content sharing, scheduling, project management, and feedback.	(Dorschel, 2022; Dey et al., 2022; Heeks et al., 2021; Kassim et al., 2020; McDonnell et al., 2021; Nair et al., 2024)
E5	**Entrepreneurial Spirit**	The primary driving attributes that the gig economy requires are a favorable attitude toward entrepreneurship, a sense of being one's owner, and a willingness to make judgments and choices.	(Arora & Sharma, 2022; Pizzi et al., 2020; Popescu et al., 2020; Silva & Moreira, 2024; Ughetto et al., 2020; Veleva, 2021)
E6	**Short Time Commitment**	The gig economy digresses many contemporary aspects of a job, such as continuity, progression, and training and development. Consultancy and freelancing are significant parts of the gig economy that have emerged due to the gig economy's minimal time commitment.	(Bryant, 2020; Graham & Anwar, 2018; Johnes, 2019; Meijerink & Keegan, 2019)
E7	**Nature of Work**	The gig is suitable for flexible jobs that can be performed independently.	(Balakrishnan, 2022; Connelly et al., 2021; Wood et al., 2019)

Analysis and Results

Validation Through the Delphi Method

The Delphi method is designed to get an expert opinion through external members with expertise in the domain. Since the members in the Delphi method are external, the chances of biases and influence are minimized. A systematic questionnaire with a list of enablers was devised to validate the enablers. The questionnaire was distributed to consultants who worked part-time and freelancers who worked for various firms. Only part-time work and consultation with at least two businesses were prerequisites for identifying an expert. Fifty experts were identified for the study. These experts worked as freelancers in content writing, visiting faculty in institutes, trainers, finance advisors, and graphic designers. Table 2 represents the demographics of the experts. Lewis (2015) stated that for qualitative research, expert opinion ought to be limited to a smaller group of 20–50 seasoned individuals. This would assist in examining the topic at hand in greater detail. Between April and June of 2023, the responders were contacted. Based on their experiences in the gig economy, survey respondents ranked the enablers in increasing order of significance on a scale of 1 to 5. Cronbach's alpha was used to assess the constructs' validity. As seen in Table 3, the determined enablers' Cronbach's alpha was greater than 0.7, or 0.787, showing strong internal consistency.

Table 2. *Demographics of the Experts*

Variable	Category	Respondents
Age (years)	18–30	16
	31–50	12
	Above 50	22
Gender	Male	15
	Female	35
Designation	Content writer	15
	Visiting faculty in educational institutes	11
	Trainers	12
	Finance advisors	7
	Graphic designers	5

Table 3. *Mean Scores – Enablers*

Code	Enabler	Mean Score
E1	Freedom and Autonomy	3.46
E2	Flexibility	3.12
E3	Multiple Sources of Income	3.56
E4	Technology and Digital Transformations	3.84
E5	Entrepreneurial Spirit	3.14
E6	Short Time Commitment	3.28
E7	Nature of Work	3.54

Development of Structural Self Interaction Matrix (SSIM)

A questionnaire was used as the research instrument and shared with the experts. The questionnaire had 42 statements per the $n(n–1)$ rule of TISM. The experts explained the relation of V, A, X, and O per the TISM guidelines, i.e., V if i impacts j but j does not impact i. A indicates i does not impact j, but j impacts i. X denotes a two-way relation, i.e., both i and j mutually impact each other. O indicates that there is no relation between i and j. Table 4 represents the SSIM based on expert opinion.

Reachability Matrix

The first reachability matrix, which is displayed in Table 5, was then created using the binary digit rule that TISM gave. The final reachability matrix was then obtained by applying the transitivity principle.

Level Partitioning

Through a series of rounds known as level partition, the final reachability matrix created in Step 5 is partitioned into multiple levels for each factor based on reachability and antecedent sets. This division is used to examine changeable level-wise location. The level partitioning has been represented in Tables 6, 7, and 8.

Table 4. *Structural Self-Interaction Matrix*

	E7	E6	E5	E4	E3	E2	E1
E1	A	A	X	A	X	V	
E2	A	X	A	A	A		
E3	A	V	X	A			
E4	A	X	A				
E5	V	O					
E6	X						
E7							

Table 5. *Initial Reachability Matrix*

	E1	E2	E3	E4	E5	E6	E7
E1	1	1	1	0	1	0	0
E2	0	1	0	0	0	1	0
E3	1	1	1	0	1	1	0
E4	1	1	1	1	0	1	0
E5	1	1	1	1	1	0	1
E6	1	1	0	1	0	1	1
E7	1	1	1	1	0	1	1

Table 6. *Level Partitioning 1*

Enabler	Antecedent Set	Reachability Set	AS ⌢ RS	Level
E1	(1,2,3,5)	(1,3,4,5,6,7)	(1,3,4)	
E2	(2,6)	(1,2,3,4,5,6,7)	(2,6)	

E3	(1,2,3,5,6)	(1,3,4,5,7)	(1,3,5)	
E4	(1,2,3,4,6)	(4,5,6,7)	(4,6)	
E5	(1,2,3,4,5,7)	(1,3,5)	(1,3,5)	
E6	(1,2,4,6,7)	(2,3,4,6,7)	(2,4,6,7)	Level 1
E7	(1,2,3,4,6,7)	(5,6,7)	(6,7)	

Table 7. *Level Partitioning 2*

Enabler	Antecedent Set	Reachability Set	AS⌒RS	Level
E1	(1,2,3,5)	(1,3,4,5,7)	(1,3,4)	Level 2
E2	(2)	(1,2,3,4,5,7)	(2)	Level 3
E3	(1,2,3,5)	(1,3,4,5,7)	(1,3,5)	Level 2
E4	(1,2,3,4)	(4,5,7)	(4)	Level 3
E5	(1,2,3,4,5,7)	(1,3,5)	(1,3,5)	Level 3
E7	(1,2,3,4,7)	(5,7)	(7)	Level 3

Table 8. *Enablers and Levels*

Enabler Code	Enabler Name	Level
E6	Short Time Commitment	1
E1	Freedom and Autonomy	2
E3	Multiple Income Sources	2
E2	Flexibility	3
E4	Technology and Digital Transformations	3
E5	Entrepreneurial Spirit	3
E7	Nature of Work	3

Figure 2. *Hypothesized TISM Model of the Enablers of the Gig Economy*
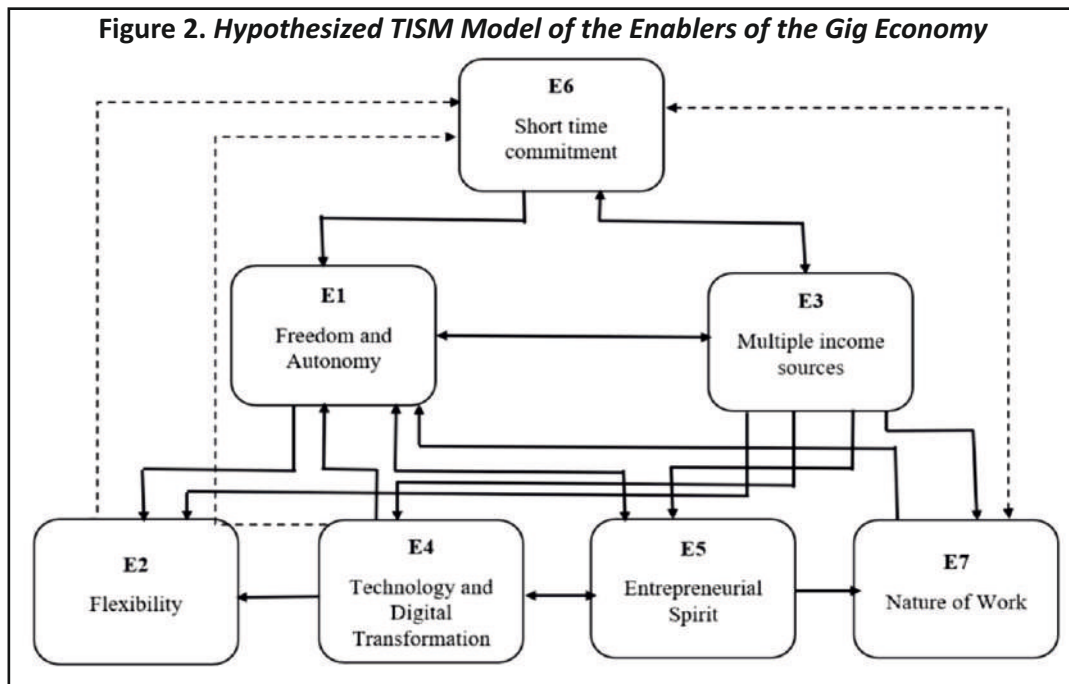
TISM Model : Enablers of the Gig Economy

The final stage in the TISM process is model development. The level portioning helps to arrive at the levels of the enablers. The SSIM aids in determining the type and direction of the connectivity between the enablers that have been identified. TISM is a technique for "multi-criteria decision-making" that aids in filling in the research gap. This method is well-established and widely utilized in complex decision-making settings (Bamel et al., 2019). Figure 2 illustrates the hypothesized TISM model of the enablers of the gig economy. The results section discusses the model and its implications at length.

Discussion

Hypothesized TISM Model of the Enablers of the Gig Economy

Two research questions that address the supportive factors for the gig economy are the focus of this study. In the first research question, we aimed to identify the factors contributing to the successful implementation of the gig economy. For the same, we followed the steps prescribed by the TISM approach. Figure 2 is the outcome of TISM. The hypothesized model draws exciting findings and three levels to the model. The model represents the direct and indirect relation between the identified seven enablers. The first level of the model is short-time commitment. A reason for engaging in the gig economy is the short time duration that it commands. The traditional organization setup looks at long-term commitment and loyalty. The workers in the gig economy look for small gigs that do not require long-term commitment (E6) (Lehmann et al., 2022). This enables them to take up multiple jobs simultaneously (E1). This, in turn, results in more income gain (E3). Many times, these short-term services are offered through labor market intermediaries (Koutsimpogiorgos et al., 2020). The changing workforce preference is another reason for an inclination towards short-term commitment jobs. The new generation workforce wants to avoid committing to a traditional 9 to 5 job. They look for challenging roles that help them earn better and provide flexibility (Thomas & Baddipudi, 2022). The generation also focuses on emotional well-being, leisure, or "me time," which the gig economy provides through short-term commitments.

Autonomy and freedom (E1) and multiple sources of income (E3) form Level 2 of the mode. The short-term commitment gives the individual in the gig economy liberty and freedom to choose the employment they want (Pichault & McKeown, 2019). A sense of autonomy, decision-making, and accountability drives the gig economy. This gives individuals the ability to say no to a certain task. The gig economy also allows individuals to work various jobs simultaneously, opening up more opportunities for different income streams. The income in the gig economy depends on the work. The number of employed individuals increases as they gain more skills and experience. As a result, earning more money in a shorter period is possible. Flexibility (E2), Technology (E4), Entrepreneurial Spirit (E5), and Nature of Work (E7) form Level 3 of the model. The jobs in the gig economy are mostly driven by technology. Due to access to technology, an individual can take up multiple jobs and earn through multiple sources in this economy. Technology has eased the gig economy's communication, project management, and payment. It has aided individuals in taking up gigs globally, overriding geographical constraints. This has resulted in flexibility (Chakraborty & Altekar, 2021).

Individuals are provided with flexibility in terms of time and location, which motivates them to participate in this economy. The independence, self-determination, accomplishment, self-efficacy, and locus of control often associated with entrepreneurs are also key to the gig economy paradigm (Ravenelle, 2019). The nature of work is another enabler that impacts the level. Interpreters, advisors, educators, interim managers, IT professionals, artists and creative workers, content developers, designers, and trainers are all part of the gig economy. Across the developed world, such "self-employed professionals" represent the fastest-growing component of the workforce.

Fuzzy MICMAC Analysis

The second research question in the study sought to identify the types of connections among the seven gig economy facilitators. The TISM method offers a basic comprehension of the connections between the enablers. We used fuzzy MICMAC (cross-impact matrix multiplication applied to classification) analysis to better grasp the nature of the relationships. The results of the analysis are shown in Figure 3. The final reachability matrix forms the basis of the MICMAC analysis. The variables are classified into four groups based on their driving and
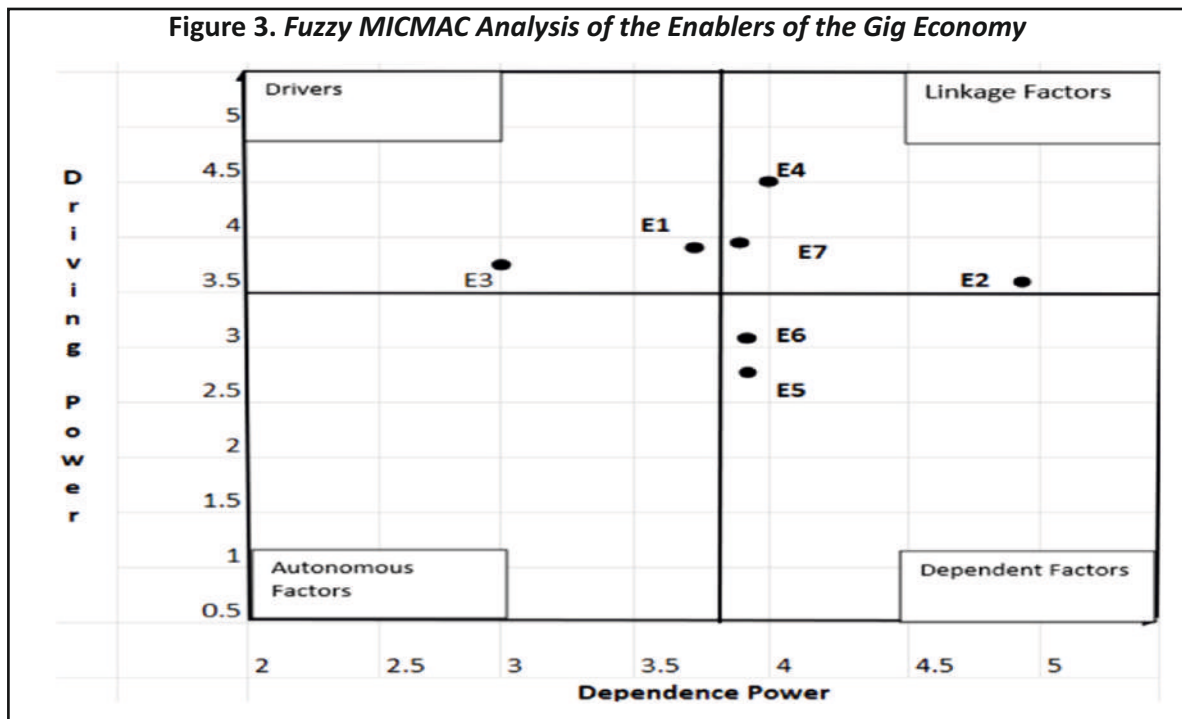

Figure 3. *Fuzzy MICMAC Analysis of the Enablers of the Gig Economy*

Table 9. *Associability of Values for Expert Opinion*

Associability	No Relation	Low	Very Low	Medium	High	Very High	Complete
Value	0	0.1	0.3	0.5	0.7	0.9	1

Table 10. *Fuzzy Reachability Matrix*

Enablers	E1	E2	E3	E4	E5	E6	E7	Driving Power
E1	0	0.9	0.3	0.7	0.9	0.5	0.7	4
E2	0.5	0	0.7	0.7	0.7	0.7	0.3	3.6
E3	0.7	0.7	0	0.5	0.5	0.9	0.5	3.8
E4	0.5	0.7	0.7	0	0.9	0.9	0.7	4.4
E5	0.7	0.9	0.5	0.7	0	0.0	0.7	3.5
E6	0.7	0.7	0.3	0.5	0.0	0	0.9	3.1
E7	0.6	0.3	0.5	0.9	0.7	0.7	0	3.7
Dependence Power	3.7	4.9	3	4	3.7	3.7	3.8	

dependence power. Experts are encouraged by the fuzzy MICMAC analysis to provide a value to the correlation between variables according to their associability. The fuzzy reachability matrix and the associability of values are covered in Tables 9 and 10.

The results of the four quadrants of the fuzzy MICMAC analysis are discussed as follows:

↬ *Cluster 1 : Dependence Variables*

A strong dependence on power characterizes the enablers in this cluster. The variables have a low driving power. Enablers E5 and E6 fall under this category, i.e., entrepreneurial spirit and short time commitment are the dependent variables in the study.

↬ *Cluster 2 : Driving Variables*

These variables are called the model's drivers. They possess a weak reliance power and a stronger driving power. The model's main drivers are Enablers E1 and E3, which stand for freedom/autonomy and multiple sources of income, which are the main forces behind the gig economy.

↬ *Cluster 3 : Linkage Variables*

Variables in this cluster are known as the linkage variables of the model. They have the unique characteristics of solid driving and strong dependence powers. These are the crucial enablers of the model. The model has three linkage variables, E2, E4, and E7, i.e., flexibility, technology, and nature of work are the linkage variables in the study.

↬ *Cluster 4 : Autonomous Variables*

Low driving and dependence powers characterize these variables. They are the weak variables in the study. The current hypothesized model does not have any autonomous variables.

Conclusion and Implications of the Study

The emergence of the gig economy will challenge traditional workplace practices. Multiple factors can be attributed to the emergence of this economy. The goal of the study is to pinpoint the elements that propel the gig economy. The study uses TISM to offer a model and emphasizes the seven enablers. The nature of the linkage between the enablers is studied using fuzzy MICMAC analysis. The gig economy opens up employment opportunities for many with flexibility, autonomy, and the chance to earn from multiple sources of income. The study has significant implications for academics, policymakers, entrepreneurs, and members of the gig economy. Focusing on the highlighted elements will assist people and companies in embracing this shared economy. It will be easier for individuals and businesses to embrace this shared economy if they concentrate on the components that are highlighted. There is a growing amount of excitement and fear as people look for opportunities to participate in this economy. The purposes of the gig economy are emphasized throughout the study. The personal experiences of the experts that led to their successful gig jobs are also highlighted. These realizations will assist in bolstering the gig economy even further.

Limitations of the Study and Scope for Further Research

We employed the TISM method. A drawback of TISM is its reliance on the opinions and experiences of specialists. Sometimes, bias is unavoidable and occurs. It is possible to validate the obtained mode using statistical techniques.

Authors' Contribution

Dr. Nehajoan Panackal conceived the study's idea and helped formulate the research objectives. Dr. Sonica Rautela and Dr. Adya Sharma contributed to the extant literature review. All three authors were responsible for the Delphi study and expert opinion. Dr. Nehajoan Panackal translated the expert opinion into the TISM model. Dr. Adya Sharma was responsible for the MICMAC analysis. Dr. Sonica was responsible for the conclusion and implications of the study. All three authors together wrote the manuscript.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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