

University of Nevada, Reno

**How Do Gig Workers Experience Their Work Environment?
A Person-Gig Fit Perspective.**

A dissertation submitted in partial fulfillment of the
requirements for the degree of Doctor of Philosophy in Business Administration

by

Mengyue Fan.

Dr. Hanna. Alexis Dissertation Advisor

May 2024



THE GRADUATE SCHOOL

We recommend that the dissertation
prepared under our supervision by

entitled

be accepted in partial fulfillment of the
requirements for the degree of

Advisor

Committee Member

Committee Member

Committee Member

Graduate School Representative

Markus Kemmelmeier, Ph.D., Dean
Graduate School

Abstract

Gig workers operate within environments that structurally differ from those of traditional organizational workers. They perceive their fit with their work environment differently than traditional organizational workers do. Existing measures assessing gig workers' perceptions of person-environment fit are broad, and some items may not be applicable to gig workers due to the unique environmental contexts of gig work. To better capture how gig workers fit with their work environment, I develop a valid and reliable measure specifically assessing gig workers' perceived fit with their gig work and platform. First, I specify a conceptual framework for a measure encompassing five fit perceptions commonly experienced by gig workers—perceived interest fit, perceived goal fit, perceived value fit, perceived demand-ability fit, and perceived need-supply fit. Items are then generated and refined through testing by several subject matter experts (i.e., Ph.D. students) and a group of naïve participants in Study 1, providing evidence for the content validity of the measure of person-gig fit (P-G fit). The investigation of the factor structure of the items surviving Study 1 is conducted through exploratory factor analysis (EFA) in Study 2. Confirmatory factor analysis (CFA) and tests of convergent validity, discriminant validity, and concurrent validity of P-G fit are carried out in Study 3.

Keywords: Person-environment fit; Gig work; Contingent workers; Independent work; Identity; Job satisfaction; Turnover intention; Gig work challenge

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How Do Gig Workers Experience Their Work Environment?

A Person-Gig Fit Perspective.

Introduction

Gig workers have been estimated to account for 1/6 to 1/3 of the entire workforce in the United States, European countries, and some Asian countries (e.g., Manyika et al., 2016). The number of gig workers keeps growing at a rapid rate in recent years (SIOP, n.d. 2016). With increasing numbers of people working in gig careers, researchers want to better understand this workforce and how gig workers' experiences differ from traditional workers. For example, gig workers face more contingent work conditions, such as career uncertainty (Allan et al., 2021), lack of support from mentors and colleagues, and unhealthy income cycles (Caza et al., 2021). Gig workers don't get protections and benefits by law (Harris, 2018). Their short-term contracts with organizations hardly offer them opportunities to gain status, power, or recognition (Caza et al., 2021). Perhaps as a result of these less stable work conditions, gig organizations suffer from high turnover rates. For example, many ride-sharing platforms have as high as 500% turnover rates per year (Mims, 2019).

Together, these different statistics pose an intriguing paradox: more people choose gig careers, despite poor working conditions and high turnover rates within gig organizations. As such, researchers have begun to apply different theoretical frameworks to better understand gig workers' experiences in their work. For instance, gig workers often experience *job precarity*, which includes fear of maintaining paid employment, fear of physical and psychological unsafety, and fear of meeting their own or their family's

basic needs (Allan et al., 2021). Theoretically, job precarity may underlie gig workers' various job attitudes and behaviors (e.g., work engagement, job satisfaction, job performance, and meaningful work) and general mental health (e.g., depression and anxiety), and could even disrupt their identity and self-esteem (Allan et al., 2021; Caza et al., 2021; Granger et al., 2022; Petriglieri et al., 2019). However, researchers using the precarious work framework only account for the dark side of gig work experiences, which does not provide a comprehensive explanation for why individuals choose gig careers despite the unique work environment.

As an alternative theoretical approach to the study of gig work, researchers have also employed the Job Demand-Resource (i.e., JD-R) model (Bakker & Demerouti, 2007; J. Chen, 2023; Quy Nguyen-Phuoc et al., 2022). The JD-R framework helps identify "bright" factors, such as cognitive and emotional capabilities, that enable gig workers to buffer themselves from negative working conditions and enhance their positive thriving (Ashford et al., 2018). Furthermore, additional resources such as social capital, autonomy, and skill/task variety may enhance gig workers' well-being (Keith et al., 2020). Nonetheless, although research using JD-R to better understand gig work has started to address the paradox of a growing field with high turnover, the JD-R framework gives only an initial starting point for focusing on positive resources. It is not sufficient to help us understand how different gig workers interact with gig work environments and organizations, given their unique features compared to traditional work environments. To gain a better understanding of gig workers' experiences in interacting with their unique context, I employ a Person-Environment Fit (i.e., P-E fit) lens to delve deeper into this question in this dissertation.

P-E fit represents the degree of match between a person's attributes and their work environment, and this match is important for understanding work attitudes and behaviors (Kristof-Brown et al., 2005; Su et al., 2014). When there is a match between the employee and the environment, employees experience less stress and feel better psychologically; furthermore, they tend to develop stronger ties with their work entity, leading to greater job satisfaction (Cable & Edwards, 2004; Greguras & Diefendorff, 2009; Kristof-Brown et al., 2005), better job performance (Chuang et al., 2016; Kristof-Brown et al., 2005; Nye et al., 2012; Xu & Iun, 2006), and a decreased likelihood of leaving the company (Cable & Edwards, 2004; Kristof-Brown et al., 2005; Morrow & Brough, 2019). Thus, all these positive outcomes occur when workers fit well with their environments.

Similarly, I assert that the P-E fit framework can be applied to gig work to explore how different worker attributes may effectively align with a gig work environment and lead to positive outcomes. However, this application of P-E fit to the gig work environment has been largely overlooked. Importantly, the unique nature of gig work environments sets them apart from traditional work environments. For instance, one commonly studied type of fit is the alignment between workers' values and their organization's values (Kristof-Brown et al., 2005). Yet, it remains uncertain whether this type of fit is relevant or applicable in a gig work environment, given that gig workers are typically detached from a fixed organization and often have temporary contracts. On the other hand, another common type of fit is person-vocation fit (Kristof, 1996), in which people may exhibit a certain degree of match between their own career interests and their

type of work (Holland, 1997). This type of fit may be quite applicable for understanding outcomes for gig workers if they have particular interest in that type of work.

Consequently, a significant research gap exists researchers lack a comprehensive understanding of how workers interact within such unique work environments and how they can thrive and remain within them. To address this gap and gain insight into the distinctive features of gig work environments compared to traditional ones, my dissertation defines a new type of Person-Environment (P-E) fit tailored to capture the unique nature of the gig economy: Person-Gig fit. To study this new type of fit applied to the gig work environment, I conduct a series of scale development studies to create a reliable and valid measure of Person-Gig (P-G) fit.

My dissertation is crucial for addressing the existing gap. I have made two significant *theoretical* contributions: I make a theoretical contribution to the gig work literature by applying a novel theoretical framework to study this workforce, and I make a theoretical contribution to the P-E fit literature by defining a new type of fit. First, my work considers the match between gig workers and various aspects of their environment as a lens for better understanding gig workers' satisfaction, ability to thrive, and desires to remain in the gig work environment. This approach inherently focuses on positive work experiences in gig work that result from fit. To study these ideas, my conceptualization of Person-Gig fit is specifically tailored to the gig workforce. I argue that this concept is necessary and beneficial to develop beyond general conceptualizations of P-E fit because the gig environment is fundamentally different from traditional work environments, and this new concept extends the nature of P-E fit to non-traditional work environments.

Methodologically, my dissertation includes an in-depth series of scale development studies, guided by suggestions from Hinkin (1998). My work provides a valid and reliable measure of gig workers' fit with their environment for future researchers to use in their empirical studies. Depending on their research objectives, researchers can choose to use items from individual sub-scales or can include all five categories to measure gig workers' subjective perceptions of fit with their environment. By developing a measure and rigorously assessing content, construct, and criterion-validity, future work can immediately benefit from use of the new measure to further study the fit between gig workers and their vocations, jobs, and gig organizations.

Additionally, my dissertation provides an important practical contribution by testing how the concept of Person-Gig fit, along with various ways gig workers can match their work environment, predicts key work outcomes. I focus on outcomes that have demonstrated importance in the gig literature in particular, such as job satisfaction and turnover intentions, and I test whether P-G fit predicts these outcomes above and beyond other potential predictors. Because my dissertation demonstrates the predictive power of the Person-Gig fit measure, the results have important practical implications for recruiting, selecting, and retaining gig workers who fit well in gig work contexts.

For example, platforms like Uber, UpWork, and Fiverr, which heavily rely on gig work, my measure could assist platforms in recruiting individuals based on various attributes such as interest fit, goal fit, and value fit. It can also help platforms to select the most suitable workers. Moreover, gig platforms can benefit from regularly assessing the fit of their existing workers with the platform. This ensures that all gig workers are satisfied with their jobs, thereby helping platforms maintain a consistent retention rate of

workers. When all gig workers have a good person-environment fit, they are likely to experience positive work outcomes. As such, my research has the potential to contribute to the long-term success and sustainability of the gig economy.

Literature Review and Conceptual Framework

Gig Work

The term 'gig' originally referred to a one-time performance by a musician. Over time, the use of the term expanded to describe any type of non-standard, temporary job characterized by short-term commitments, but there is no commonly accepted definition of *gig work* (Watson et al., 2021), and debates vary widely on the subject. Some researchers focus exclusively on online platform workers, such as Uber drivers, viewing them as quintessential examples of gig workers (Collier et al., 2017; Stanford, 2017; Vallas & Schor, 2020; Wood et al., 2019). Others adopt a broader perspective, arguing that gig work extends beyond just online platforms (Cropanzano et al., 2023; Kaine & Jossierand, 2019). They note that the recent emergence of online platforms or smartphone app-based jobs is just one component of gig work, suggesting that gig work should encompass, but not be limited to, these types of jobs.

In my dissertation, I use the broader definition and assume that gig work refers to short-term work that is contractually paid by the employer (Cropanzano et al., 2023). The employer can either be an organization that outsources its work or a private individual through an external labor market. Gig workers are nonstandard workers who get paid from gig work (Cropanzano et al., 2023). Side hustlers who hold their standard full-time jobs but also engage in gigs are included and considered gig workers. Platform workers

(e.g., Uber driver) who rely on platforms to find gigs are a common subset of gig workers (Caza et al., 2021; Cropanzano et al., 2023; Watson et al., 2021).

As described earlier, the gig work literature largely drawn from two primary theoretical perspectives: precarious work (Ashford et al., 2018; Keith et al., 2020; MacDonald & Giazitzoglu, 2019; Petriglieri et al., 2019) and the Job Demands-Resources model (Bakker & Demerouti, 2007, 2017; Ong & Johnson, 2023). To acknowledge and build upon this work in my dissertation, I next review the extant literature within these two primary streams.

Theory of Precarious Work

Research using the work precarity framework as a base posits that gig work exemplifies a *typical* representation of precarious work, so gig workers are vulnerable to the experience of *job precarity* (Muntaner, 2018). Job precarity largely includes emotions such as uncertainty, fear, and stress about one's work (Allan et al., 2021), explaining the negative psychological experience often encountered by gig workers (Tompa et al., 2007).

However, not every gig worker feels the same level of uncertainty from gig work. The extent to which a gig worker feels job precarity depends on boundary conditions, such as work volition (i.e., the freedom a person has to choose his or her work; Duffy et al., 2016), or various forms of capital they can access, such as social support or advantages from their own background or social class (Blustein et al., 2016). For example, a white female from an upper-middle-class family is more likely to have resources and support from family and friends, such as healthcare plans under a spouse, income from family, and networking opportunities (Allan et al., 2021). When they

voluntarily seek gig work as a career, they are less likely to feel fear and uncertainty from the less stable nature of gig work than if a black American without a history of family wealth was laid off and forced to transition to freelance work to earn an income (Allan et al., 2021).

Recently, based on the precarious nature of gig work, challenges representing defining characteristics of the gig worker's experience are proposed. Researchers conclude that gig workers face six common challenges: viability, organizational, identity, relational, emotional, and career-path uncertainty (Caza et al., 2021). For example, Uber and Lyft drivers are a commonly-studied sector of gig workers. To demonstrate instances of their gig work challenges, these drivers do not have the same access to administrative ecosystems that exist in most traditional organizations, so they may find it difficult to handle necessary administrative tasks to keep their gig work going (i.e., organizational challenges; Caza et al., 2021). They often work alone, which can cause feelings of loneliness (i.e., relational challenges) and makes them emotionally taxed (Grandey & Gabriel, 2015; Malin & Chandler, 2017). Uber and Lyft drivers' work scope is also defined differently based on projects or contracts, so they may feel overwhelmed in explaining their role in the gig economy (i.e., identity challenges; Caza et al., 2021). Finally, their paycheck is based on projects or contracts and is not stable. Therefore, Uber and Lyft drivers may find it hard to predict their income for the next month and to plan for large expenses (i.e., viability challenges); and they may feel uncertain about their future career path (i.e., career-path uncertainty challenges; Caza et al., 2021).

Job precarity is seldom directly measured in empirical studies due to the inadequate conceptualization and a lack of measures (Kiersztyn, 2017). To capture the

uncertainty and insecurity experienced by gig workers, researchers often employ job insecurity (i.e., the fear of losing the current job; Sverke et al., 2002) as a proxy for work precarity because job insecurity shares a similar definition and has been extensively studied in the literature (Magnus Sverke et al., 2002).

Several meta-analysis studies have suggested that job precarity, as measured by job insecurity, is associated with increased likelihood of experiencing mental health issues (such as, depression, anxiety, and emotional exhaustion; Llosa et al., 2018) as well as being linked to several other work-related outcome (e.g., lower job satisfaction, poorer performance, and higher turnover intention; Cheng & Chan, 2008; Shoss, 2017). Altogether, the job precarity framework, accounting for both broader job precarity and more specific job insecurity, sheds light on the negative aspects of gig work. Nonetheless, this framework only provides theoretical and empirical support for the negative or more challenging aspects of gig work, relative to traditional work. As such, it does not provide a comprehensive explanation for why individuals may choose gig careers, enjoy those careers, and perform well in those careers, despite the stress and challenges they experience in gig work.

Job Demand-Resource Theory

The Job Demand-Resource model (JD-R) is a theoretical framework to explain how different work characteristics are connected to employees' psychological wellbeing (e.g., exhaustion, job strain) and organizational outcomes (e.g., work engagement; Bakker et al., 2005; Bakker & Demerouti, 2007; Chin et al., 2023; Demerouti et al., 2001; Gonzalez-Mulé et al., 2021). More specifically, the JD-R framework utilizes job demands and job resources to comprehend the effects of job characteristics on employees' well-

being and organizational outcomes. Job demands refer to job characteristics that impose ‘physiological and psychological costs on employees, requiring sustained effort in their roles’ (Ong & Johnson, 2023). One of the most commonly referenced job demands in the literature is workload. Job resources, on the other hand, encompass job characteristics that may ‘assist employees in achieving their work goals or fostering personal development’ (Ong & Johnson, 2023). The most typical job resources include social support and autonomy. Both job resources and demands can independently and interactively affect employees’ well-being (Gonzalez-Mulé et al., 2021). Specifically, JD-R’s central buffering hypothesis suggests that resources can mitigate the effects of demands (Bakker & Demerouti, 2017).

In work environments, numerous work characteristics can be categorized as either demands or resources. Researchers typically identify the primary and most important work characteristics and incorporate them to the JD-R framework to operationalize specific demands and resources in a given environment. So, the JD-R model is highly adaptable and flexible, allowing for adjustments according to the phenomena that researchers aim to elucidate (Kaihlanen et al., 2023).

Building on the job precarity framework, the JD-R framework has been applied as a theoretical lens to understand the unique *demands* faced in gig work. The JD-R model proposes that the gig workers’ subjective psychological and physical wellbeing is contingent on various job demands, including job insecurity, precarity, and emotional labor (Keith et al., 2020). However, the JD-R model offers a more comprehensive perspective by not only considering job demands, but also incorporating job *resources*. In other words, in contrast to the job precarity framework, the JD-R theory recognizes the

positive resources available to gig workers. These "bright" factors in the gig work context encompass cognitive and emotional capabilities (Ashford et al., 2018), as well as capital, autonomy, and skill/task variety (Keith et al., 2020) which empower gig workers to mitigate the impact of job demands (i.e., negative working characteristics) and enhance workers' overall well-being. In addition to job resources, certain personal resources, such as social capital and tolerance for ambiguity, can also influence gig workers' work outcomes (Keith et al., 2020).

The most recent JD-R gig work model (See Figure 1) proposed by Keith and colleagues (2020) specifies that gig workers' work consequences/outcomes (e.g., physical and psychological well-being, gig workers' choice to remain in the gig economy) may depend on a combination of job demands, job resources, and personal resources. Additionally, Keith and colleagues' JD-R framework also addresses the antecedents of gig workers' experiences. The decision of gig workers to enter the gig economy may be influenced by various motivations, including "push" factors and "pull" factors.

Pull factors, such as internal preferences, interests, and values, represent internal motivation for individuals to pursue a gig career (Keith et al., 2020). Individuals with high pull motivations are guided by their innate desires and are highly self-motivated by their interests and values, which leads to positive outcomes. In contrast, push factors, such as financial status, employment status, and family obligations, represent external motivation factors that can also drive individuals to choose gig work (Keith et al., 2020). However, this type of motivation tends to lead to more negative experiences. For example, someone who has been laid off and is facing a financial crisis is unlikely to find satisfaction in gig work following that layoff, whereas individuals who have a passion for

music and want to explore their own musical style may choose to enter a gig career in music and appreciate the autonomy and flexibility it provides. Gig workers' decisions to enter the gig economy may be influenced by a variety of push and pull factors.

In summary, the JD-R model recognizes the dual nature of the gig work experience, encompassing both positive and negative aspects. Furthermore, it addresses why individuals opt for gig careers through pull and push factors, while also elucidating how their experiences influence their work outcomes through the interplay of job demands and job/personal resources (Keith et al., 2020).

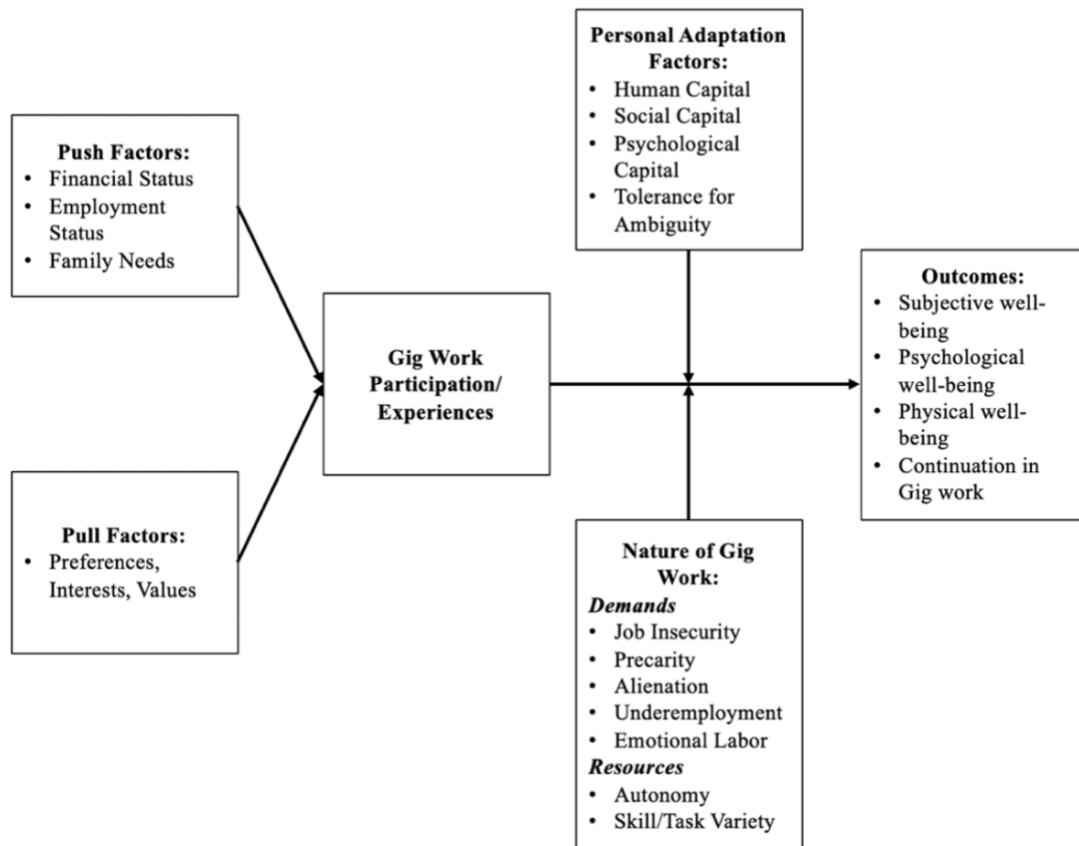
However, the explanatory power of the JD-R model is limited. When examining why individuals choose gig careers, the model primarily focuses on personal attributes such as preferences, interests, and values, overlooking gig workers' perceptions of their *compatibility* with the work environment. Similarly, in understanding how gig workers' experiences influence their work outcomes, the JD-R model predominantly emphasizes the buffering effect of job/personal resources on job demands. However, it fails to elucidate why some gig workers remain committed to the gig economy despite high levels of job demand. In essence, the JD-R model falls short in explaining why certain gig workers harbor genuine affection for and derive satisfaction from gig work, seemingly unaffected by job demands.

To bridge the gap in the JD-R model, I utilize the Person-Environment fit theory to delve into gig workers' job-entry and job-stay decisions, aiming to comprehend their genuine affection and satisfaction derived from gig work. I argue that gig workers' perceptions of fit function similarly to a pull factor and the job/person resource in the JD-R model but possess significantly greater explanatory power. This is because gig workers'

perceptions of fit alone could not only elucidate why they enter the career but also provide an additional explanation for why millions of them persist in their careers over the long term.

Figure 1

Conceptual model of Keith et al., 2020.



A New Approach to Studying Gig Work: Person-Environment (P-E) Fit Theory

While Keith and colleagues (2020) acknowledged the significance of gig workers' experiences being contingent on their level of person-environment fit (pp. 36-37), they did not explicitly integrate this concept into their model. In my dissertation, I aim to build from the positive focus of JD-R theory by explicitly using person-environment fit as a theoretical lens to study gig work. Firstly, I argue that gig workers' fit with gig work

should serve as a motivating factor driving their choice of gig careers. For instance, an undergraduate discovering the opportunity to apply coding skills and undertake Python projects on platforms like Upwork for financial gain may perceive a high demand-ability fit with the platform, prompting them to pursue a career on Upwork. Secondly, I contend that a person's fit with their gig job should elucidate their decision to remain in the gig economy. As gig workers engage more with the gig economy, their perception of fit with their work environment will evolve, positively influencing their work-related outcomes and well-being.

As described earlier, person-environment (P-E) fit refers to the compatibility between workers and the environment they work in (Kristof, 1996). As a theoretical perspective, P-E fit emphasizes the importance of considering the interaction between workers and their environments, rather than just studying attributes on their own (Edwards et al., 1998; Kristof, 1996). In the broad P-E fit framework, fit can be conceptualized in different ways. First, overarching P-E fit includes two broad conceptualizations to describe how a person can match an environment: *supplementary* fit and *complementary* fit (Cable & Edwards, 2004).

Supplementary fit refers to a direct correspondence between people and the environment, such as value fit or goal fit. In other words, people's supplementary P-E fit will be higher when their characteristics are well-matched with the characteristics of the environment. For example, if a person is highly interested in art and creative work, and that person works as a painter, that person would have high supplementary fit with their vocation because their interests match their type of career.

On the other hand, complementary fit refers to the degree to which the environment can provide resources needed by the person, or the degree to which the person can meet the environment's needs. Specifically, a person's complementary P-E fit will be higher when their KSAs (i.e., knowledge, skill, and ability) can meet the environment's demand, or when the environment's supply of resources can meet his/her needs. For example, if an outsourced project requires an experienced front-end software engineer, someone with the ability to create a responsive website would have high complementary fit with the project because his/her ability can meet the demands of project.

Two types of supplementary fit that are relevant for the present work are person-vocation fit and person-organization fit (Kristof, 1996). Person-vocation fit is the degree to which a person's vocation or type of work matches their own attributes, which is often operationalized as the degree to which their interests match their type of career (i.e., interest fit). Person-organization fit (i.e., P-O fit) is defined as the degree to which a person's goals/values match the goals/values of their organization. Each of these represents specific types of supplementary fit because they capture a congruence, or match, between a person's attributes and the corresponding attributes in an aspect of their work environment (Kristof, 1996). Likewise, two types of complementary fit that are relevant for the present work includes Needs–Supplies fit and Demands-Abilities fit. Needs–Supplies fit (i.e., N-S fit) refers to the degree to which a person's needs, desires, and preferences are supplied by their work. Demands-Abilities fit (i.e., D-A fit) refers to the degree to which a person's knowledge, skills, and abilities match the requirements of their work (Cable & Edwards, 2004).

Each of these different types of fit is important and has a substantial body of literature (e.g., see Kristof-Brown et al., 2005). In meta-analysis studies, person-vocation, person-organization, and person-job fit predict both ‘pre-entry’ (e.g., attraction of applicants, acceptance of job offers, and intention to hire) and ‘post-entry’ individual-level criteria (e.g., job satisfaction and job performance; Hanna & Rounds, 2020; Hoff et al., 2020; Kristof-Brown et al., 2005; Nye et al., 2017; Van Iddekinge et al., 2011).

However, the theoretical framing and empirical support for these concepts have primarily been studied within traditional work environments, which have several elements that might set them apart from gig work environments. In these settings, employees are typically organized around full-time roles, clear organizational structures, and tend to be required to make long-term commitments (Campion et al., 2020; Caza et al., 2021). Employees within organizations are expected to deliver optimal performance for their role and the organization as a whole, rather than being focused on short-term projects or contracts. They often assume collaborative roles and adhere to established protocols, which may not necessarily prioritize values such as autonomy, independence, and flexibility in their job (Mai, 2017). In-organization employees also benefit from job stability and long-term security, typically being employed under formal contracts with regular pay and benefits (Caza et al., 2021; Petriglieri et al., 2019). Consequently, they are less likely to fear income disruption and may not actively seek other job opportunities in the market after securing an in-organization position (Mai, 2017). Moreover, in-organization employees often belong to work groups that foster a sense of belonging (Caza et al., 2021), reducing the need to seek emotional support from external sources. Additionally, traditional organizations provide emotional support to in-organization

workers (Petriglieri et al., 2019), so they are less likely to thus less likely feel emotional instability in work. Traditional employees frequently receive job training and sometimes have the opportunity to obtain credentials from their organizations at no cost, which helps fulfill organizational needs (Petriglieri et al., 2019).

The central perspective of P-E fit theory suggests that the alignment between individuals and their environments should be important, even within more non-traditional work environments. However, the manner in which fit has been empirically studied may not directly apply to such unique environments as gig work. Therefore, I next delve into the distinct gig work environment and propose narrower and more specific perceptions of fit tailored to gig workers.

The Gig Work Environment

The work environment that gig workers interact with is fundamentally different from that of more traditional employees in organizations (e.g., refer to the typical demands and resources of gig workers in Figure 1). I elucidate how these differences in the gig work environment contribute to the uniqueness of gig workers' fit within their environment.

Supplementary Fit. From a supplementary fit perspective, gig work features unique values, goals, interests, and other attributes that distinguish it from traditional in-organization work. Gig work is characterized as project-based work (Açıkgöz & Latham, 2022; Caza et al., 2021), which is more temporary by nature than a career with traditional work arrangements and contracts (Ashford et al., 2018). Gig work is also explicitly characterized as goal-based, which requires gig workers to prioritize the achievement of specific goals outlined in their contract. For example, a contract worker may be hired on

at an organization to complete a specific project within a three-month time frame, with specific expectations as part of their gig contract. On the person side of the P-E fit perspective, gig workers often must exhibit characteristics of being goal-oriented and project-based workers. For example, to be successful, they particularly thrive and find motivation in the clear goals and well-defined projects specified in contracts with gig organizations (Caza et al., 2021).

Gig work is also characterized by its values and focus on autonomy, independence, and flexibility (Caza et al., 2021; Cropanzano et al., 2023), more so than most traditional jobs. First, gig work offers significant autonomy for gig workers. Gig workers can adopt diverse approaches to accomplish their assignments effectively (Petriglieri et al., 2019). For example, one Uber driver may choose to pick up and drop off riders from similar locations, such as consistently driving to and from the airport, whereas another Uber driver may choose a more diverse area to pick up riders from various locations and explore new spots. Secondly, gig work highly values gig workers capable of delivering quality results independently. Moreover, gig work offers flexibility in terms of working hours, location, and workload (Ashford et al., 2018; Caza et al., 2021), allowing gig workers to tailor their work arrangements to their individual preferences and circumstances (Ashford et al., 2018). On the person side of the P-E fit perspective, gig workers will likely fit well if they prioritize autonomy, independence, and flexibility. Those who exhibit innovation and complete tasks in a self-directed manner are likely to find fulfillment in their gig work (Caza et al., 2021).

In sum, gig workers interact with a goal-oriented and project-focused work environment. As a result of the nature of this work, they are able to set their own

schedules and work styles, giving them more freedom, flexibility, and independence, all of which might be important to different workers to varying degrees. In this way, gig workers may exhibit varying levels of supplementary fit with the characteristics of their gig work environment.

Complementary Fit. Likewise, from a complementary fit perspective, gig work also has unique *demands* compared to traditional employment. Having specialized skills and qualifications is essential in establishing credibility with gig and contract employers (Williams et al., 2021). For example, gig jobs often require workers to provide their specific credentials and certificates in addition to hiring for general knowledge, skills, and abilities (KSAs). This is because gig work frequently requires more specialized skills than traditional employment (Williams et al., 2021). As gig work emphasizes project/task-based commitment, workers must individually possess the skills and abilities to complete their assigned tasks and must demonstrate their expertise upfront (Caza et al., 2021). As a basic example, traditional job openings may be able to select job applicants who show potential to be trained on necessary attributes over some initial orientation or training period; on the other hand, a prospective Uber driver must immediately be able to drive a car, know how to use navigation to get from place to place, operate the necessary technology to accept rides, and so on. In this way, demands-abilities fit might be especially important for gig workers.

Additionally, gig work requires workers to cope with potential feelings of loneliness and maintain emotional stability (Allan et al., 2021; Petriglieri et al., 2019). Gig workers rely heavily on a diverse range of job opportunities. Individual tasks or projects are generally short-term and offer lower compensation, making access to a larger

pool of job opportunities crucial for maintaining a stable income (Mai, 2017).

Furthermore, gig workers often lack social support in their immediate role, meaning that building a strong social community is even more important (Hartono et al., 2021; Jabagi et al., 2019). For example, survey takers on crowdsourcing platforms typically take their surveys alone and may feel very separated from other survey takers, so many of them may join online forums or other places where they can discuss their work and build social support more externally. These features (e.g., income, social support) likely represent aspects of needs-supplies fit, based on the needs of individual gig workers and whether their gig opportunities supply those needs. In sum, according to the complementary fit perspective, gig work and its workers have distinct job demands compared to traditional jobs and workers within an organization, and gig organizations offer different (and often less) supplies to meet workers' needs.

Altogether, I argue that existing applications of P-E fit theory are too broad and fail to account for the unique characteristics of gig work, as well as the demands placed on gig workers. It is unlikely that subjective perceptions captured by an existing P-E fit measure can accurately describe gig workers' fit with their environment. For example, an item from Cable & DeRue's (2002) measure of perceived fit such as *'The job that I currently hold gives me just about everything I want from a job'* may not be applicable or easily interpretable for gig workers. The statement *'everything I want from a job'* is overly broad and may not be applicable to the unique environment of gig workers, as gig work often fails to provide stable income. If a gig worker is asked to respond to this item and realizes that the stable income they desire is not guaranteed by gig work, they may consequently express a low level of agreement. Such a response may not accurately

reflect their subjective fit perceptions with gig work in other respects. Therefore, I argue that gig workers' P-E fit needs to be redefined to capture how they align with specific aspects of gig work. As a result, a new conceptual framework and a measure of person-gig fit are imperative to accurately capture gig workers' fit with their gig work environment.

The Components of Person-Gig Fit

P-E fit theory divides the environment into several aspects: vocation, organization, job, group, and people (Kristof, 1996). This nested view of P-E fit suggests that workers interact with multiple parts of their environment simultaneously (Granovetter, 1985; Jansen & Kristof-Brown, 2006; Mitchell et al., 2017). According to Jansen & Kristof-Brown's (2006) multidimensional theory, overall P-E fit is represented by the combination of lower fit dimensions. Specifically, an individual worker's fit with his/her environment is represented as 'the algebraic amalgamation of its dimensions' (Jansen & Kristof-Brown, 2006). The dimensions of the environment are interdependent and sometimes overlapping to each other. However, rather than assess "P-E fit" as a whole, researchers tend to choose and assess only certain dimensions that are deemed most important in a particular context or with a particular set of outcomes. In fact, there is no universal measure of P-E fit, so Jansen & Kristof-Brown's (2006) propositions have never been empirically tested.

To capture gig workers' overall perceptions of fit with their environment, I introduce a new construct, person-gig fit. *Person-Gig (P-G) fit refers to the compatibility between gig workers and gig work that occurs when: (a) they share similar characteristics, (b) at least one party meets the other's needs, or (c) both.*

Following the multidimensional theory of P-E fit (Jansen & Kristof-Brown, 2006), I incorporate the features of gig work and the characteristics of gig workers into the overall definition of person-gig fit. Given the lack of interaction with direct supervisors and coworkers in most gig work environments, I only incorporate aspects of fit that capture gig vocations, gig jobs, and gig platforms (organizations), proposing that: Person-Gig Fit is the overall match between a gig worker and their gig environment, which is composed of their vocation, job, and organization.

Further, Jansen & Kristof-Brown (2006) proposed that different dimensions of fit have different impacts on overall P-E fit. To capture the difference in impact, they defined *salience* as “the extent to which one dimension of the environment is more prominent or noticeable than another” (Jansen & Kristof-Brown, 2006). Consistent with their theory, I believe that there is a differential salience associated with each dimension of fit for gig workers, which will influence the relative contribution of the fit dimensions to the gig workers’ experience of person-gig fit (Jansen & Kristof-Brown, 2006). I argue that gig workers are less likely to consider their fit with specific organizations when they judge their level of compatibility with gig work because of the short-term contract and long psychological distance from their organizations. Gig workers are more likely to judge whether their gig work fits their career interests, whether their work needs are satisfied, and whether their abilities are enough to perform their work well. Based on this argument, P-V fit and P-J fit should be the more salient aspects of gig workers’ person-gig fit (i.e., P-G fit), compared to P-O fit. Thus, I propose that:

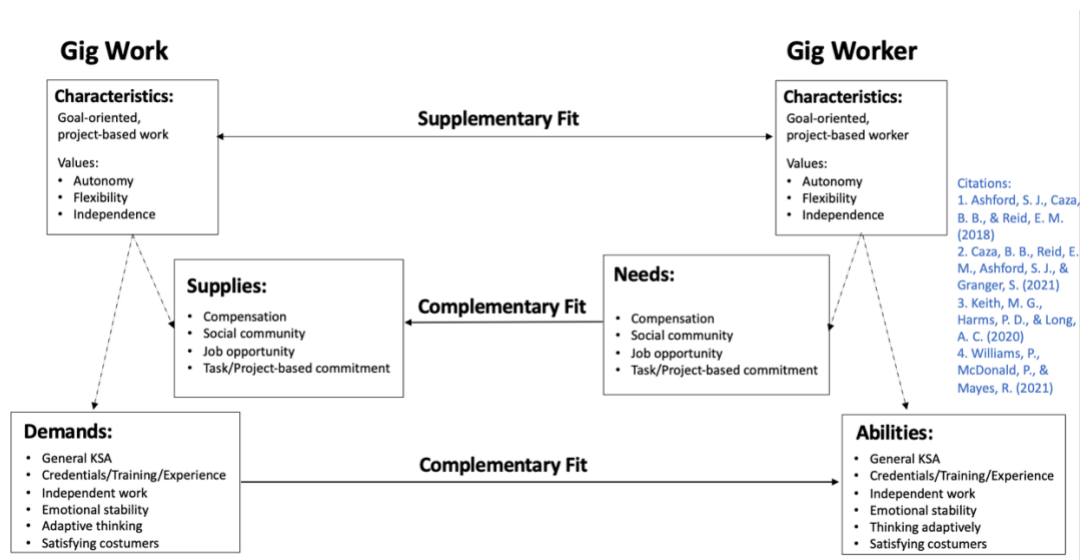
*Proposition: The overall Person-Gig fit of gig workers can be represented by the formula: $Person-Gig\ Fit = s_1 * PV + s_2 * PJ + s_3 * PO$, where s_1, s_2, s_3 represents the impact of each fit dimension and s_1 and s_2 are larger than s_3 .*

Based on the proposition, overall person-gig fit has three dimensions, P-V fit, P-O fit, and P-J fit. Person-gig fit captures the traditional format of defining P-E fit in terms of both supplementary fit (i.e., P-V fit and P-O fit) and complementary fit (i.e., P-J fit), applied specifically to a gig work environment (Kristof, 1996).

Considering the unique characteristics of gig work and unique demands of the gig work environment, workers who possess similar characteristics as those required by gig work will have a high P-G fit. For example, this includes being goal-oriented and committed to project-focused tasks, as opposed to valuing career advancement or more stable work. Likewise, those who share the same values as the gig organizations such as autonomy, independence, and flexibility are also more likely to feel fit within the gig work environment. Lastly, gig workers who possess the necessary KSAs, credentials, and certificates, are able to make task/project-based commitments, work independently, and maintain emotional stability are also more likely to perceive themselves as fitting in with the gig work environment.

Figure 2

A Visual Summary of the Concept of Person-Gig Fit.



For the gig workers who have a low level of fit with their gig work, that means that they 1) do not possess the same values and interests that are represented by gig work, such as autonomy; 2) feel their needs cannot be satisfied by the gig work; or 3) both. Gig workers who have lower P-G fit are more likely to feel discomfort and stress from the value incongruence and dissatisfaction from their needs not being met (Kristof, 1996). Conversely, gig workers who have a higher level of fit with their gig work feel: 1) congruence between their own values, interests, and goals and those of their gig work; 2) their needs are well satisfied by their gig organizations and job; or 3) both. When fit is high, gig workers are more likely to experience a high level of self-efficacy, exerting more commitment and loyalty to the organizations (Kristof, 1996).

Study 1a: Development and Validation of a P-G Fit Item Pool

Because this is the first study formally applying person-environment fit to the study of gig work, it has led to the development of a new conceptualization of fit tailored to the gig work environment. Consequently, there is currently no existing measure of

Person-Gig fit. Therefore, a significant contribution of my dissertation is a series of scale development studies aimed at empirically constructing such a measure.

Item Generation

In line with Hinkin's (1998) guidelines for scale development and validation, the primary objective of Study 1a is to construct an initial pool of items intended to evaluate P-G fit. Following a deductive approach, I draw upon existing theories on gig work, which have provided comprehensive descriptions of gig work and gig workers. Additionally, the well-established P-E fit theory offers a solid theoretical foundation for the types of items typically used to assess fit. The definition of P-G fit derives directly from the literature, further guides item development.

Adhering to the overarching conceptualization of P-G fit and the definitions of its three dimensions, I incorporate the specific characteristics of gig jobs, the needs of gig workers, and the demands inherent in gig work to craft all items. Moreover, in line with Hinkin's criteria, I ensure that the language used in each item was concise and easy to understand. Additionally, I avoid constructing double-barreled statements, thereby ensuring that each item distinctly addressed a single topic.

A person's Person-Gig Fit consists of three dimensions: person-vocation, person-organization, and person-job fit. The interest fit category captures the person-vocation fit, the goal fit category and the value fit category capture the person-organization fit dimension, and the needs-supplies fit category and the demands-abilities (D-A) fit category capture the person-job fit dimension. Consistent with guidelines from DeVellis & Thorpe (2021) (i.e., many more items are needed than those planned for final measurement), I design 9 items for the interest fit category, 7 items for the goal fit

category, 14 items for the value fit category, 13 items for the needs-supplies (N-S) fit category, and 20 items for the demands-abilities (D-A) fit category. This total of 63 items ensures that each fit category has substantially more items than what is intended for the final measure. With the initial pool, I conduct a face validation study to undergo item reduction and keep the best items.

Item Reduction and Face Validity

Participants and Procedure

Nine Management and Psychology Ph.D. students served as subject matter experts and were asked to complete item sorting tasks. I provided participants with the definitions of each person-gig fit category. See Table 1 for overall P-G fit definition and the definition for each of the five categories that were provided to participants. I then randomly presented the items and asked participants to sort each item into its matching category (or “Other” category if an item didn’t fit any category well; Hinkin, 1998). After working with graduate instructors to promote the survey and offer extra credit for completion, participants received course credits for completing the survey.

Table 1

Definition of all constructs

Construct	Definition
Person-Gig Fit	The compatibility between gig workers and gig work that occurs when: (a) they share similar characteristics, (b) at least one party meets the other’s needs, or (c) both.
Person-Gig Interest Fit	The degree to which a person’s gig work matches their career interests.

Person-Gig Goal Fit	The degree to which a person's goals match the goals of their gig platform (organization)
Person-Gig Value Fit	The degree to which a person's values match the values of their gig platform (organization).
Person-Gig Needs–Supplies Fit	The degree to which a person's needs, desires, and preferences are supplied by their gig work
Person-Gig Demands-Abilities Fit	The degree to which a person's knowledge, skills, and abilities match the requirements of their gig work.

Data Analysis and Results

Frequencies were then used to identify items that had the highest substantive-agreement index (i.e., how often the item was correctly categorized) within each of the fit categories. Items that were correctly matched to their corresponding categories the vast majority of the time (75%) were retained. After the first round of item reduction, 43 items remained. Results are reported in Table 2 in Appendix 1, including all 63 original items and their sorting results. The 43 items that were retained are bolded in Table 2.

Study 1b: Content Validation of P-G Fit Item Pool

After the initial item reduction from subject matter experts in Study 1a, the main objective of Study 1b was to further assess content validity of the newly developed P-G Fit measure. Using the 43 items that were retained in Study 1a, I next sought to conduct a further round of item reduction using a larger, naive participant pool (Hinkin, 1998).

Method

Participants and Procedure

A total of $N = 295$ naïve (i.e., non-subject matter expert) undergraduate students recruited from the SONA system were asked to complete item matching tasks.

Participants were presented with items randomly and instructed to categorize each item into its corresponding category, or assign it to the "Other" category if it did not fit into any predefined category (Hinkin, 1998). Participants received course credits through the SONA system for completing the survey.

Measures

The 43 items retained from the face validity test in Study 1a including 3 items for the interest fit dimension, 4 items for the goal fit dimension, 9 items for the value fit dimension, 6 items for the needs-supplies (N-S) fit dimension, and 6 items for the demands-abilities (D-A) fit. I added refined 2 items for the goal fit dimension, 2 items for the value fit dimension, 6 items for the needs-supplies (N-S) fit dimension, and 5 items for the demands-abilities (D-A) fit dimension.

Data Analysis and Results

Frequencies were again used to identify the items that had the highest substantive-agreement index (i.e., how often the item was correctly categorized) within each of the fit categories. Items that were correctly matched into their categories the majority of the time (65%) were retained. I used a lower “majority” percentage for the naïve sample than I did for the subject matter expert sample for three reasons: (1) these items had already been correctly sorted by at least 75% of the subject matter expert sample, ensuring higher quality than the full initial item pool; (2) the naïve sample was less familiar with the sorting task/scale development, so I allowed a bit more room for error; and (3) the use of

a much larger sample in this study meant that at least a 65% majority represented a sizable portion of people who correctly sorted an item.

Results are reported in Table 3 in Appendix 1. After the second round of item reduction, 37 items were retained, including 3 items for the interest fit dimension, 6 items for the goal fit dimension, 10 items for the value fit dimension, 7 items for the needs-supplies (N-S) fit dimension, and 11 items for the demands-abilities (D-A) fit. All retained items thus demonstrate high content validity because they were correctly sorted by the majority of both the subject matter expert sample (Study 1a) and the naïve sample (Study 1b).

Study 2: Construct Validation

My primary objective of Study 2 was to assess the underlying factor structure of the retained P-G fit items that survived from Studies 1a and 1b. This objective was achieved through exploratory factor analysis (EFA), which allowed for the elimination of items with poor psychometric properties, such as those exhibiting low factor loadings and cross-loadings on multiple factors. The second object of Study 2 was to process third round of item reduction. Only the items that contribute to the face validity and adequately capture the sampling domain would be remained. Additionally, the internal consistency reliability of the new measure was reported.

Method

Participants and Procedure

I recruited participants from an online crowdsourcing platform (Prolific) to complete the P-G fit measure. Unlike with the item sorting tasks in Study 1a and Study 1b, participants on Prolific were chosen because they are considered gig workers (i.e.,

completing individual surveys and being paid for those tasks), so this sample was drawn from the gig work population and was used as the first actual assessment of Person-Gig fit. According to recommendations, the minimum sample size for an EFA study ranges from 100 (Gorsuch, 1988) to 250 (Cattell, 1978). Following their sample size recommendations, I recruited $N = 200$ participants who took the survey on Prolific. All participants passed the attention check items. \$2 was rewarded to them for their participation of 6-minute survey. The average age of participants was 36.67 years ($SD = 12.12$), 63.50% were female and the majority (77%) were Caucasian. 55% had been working for Prolific for 1-3 years and 24% less than one year. 38.5% had a bachelor's degree or higher, 32% had a college or technical diploma, 15.55% had a master's degree. Participants were asked to respond to a series of items about their experiences as a survey taker for Prolific, as well as some demographic information.

Measure

All items were assessed on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Participants were asked to rate the P-G fit items retained from Study 1b, indicating the extent to which they agreed with each statement regarding their work experience on the Prolific platform. For example, participants read items such as, "*Gig work is a good match to my interests*" and rated how much they agreed with that statement with respect to their work on Prolific as a survey taker.

Data Analysis

EFA models with Varimax Rotation, Oblique Rotation, Direct Oblimin Rotation, and Target Rotation were conducted. Their results were compared to identify the clearest and most suitable factor structure for the P-G fit measure. The number of factors

specified in the EFA was determined using conventional techniques such as the total number of eigenvalues greater than 1, scree plot inspection including polychoric extraction and standard parallel analysis, and percentage of variance explained. Based on these metrics, I ran multiple EFA models with different numbers of factors and compared their model fit statistics and factor interpretability.

In the final (i.e., best-fitting) model, I also employed item reduction techniques to further remove any items that did not possess clear construct validity evidence. Specifically, items with factor loadings less than .36, or items with high cross loadings (i.e., less than .15 difference between any two factor loadings, such as loading .40 on one factor and .43 on another) were used as the criteria for item deletion (Fabrigar & Wegener, 2011).

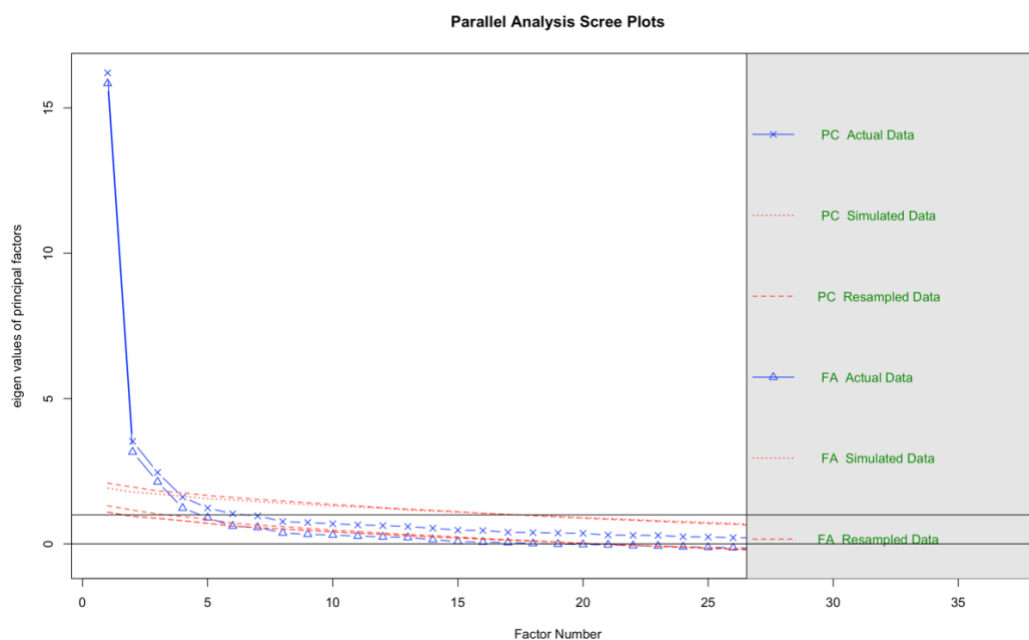
Results

There was a total of six eigenvalues greater than 1. Both polychoric extraction and regular parallel analysis suggested a five-factor model. The scree plot using polychoric extraction (refer to Figure 3) suggested that the P-G fit measurement should ideally have 3 components and 5 factors. More specifically, the parallel analysis scree plot showed the eigenvalues from actual, simulated, and resampled data for both principal component analysis (PCA) and factor analysis (FA). In PCA, the original eigenvalues for the first three components significantly exceeded those from the simulated data and resampled data, indicating a three-component structure in data. In FA, the eigenvalues of original five factors were 13.55, 2.95, 2.01, 1.20, and 0.84. Eigenvalues of resampled data were 1.11, 0.98, 0.86, 0.80, and 0.73. Eigenvalues of simulated data were 1.09, 0.97, 0.88, 0.81, and 0.74. All five original factors' eigenvalues were greater than their

corresponding simulated and resampled data counterparts. It indicated that the five-factor structure was supported by the parallel analysis.

I conducted 5-factor EFA with different rotations for better factor interpretability. The 5-factor EFA with oblique rotation (i.e., "oblimin" rotation) that assumes correlated factors revealed the clearest factor structure. After comparing the fit statistics of a simpler 4-factor model (Chi Square = 864.63, RMSEA = 0.06, TLI = 0.89) with those of the 5-factor model (Chi Square = 724.14, RMSEA = 0.04, TLI = 0.92), the 5-factor model provided a better fit to the data, as well as the closest factor interpretability to the theoretical model with five different types of P-G fit.

Figure 3
Scree Plot Analysis



The 5-factor EFA results are reported in Table 4 in Appendix 1. The majority of items were grouped into interpretable factors, all with factor loadings above .43. Two items in Need-Supply fit (i.e., 'My social interaction needs are met by the platform's other gig workers' and 'My gig job meets my overall social interaction needs at work')

had factor loading less than .35. Considering the face validity of Need-Supply fit and the necessity of retaining social interaction needs items, they were retained.

Three interest fit items were cross loaded onto the goal fit category (i.e., exhibited similarly high loadings on both interest fit and goal fit). For example, the item '*Gig work is a good match to my interests.*' had a factor loading of .31 for interest fit and .24 for goal fit. Such cross-loadings indicate that the structure of those interest fit items was less empirically clear than other items. However, considering the face validity of interest fit factor, all three items were retained. Consequently, all items survived from the third round of item reduction, resulting in a total of 37 items.

The cumulative proportion of variance in responses explained by all 5 factors was 56%. Specifically, the interest fit items accounted for 6% of all variances in item responses, the goal fit items explained 14% of the variance, the value fit items elucidated 12% of the variance, the N-S fit items clarified 8% of the variance, and the D-A fit items elucidated 16% of the variance.

In addition to the EFA results, I also calculated the reliability of each set of P-G fit items. The interest fit items had a Cronbach Alpha of .83. Both goal fit items and value fit items had Cronbach Alpha of .91. N-S fit items had Cronbach Alpha of .83. D-A fit items had Cronbach Alpha of .92. Additionally, the overall P-G fit items had Cronbach Alpha of .95. These values indicated high internal consistency across all categories.

Overall, the 37 items of the P-G fit measure demonstrated strong reliability and construct validity. Following Hinkin's (1998) recommendations, since content validation and initial construct validation were established in Studies 1 and 2, I proceeded to confirm the construct validity (i.e., convergent and discriminant validity through

confirmatory factor analysis) and assessing criterion-related validity (i.e., concurrent validity for predicting important outcomes) for P-G fit in Study 3.

Study 3: Convergent, Discriminant, and Concurrent Validation

Test of Proposition

In the introduction and development of the concept of Person-Gig fit, I proposed that gig workers are less likely to take their fit with specific organizations into consideration when judging their level of compatibility with gig work. On the other hand, gig workers are more likely to judge whether their gig work fits their career interests, whether they can perform their work well, and whether they can satisfy their work needs. As such, person-vocation (P-V) fit (operationalized as interest fit in this study) and person-job (P-J) fit should be more salient aspects of gig workers' person-gig (P-G) fit than person-organization (P-O) fit. In Study 3, I plan to empirically test that theoretical proposition of the importance, or salience, of different types of P-G fit. Thus, I hypothesize that:

Hypothesis 1(a, b): Gig workers' perceived (a) P-G interest fit and (b) P-G person-job fit will have significantly larger factor loadings on the higher-order Person-Gig fit factor than the factor loading of P-G person-organization fit.

Convergent Validity

In general, when developing a new scale, convergent validity can be investigated by comparing the new scale with its similar measures (i.e., a measure of a similar construct; Hinkin, 1998). The person-gig fit is conceptually similar to – and built upon – general person-environment fit. Therefore, the most obvious construct to examine

convergent validity to ensure the new P-G fit items actually assess “fit” is by ensuring the new items correlate with general perceptions of person-environment fit (Cable & DeRue, 2002). P-G fit is derived from general P-E fit theory by excluding the group and person dimensions from the work environment while retaining the vocation, organization, and job dimensions that are closely associated with the gig environment. Thus, I hypothesize that:

Hypothesis 2(a): Gig workers’ perceived P-G interest fit will be positively related to their perceived general person-vocation fit.

Hypothesis 2(b): Gig workers’ perceived P-G need-supply fit will be positively related to the perceived general need-supply fit.

Hypothesis 2(c): Gig workers’ perceived P-G demand-ability fit will be positively related to the perceived general demand-ability fit.

Hypothesis 2(d,e): Gig workers’ perceived P-G d) goal fit and e) value fit will be positively related to the perceived general person-organization fit.

Discriminant Validity

Determining discriminant validity involves assessing the extent to which Person-Gig fit is unrelated to dissimilar measures (Hinkin, 1998). I first seek to establish discriminant validity of P-G fit from a construct that is often linked to general P-E fit, which helps establish the need for P-G fit as a new construct. Organizational identification is defined as a sense of oneness with and belonging to the organization (Ashforth & Mael, 1989; Elsbach, 1999). According to P-E fit theory, organizational identification is often portrayed as a link to value congruence (Jeffrey R. Edwards & Cable, 2009). In other words, people who exhibit very similar values to their organization

(i.e., high value fit) tend to identify with their organization more strongly as well.

However, this may not be directly applicable to gig workers. Petriglieri et al. (2019) developed a theory on how gig workers manage their work identities. Gig workers lack organizational or professional membership, leading to emotional tensions involving both anxiety and fulfillment in precarious and personal conditions. To cope, gig workers create a personalized holding environment through cultivating connections to routines, places, people, and a broader purpose.

Thus, without organizational support, gig workers may have limited organizational identification. For gig workers, organizations play a less significant role in shaping their sense of identity. Instead, they connect their work identities to their abilities or close colleagues (Ashforth et al., 2008). Importantly, gig workers' identification with their organizations should typically be inherently low, regardless of the level of fit with their work. Thus, to establish discriminant validity of the P-G fit measure, I infer that there is likely a low or non-significant correlation between organizational identification and P-G fit. Specifically, construct validation suggests that P-G fit should be more highly related to general P-E fit than to other constructs, in this case organizational identification. I hypothesize that:

Hypothesis 3(a): Person-Gig fit is a different latent factor discriminant from organizational identification.

Further, establishing the discriminant validity of P-G fit from another commonly used measure of gig work experiences is crucial. This entails clearly demonstrating the construct validity of P-G fit as a specific "fit" measure rather than a general gig work measure. Person-gig fit addresses challenges in a different direction from gig work

challenges, which typically emphasize the precarity of gig work. In contrast, perceptions of person-gig fit highlight the benefits of gig work. It is not possible that challenges will alter based on subjective perceptions of fit. Therefore, gig work challenges are used to evaluate the discriminant validity of person-gig fit.

Gig workers often experience loneliness, career uncertainty, and the challenge of maintaining a desired lifestyle and stable income cycles (Caza et al., 2021). Additionally, they face logistical challenges such as administrative tasks and struggle to develop a clear sense of identity within the gig economy (i.e., a coherent sense of work identity; Caza et al., 2021). These challenges collectively contribute to negative experiences for gig workers in their roles. Few theories have explicitly examined the relationship between these work-related challenges and employees' perceptions of fit with their job. It is essential to recognize that these challenges and perceptions of fit are distinct constructs that require testing for discriminant validity. To address this gap, I empirically investigate the relationship between P-G Fit perception and the Gig Work Challenges Inventory. I hypothesize that:

Hypothesis 3(b): Person-Gig fit is a different latent factor discriminant from gig work challenges inventory.

Concurrent Validity

P-E fit theory has predicted that a good fit between the person and their work environment is likely to result in a stable career and enjoyable work experience (Kristof, 1996), whereas low fit is likely to result in a person changing jobs (e.g., quitting, getting fired, or seeking new training for another career; Schneider, 1987) and having an unsatisfied work experience (De Jager et al., 2016). In other words, work-related

outcomes are a direct function of the interaction between persons and their environments (Jansen & Kristof-Brown, 2006). Indeed, empirical studies have found P-E fit significantly predicts employees' job satisfaction (Chen et al., 2016; Hoff et al., 2020; Peng & Mao, 2015), turnover intention (Abdalla et al., 2018; Berisha & Lajçi, 2021; Chuang et al., 2016; Hassan et al., 2012; Ostroff et al., 2005; Van Vianen, 2000), and job performance (Chuang et al., 2016; Kristof-Brown et al., 2005; Nye et al., 2012; Van Iddekinge et al., 2011; Xu & Iun, 2006).

The person-environment fit is a measure of fit perceptions for all types of workforces. Fit perceptions of the special workforce (gig workers) should be as predictive as general person-environment fit. As a result, I examine whether gig workers' P-G fit is associated with organizational well-being and work-related outcomes. I assert that gig workers who experience a high level of fit should feel their needs are satisfied well by their gig work, feeling satisfied with their job, less intentions to leave their work, and have better job performance. Gig workers who perceive low fit with their gig work feel their needs not being satisfied, feeling unsatisfied with their job, more likely to turnover, and have poor job performance. Thus, I hypothesize that:

Hypothesis 4: Gig workers' perceived P-G a) interest fit, b) goal fit, c) value fit, d) need-supply fit, and e) demand-ability fit will be positively related to job satisfaction.

Hypothesis 5: Gig workers' perceived P-G a) interest fit, b) goal fit, c) value fit, d) need-supply fit, and e) demand-ability fit will be negatively related to turnover intention.

Hypothesis 6: Gig workers' perceived P-G a) interest fit, b) goal fit, c) value fit, d) need-supply fit, and e) demand-ability fit will be positively related to job performance.

Control Variables

Prior researchers have concluded that personality traits can significantly predict employees' job satisfaction (Judge et al., 2002), well-being (Steel et al., 2008), and performance (Judge & Bono, 2000; Van Vianen, 2018). Among those traits, conscientiousness and extroversion are the most extensively studied and prevalent in literature on job-related outcomes. For instance, conscientiousness consistently relates to job performance (Barrick et al., 2001, 2003; Hertz & Donovan, 2000; Salgado, 1997), job satisfaction (Judge et al., 2002) and turnover intention (Agarwal & Gupta, 2018; Jeswani & Dave, 2012). The impact of extraversion on performance depends on whether these traits align with the individual's interests and job activities (Barrick et al., 2003). Extroverted individuals may experience higher levels of job satisfaction (Judge et al., 2002) and low turnover intention (Jeswani & Dave, 2012) due to their outgoing and social nature. Beside Big Five personality traits, researchers have also associated proactive personality traits with employees' job satisfaction (Thomas et al., 2010), turnover intention (Zhao et al., 2023), and performance (Spitzmuller et al., 2015; Zhang et al., 2022).

Van Vianen (2018) demonstrated that personality traits influence individual outcomes regardless of individuals' scores on personal attributes or their perceptions of the work environment. In other words, certain personal attributes may benefit or hinder all employees, regardless of whether there is a fit between these attributes. Given the evidence that conscientiousness, extroversion, and proactive personality could particularly affect gig workers' job-related outcomes, I controlled for the effects of these three personality traits.

Method

Participants and Procedure

A new sample of $N = 275$ gig workers from Prolific were recruited. Four participants who did not pass the attention check were removed from the data. The average age of participants was 29.74 years ($SD = 8.77$), 50.55% were male, and the majority (66.42%) were Caucasian. Participants had worked for Prolific for an average of 5.99 years ($SD = 1.30$), and they worked on average 4.49 hours per week for Prolific ($SD = 7.34$). About 20% had a community college or technical diploma, and about 63% had a bachelor's degree or higher. Participants were asked to respond to a series of items about their experiences as a survey taker for Prolific (i.e., their experiences as a gig worker), as well as some demographic information. The survey included all P-G fit items retained from Study 2, as well as measures of perceived general P-E fit, gig work challenges, organizational identification, global job satisfaction, turnover intention, Conscientiousness, Extraversion, and proactive personality.

Measures

All items were assessed on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

P-G Fit. Participants reported how much they agreed with each of the P-G fit items with respect to their gig work on Prolific. The current version of the measure included 37 total items, with 3 items of interest fit dimension, 6 items of the goal fit dimension, 10 items of the value fit dimension, 7 items of the needs-supplies (N-S) fit dimension, and 11 items of the demands-abilities (D-A) fit. The Cronbach's Alpha was 0.94.

Perceived General Person-Environment Fit. Existing, validated measures of perceived person-environment fit were used to measure P-E fit in general. In other words, participants were still asked to respond to these measures with respect to their experiences as gig workers on Prolific, but the items were from traditional P-E fit measures and were not specific to gig work.

The perceived general person-vocation fit was measured with 3 items in Vogel & Feldman (2009). A sample item is *‘There is a good fit between my personal interests and the kind of work I perform in my occupation (or profession/trade)’*. The remaining four P-E fit categories were all assessed with 3 items each, developed by Cable & DeRue (2002). A sample needs-supplies item is *‘The job that I currently hold gives me just about everything I want from a job’*. A sample demands-abilities item is *‘My abilities and training are a good fit with the requirements of my job’*. A sample goal fit item is *‘I identify strongly with the goals of my organization’*. Finally, a sample value fit item is *‘The things that I value in life are very similar to the things that my organization values’*. The Cronbach’s Alpha values for each aspect ranged from 0.56 to 0.82.

Gig Work Challenges Inventory. The inventory for measuring gig work challenges consists of 18 items developed by Caza et al. (2021). It includes six facets, each with three items measuring challenges faced by gig workers: viability challenges, organizational challenges, identity challenges, emotional challenges, relational challenges, and career-path uncertainty challenges. Three sample items are *‘I often have no idea where my next dollars will come from’*, *‘I find it difficult to stick to effective routines for handling all the backroom work associated with my job’*, and *‘It is sometimes*

difficult to explain to others who I am as a worker.' The Cronbach's Alpha values for each aspect of the challenge ranged from 0.61 to 0.81.

Organizational Identification. Organizational identification was measured with the 6-item measure created by Mael & Ashforth (1992). The sample item is: '*When someone criticizes this organization, it feels like a personal insult.*' The Cronbach's Alpha was 0.85.

Global Job Satisfaction. Job satisfaction was measured with the 5-item measure created by Bowling et al. (2018). The sample item is: '*Overall, I am very pleased with the types of activities that I do on my job*'. The Cronbach's Alpha was 0.72.

Turnover Intention. Turnover intentions was measured with the 3-item measure created by O'Reilly et al. (2017). The sample item is: '*I would prefer another job to the one I have now*'. The Cronbach's Alpha was 0.69.

Job Performance. Job performance was objectively measured using the ratio of each participant's "Total Approvals" to the number of Months they have worked in Prolific. In other words, job performance was operationalized as each participant's *monthly productivity* on Prolific based on their total number of "gigs" (i.e., surveys) completed and approved per month.

Conscientiousness, Extraversion, and Proactive Personality. The Big Five personality trait of conscientiousness was measured with 5 items adapted from John & Srivastava (1999). The sample item is '*Can be somewhat careless.*' The Cronbach's Alpha was 0.73. The personality trait of extraversion was measured with 5 items adapted from John & Srivastava (1999). The Cronbach's Alpha was 0.86. The sample item is '*Tends to be quiet.*' The proactive personality was measured with 5 items adapted from

Seibert et al. (1999). The sample item is '*I excel at identifying opportunities.*' The Cronbach's Alpha was 0.78.

Data Analysis

The EFA results from Study 2 suggested that the optimal factor structure of the Person-Gig (P-G) fit measure was a 5-factor model, so I attempted to confirm that structure via CFA in Study 3. However, the Study 2 EFA also showed that some items from Factor 1 (i.e., interest fit) cross-loaded onto Factor 4 (i.e., goal fit). To provide a thorough replication of the factor structure in Study 3, CFA was performed for both a 4-factor (i.e., combining interest fit and goal fit) model and the hypothesized 5-factor (i.e., all five P-G facets as separate factors) model. In other words, the 5-factor model served as the predicted model based on the distinct theoretical categories that make up P-G fit, against which the 4-factor model was contrasted for robustness. Fit statistics of the competing model versus the predicted model were compared using likelihood ratio chi-square difference tests to determine the optimal factor structure that fit the data best.

To test my proposition about the weights of how each facet contributes to overall fit, I tested different hierarchical models. The first base model is the hierarchical model that five latent factors (i.e., P-V fit, goal fit, value fit, N-S fit, and D-A fit) loaded onto the overall P-G fit. In the second model, another 3-level hierarchy CFA model was conducted. In this model, the goal fit factor and value fit factor were specified to load onto person-organization (P-O) fit factor. D-A fit factor and N-S fit factor were specified to load onto person-job (P-J) fit factor. Finally, the interest fit items loaded onto the person-vocation (P-V) fit factor. Then, P-O fit factor, P-J fit factor and P-V fit factor were specified to load onto the overall P-G fit factor. Another 3-level hierarchy CFA model

was also tested. In the last model, P-V fit, N-S fit, and D-A fit load directly on P-G fit, but goal and value fit load onto a latent factor, P-O fit. So, P-G fit was measured by four factors, P-V fit, P-O fit, N-S fit, and D-A fit. In order to identify the best model, model comparisons were conducted among three models. Based on the optimal model, hypothesis 1 was tested by comparing factor loadings for each factor.

The convergent validity (Hypotheses 2a to 2e) of the P-G fit measure was assessed through correlation analysis. Discriminant validity (Hypotheses 3a to 3b) was evaluated using CFA model comparison tests. For each hypothesis, two nested CFA models were compared: one model in which P-G fit and the other discriminant variable (either gig work challenges or organizational identification) loaded on the *same* factor, and another model in which they loaded on *separate* factors (more complex). The two models were compared to determine whether the separate-factor model provided a better fit, which would demonstrate discriminant validity. To specify an overall P-G fit factor in these models, the interest fit factor, goal fit factor, value fit factor, D-A fit factor, and N-S fit factor were specified to load onto the overall P-G fit factor. The overall organizational identification factor in these models was specified with six items. To specify an overall Gig work challenges factor in these models, the viability challenges factor, organizational challenges factor, identity challenges factor, emotional challenges factor, relational challenges factor, and career-path uncertainty challenges factor were specified to load onto the overall Gig work challenges factor.

Concurrent validity was evaluated using Structural Equation Models (SEM). The analysis examined the variance explained by each facet of P-G fit (i.e., perceived interest fit, N-S Fit, D-A fit, goal fit, and value fit) in relation to job satisfaction, turnover

intentions, and job performance. Specifically, I tested for significant regression coefficients and variance explained for each of the P-G fit facets predicting each outcome, controlling for the effects of general P-E fit and personality. Through SEM analyses, the study aimed to comprehensively understand the predictive power of different facets of P-G fit on job-related outcomes. All the latent factors were directly specified with the items. The job performance was specified as a manifest variable using each participant's *monthly productivity* on Prolific based on their total number of "gigs" (i.e., surveys) completed and approved per month.

Finally, all variables (except job performance) were collected via self-report. The post hoc marker variable approach proposed by Hille et al. (2022) and Lindell & Brandt (2000) was used to test whether the current study is threatened by the common method variance. The smallest positive correlation among the studied variables was used as a proxy of CMV. Then, the influence of CMV was assessed by partialling the smallest positive correlation out of the correlations between the other variables included in the study. If the observed correlations remained significant, I could conclude that CMV did not pose a significant threat (Lindell & Whitney, 2001).

Results

Confirmatory Factor Analysis

To first confirm the factor structure initially found in Study 2, the fit statistics of each CFA model are reported in Table 5. The four-factor model provided a worse fit to the data than the five-factor model according to the results of the likelihood ratio chi-square difference test ($p < .01$). Thus, the predicted five-factor model had the best fit statistics: $\chi^2 (df = 624) = 1144.70$, CFI = .90, TLI = .90, RMSEA = .05, and SRMR

= .07. These fit indices met levels considered to indicate acceptable fit recommended by Hu & Bentler (1999) and MacCallum et al. (1996) (i.e., CFI and TLI above .90; RMSEA no more than .05 and SRMR no more than .06). The standardized factor loadings of five-factor model are reported in Table 6 in Appendix 1. All factor loadings were above 0.40. Thus, each item captured its latent P-G fit facet well, confirming a satisfactory 5-factor structure of the P-G fit measure.

Table 5

CFA model comparison table

	χ^2	<i>df</i>	CFI	TLI	RMSEA	SRMR	Pr(>Chi _q)
Three-level hierarchy base model (P-V, Goal, Value, N-S, D-A as factor loading onto P-G)	1144.73	624	.90	.89	.06	.08	-
Three-level hierarchy model 1 (P-V, P-O, P-J as factor loading onto P-G)	1109.21	622	.91	.90	.05	.07	< .01
Three-level hierarchy model 2 (P-V, P-O, N-S, D-A as factor loading onto P-G)	1143.68	623	.90	.89	.06	.08	.31
Five-factor model	1091.5	619	.91	.90	.05	.07	-
Four-factor model (combining Interest Fit and Goal Fit)	1312.70	623	.87	.86	.06	.08	< .01

Note: The three-level hierarchy model 1 fits the data best among all hierarchical models.

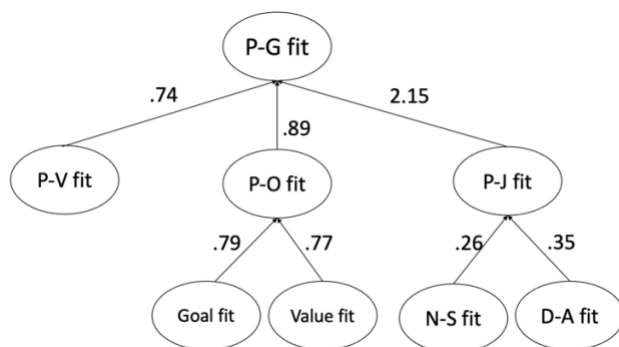
Hypothesis 1

Both three-level hierarchy Model 1 and Model 2 were compared to the base model. Three-level hierarchy Model 1 fit the data better than the base model, whereas Model 2 did not. In the comparison between Models 1 and 2, the p-value was less than .001, indicating that Model 1 provided a better fit. Therefore, among the competing models, three-level hierarchy Model 1 was the best.

In the 3-level hierarchy CFA model 1 (See Figure 4), overall P-G fit was measured by the combination of P-V, P-J, and P-O fit. At the lowest level, latent D-A fit and latent N-S fit loaded onto a higher-order latent P-J fit, and latent goal fit and latent value fit loaded onto a higher-order latent P-O fit. The 3-level hierarchy model fitted the data well: CFI = .91, TLI = .90, RMSEA = .05, and SRMR = .07. The gig workers' overall experience of P-G fit was determined by all three dimensions: perceived Person-Gig interest fit (standardized factor loading = 0.74, $p < .01$), perceived Person-Gig P-O fit (standardized factor loading = 0.89, $p < .01$), and perceived Person-Gig P-J fit (standardized factor loading = 2.15, $p < .01$). All three dimensions appeared to be significant and important for contributing to overall P-G fit. This contradicted my hypothesis that P-O fit would be less important, so Hypothesis 1 was not supported.

Figure 4

Three-level hierarchy CFA model 1



Convergent Validity

All means, standard deviations, and correlations of Study 3 variables are reported in Table 7. The perceived Person-Gig interest fit was positively related to the perceived general P-V fit ($r = .21, p < .01$), supporting Hypothesis 1a. The perceived Person-Gig goal fit ($r = .42, p < .01$) and Person-Gig value fit ($r = .47, p < .01$) were positively

related to the perceived general person-organization fit, supporting Hypothesis 1b and 1c. The perceived Person-Gig need-supply fit was positively related to the perceived general N-S fit ($r = .19, p < .01$), supporting Hypothesis 1d. Finally, the perceived Person-Gig D-A fit was positively related to the perceived general D-A fit ($r = .49, p < .01$), supporting Hypothesis 1e. The results demonstrated the convergent validity of all five sub-scales of Person-Gig fit.

However, some tests of convergent validity were stronger than others. For example, the correlation between perceived Person-Gig interest fit and the perceived general P-V fit ($r = .21, p < .01$) was very similar in magnitude to the correlations between Person-Gig interest fit and general P-O fit ($r = .26, p < .01$), general N-S fit ($r = .22, p < .01$), and general D-A fit ($r = .23, p < .01$). In other words, although convergent validity would predict that P-G interest fit would have a strong correlation with general vocation fit and weaker correlations with other types of fit, those comparisons suggest that other types of fit were similarly related to P-G interest fit. Likewise, the correlation between perceived Person-Gig N-S fit and the perceived general N-S fit ($r = .19, p < .01$) was *smaller* than the correlation between Person-Gig N-S fit and general P-O fit ($r = .28, p < .01$). Taken together, the evidence for perceived Person-Gig interest fit and Person-Gig N-S fit was weaker compared to the convergent validity tests for the other three categories, each of which showed strong evidence.

Discriminant Validity

The first test of discriminant validity was conducted by comparing CFA models that included P-G fit and organizational identification. According to the results of the likelihood ratio chi-square difference test, the more complex, two-factor model had

significantly better fit than the simpler, one-factor model ($p < .01$). In other words, the model that has P-G fit and organizational identification load on separate factors had significantly better fit (CFI = .89, TLI = .89, RMSEA = .05, SRMR = .08) than the model that has them loading on the same factor (CFI = .88, TLI = .87, RMSEA = .06, SRMR = .10). Thus, results demonstrated the discriminant validity of P-G fit from organizational identification, supporting Hypothesis 3a.

In CFA models including P-G fit and gig work challenges, discriminant validity was also successfully found. According to the results of the likelihood ratio chi-square difference test ($p < .01$), the more complex model that had P-G fit and gig challenges load on separate factors (CFI = .89, TLI = .88, RMSEA = .05, SRMR = .08) had significantly better fit than the simpler model that had them loading on the same factor (CFI = .84, TLI = .83, RMSEA = .06, SRMR = .10). Thus, Hypothesis 3b was also supported. Altogether, both sets of model comparisons demonstrated that P-G fit was a statistically distinct construct than gig work challenges and organizational identification, demonstrating satisfactory evidence of discriminant validity.

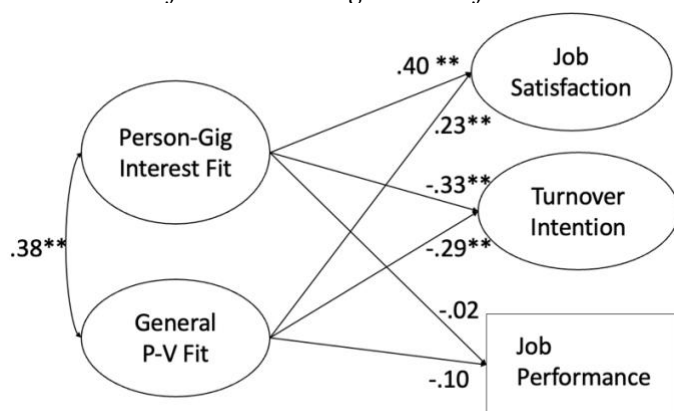
Concurrent Validity

To test the concurrent validity of the P-G fit measure, SEM was used. The results of the SEM analysis used to test the concurrent validity of P-G fit for predicting important outcomes, above and beyond the effects of general P-E fit, are presented in Table 8 in Appendix 1. Personality traits (i.e., conscientiousness, extraversion, and proactive personality) did not significantly predict any outcomes, so they were excluded from the final SEM for a more parsimonious model.

Person-Gig interest fit significantly positively predicted job satisfaction ($beta = .40, p < .01$), significantly negatively predicted turnover intention ($beta = -.33, p < .01$), but did not significantly predict job performance ($beta = -.02, p = .80$) after controlling for general vocation fit. This SEM model had acceptable fit statistics of CFI = .87, TLI = .83, RMSEA = .08, and SRMR = .07. See Figure 5 for the SEM results for Person-Gig interest fit.

Figure 5

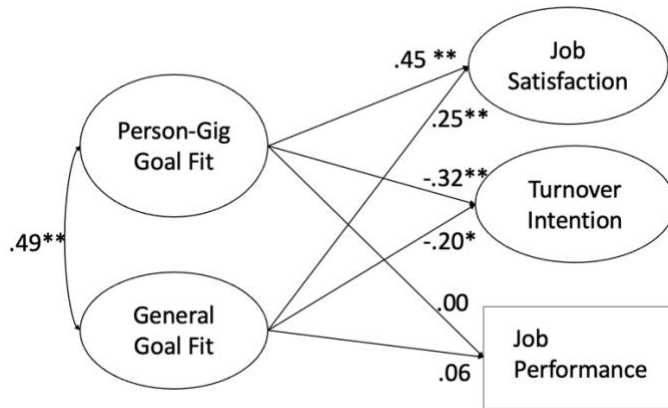
SEM results for Person-Gig interest fit



Person-Gig goal fit significantly positively predicted job satisfaction ($beta = .45, p < .01$), significantly negatively predicted turnover intention ($beta = -.32, p < .01$), but did not significantly predict job performance ($beta = .00, p = .98$) after controlling for general goal fit. This SEM model had good fit statistics of CFI = .93, TLI = .91, RMSEA = .06, and SRMR = .06. See Figure 6 for the SEM results for Person-Gig goal fit.

Figure 6

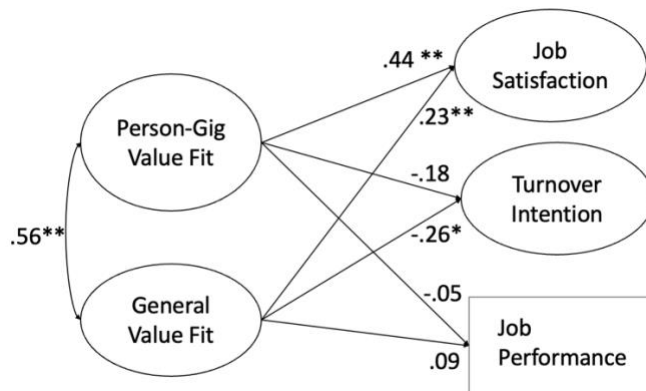
SEM results for Person-Gig goal fit



Person-Gig value fit significantly positively predicted job satisfaction ($beta = .44$, $p < .01$), but did not significantly predict turnover intention ($beta = -.18$, $p = .06$) or job performance ($beta = -.05$, $p = .51$) after controlling for general value fit. This SEM model had acceptable fit statistics of CFI = .92, TLI = .91, RMSEA = .06, and SRMR = .06. See Figure 7 for the SEM results for Person-Gig value fit.

Figure 7

SEM results for Person-Gig value fit

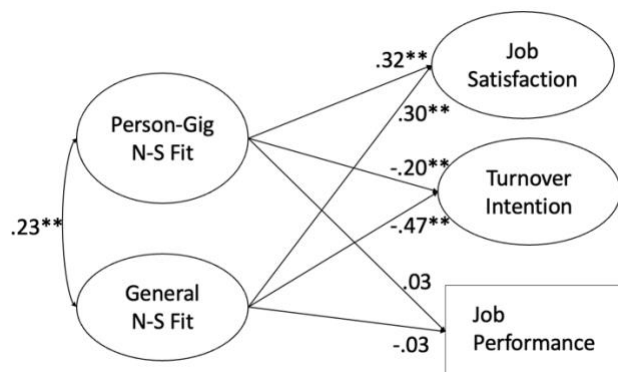


Person-Gig N-S fit significantly positively predicted job satisfaction ($beta = .32$, $p < .01$), significantly negatively predicted turnover intention ($beta = -.20$, $p < .01$), but did not significantly predict job performance ($beta = .03$, $p = .65$) after controlling for general

N-S fit. This SEM model had acceptable fit statistics of CFI = .83, TLI = .80, RMSEA = .09, and SRMR = .07. See Figure 8 for the SEM results for Person-Gig N-S fit.

Figure 8

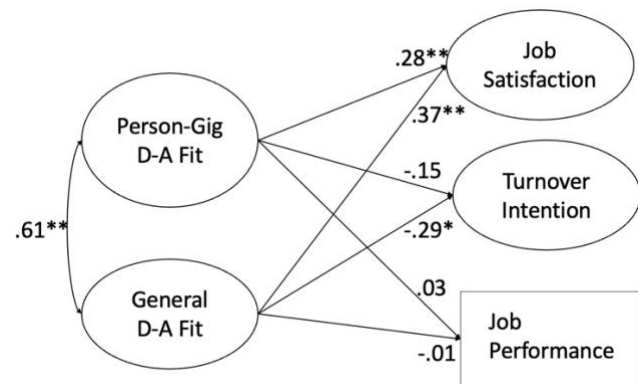
SEM results for Person-Gig N-S fit



Person-Gig D-A fit significantly positively predicted job satisfaction ($beta = .28$, $p < .01$), but did not significantly predict turnover intention ($beta = -.15$, $p = .14$) or job performance ($beta = .03$, $p = .76$) after controlling for general D-A fit. This model had acceptable fit statistics of CFI = .91, TLI = .90, RMSEA = .06, and SRMR = .06. See Figure 9 for the SEM results for Person-Gig D-A fit.

Figure 9

SEM results for Person-Gig D-A fit



Overall, each facet of the Person-Gig fit measure significantly predicted job satisfaction, thus providing evidence for the concurrent validity of the Person-Gig fit measure above and beyond more general P-E fit and supporting Hypothesis 4. Among five facets, only Person-Gig value fit and Person-Gig D-A fit cannot significantly predict turnover intention, thus partially supporting Hypothesis 5. All facets of Person-Gig fit cannot significantly predict job performance; thus Hypothesis 6 was not supported.

After controlling for the corresponding facets of general perceived P-E fit, adding the facets of the Person-Gig fit scale into the model explained an additional 4% (for Person-Gig N-S fit) to 20% (for Person-Gig goal fit) of the variance in work-related outcomes (See Table 8 in Appendix 1). This hierarchical test demonstrated incremental validity of the P-G fit measure for accounting for additional variance in work outcomes, above and beyond general P-E fit. Taken together with the SEM results, these analyses supported the criterion-related and incremental validity of the P-G fit measure, which supported the need for development of a new measure specific to gig workers' fit with their environment.

Common Method Variance

The correlation between identity challenges (a facet of the gig work challenges inventory) and perceived Person-Gig goal fit was observed as the smallest positive correlation among any study variables. So, identity challenges acted as the MV-marker variable. Then, the lowest significant correlation ($r = .13, p < .05$) was found between the perceived general P-V fit and organizational identification. So, I conducted a partial correlation analysis between the perceived general P-V fit and organizational identification, controlling for identity challenges. In the results, I found that the

correlations of the perceived general P-V fit and organizational identification remained statistically significant even when CMV was controlled ($p < .05$). Furthermore, all other correlations remained significant. Therefore, I concluded that common method variance was not a threat to the data.

General Discussion

The gig economy has become a prominent topic in both research and practice in recent years (Manyika et al., 2016). Despite the challenging working conditions and high turnover rates within gig organizations (Mims, 2019), an increasing number of people are opting for gig careers. Understanding the factors that drive gig workers to choose this career path and why they continue to stay in the gig economy is crucial. In this dissertation, I systematically compared the gig work environment characteristics that structurally differ from those of traditional organizational workers. I then created a new form of P-E fit applied specifically to the unique environment of gig work – Person-Gig fit – and I employed a series of studies designed to develop and validate a measure of this new construct.

By taking a deductive approach to scale development following Hinkin (1998), I generated a final total of 37 Person-Gig (P-G) fit items, with 3 items of interest fit, 6 items of the goal fit, 10 items of the value fit, 7 items of the needs-supplies (N-S) fit, and 11 items of the demands-abilities (D-A) fit. Content validity assessment results indicate that all items effectively capture gig workers' fit perceptions, and all fit categories are conceptually distinct from each other. Results from the EFA and CFA reveal that a five-factor model (i.e., items representing each of the five different facets were specified onto five separate factors) provide the best fit to the data. The P-G fit measure demonstrates

good convergent, discriminant, and concurrent validity. Specifically, the measures of five categories of P-G fit are positively related to their corresponding general person-environment fit. P-G fit is a different latent factor discriminant from other variables (i.e., organizational identification and gig work challenges inventory). Finally, P-G fit is able to positively predict gig workers' job satisfaction and negatively predict turnover intentions, above and beyond general person-environment fit.

I also empirically tested the theoretical proposition of the importance, or salience, of different types of Person-Gig fit that built upon Jansen and Kristof-Brown's (2006) multidimensional theory of fit. Results in the three-level hierarchical CFA model suggest that gig workers' overall experience of P-G fit is collectively determined by all three dimensions. In other words, gig workers meaningfully conceptualize their gig environment as a *career* that may or may not fit their interests, as a *job* with various demands and supplies, and as belonging to an *organization* with particular values and goals. All three dimensions appear to be significant and important for contributing to overall P-G fit, which provides new understanding of how gig workers think about and interact with their environment in different ways.

Interestingly, when comparing different versions of the hierarchical structure of P-G fit facets loading onto an overall Person-Gig fit factor, I found that Demand-Ability (D-A) fit and Need-Supply (N-S) fit do not align as expected (i.e., they did not load together onto one Person-Job factor). In fact, N-S fit seemed to be set apart altogether from the other types of P-G fit, having the lowest factor loading onto overall Person-Gig fit and most deviant patterns of results in the concurrent validity models. A possible explanation for these findings could be the compensation dynamics that drive the needs

of gig workers and the supplies from gig platforms. The relatively low compensation offered by gig platforms, coupled with limited support from social communities, could be setting N-S fit apart from other types of fit. For example, although there might be high levels of variation in the degree to which workers value the high levels of autonomy offered by gig platforms (i.e., P-G value fit) or the degree to which gig work fits their career interests (i.e., P-G interest fit), there may be less variation in how gig work “supplies” the compensation and social needs of gig workers. . Previous research has shown that in general, gig workers endure low wages, ‘perceive income inadequacy’, and experience a ‘lack of need satisfaction’ (Allan et al., 2021; Ashford et al., 2018). The unmet financial needs and low pay in gig work are the primary drivers of their low perceptions of fit with their gig jobs, indicating that perhaps needs-supplies “fit” may be a less appropriate way to study these topics compared to the other types of ways gig workers can match, or mismatch, their environment.

Theoretical Implications of Person-Gig Fit

My dissertation provides important contributions to both understanding of gig work experiences and broader theory on person-environment fit. First, I built on prior work using Job-Demands Resources theory (JD-R; Keith et al., 2020) to focus on potential positive aspects of gig work. However, I took an entirely different theoretical approach to studying gig work by applying person-environment (P-E) fit as a lens to understanding how gig workers can exhibit a match, or mismatch, with their environment, just like workers in more traditional environments. Yet, I proposed that the gig work environment is fundamentally different from traditional work environments in many ways, necessitating a more specific conceptualization of Person-Gig (P-G) fit. The

development of this new construct progresses theoretical understanding of the gig economy and how workers think about their experiences as gig workers, as well as progresses theory of P-E fit (Kristof, 1996) by expanding the framework to a unique type of environment.

Further, in my empirical assessments of P-G fit, I found that gig workers' subjective perceptions of fit with their work environment consist of three components: person-vocation fit, person-organization fit, and person-job fit. These components are drawn from more general person-environment fit (Kristof, 1996), and they can be further decomposed into five distinct Person-Gig fit facets capturing different conceptualizations of the gig work environment. My dissertation specifically tested aspects of the multidimensional theory of P-E fit (Jansen & Kristof-Brown, 2006). Interestingly, when considering if they're a good match with the work environment, workers on the Prolific platform not only think about whether their gig work aligns with their career objectives, whether their work needs are met, and whether their abilities are sufficient to accomplish their tasks, they also think about whether their values and goals are shared with the platform. This finding contradicts my hypothesis. When subjectively judging their compatibility with the gig work environment, gig workers consider their fit with specific organizations. They pay attention to and care about their fit with the organization's values and goals, even if they only have a short-term contract with the organization.

Although surprising, this result has important implications for theory and knowledge of the gig economy; despite the temporary nature of individual gigs, workers may still identify and consider fit with their platform (i.e., organization) as being stable and important. Gig workers clearly identified themselves with their platform and whether

they fit with the values and goals of their organization, which is contradictory to the prevalent theory that gig workers experience precarity and lack identification with the organization (Ashford et al., 2018). My dissertation revealed the paramount importance of fit with organizations, even in non-traditional work environments. Gig workers with high person-organization fit perceptions are more likely to develop a psychological connection and identify themselves with the organization. Previous research on gig work has often overlooked the significance of the organization's values and goals for gig workers (Petriglieri et al., 2019), and my dissertation reinstated the importance of these factors. In this way, results further confirm the importance of using P-E fit as a theoretical lens for studying gig work, as the match between workers and their environment – including their organization – is relevant for understanding experiences and work outcomes, despite the temporary nature of gig work relative to traditional jobs.

Importantly, my dissertation also provides a reliable and valid measure of P-G fit, which was tested through three studies to establish content validity, construct validity, and concurrent validity. The measure of person-gig fit can predict work-related outcomes beyond the general measure of person-environment fit, demonstrating clear incremental validity and usefulness of this approach beyond applying more general measures to studying gig work. To address the importance of unique aspects of gig work and contribute to understanding of how gig workers psychologically interact with their work environment, my more specific measure differs from the general measure. I highlighted values of autonomy, flexibility and independence, as well as gig workers' unique needs, such as financial need, social need, and need of getting enough job opportunities. I also highlighted gig workers' unique abilities, such as the ability to work independently and

stay emotionally stable. I underscored the features that are unique to gig work and not well-captured by traditional measures. Because my results showed incremental validity when controlling for general P-E fit, I demonstrate that matching the measures to the real features of gig work enhances the predictive capacity for understanding work outcomes like turnover intentions. In this way, my scale development studies help progress P-E fit theory by promoting the importance of specific conceptualizations of the environment and ways that workers can match with their careers, jobs, and organizations. This added specificity improved criterion-related validity because items were carefully developed to align with characteristics and features of the gig environment, broadening the concept of how P-E fit can be applied outside of traditional notions of work.

Practical Contributions

The gig economy has become a wide portion of the modern workforce (Manyika et al., 2016), so studies of gig work have clear practical implications. Specifically, my research has implications for various stakeholders, including policymakers, organizations, and the gig community.

First, Gig workers usually don't get protections and benefits by law (Harris, 2018). I also found that the P-G Needs-Supplies fit had the lowest mean compared to other types of fit in Study 3. This indicates that gig workers' financial, social, and job opportunity needs are not adequately met by their gig jobs, relative to other types of fit. To improve working conditions for gig workers, policymakers should focus on enhancing the fit between gig workers and their environment. This can be achieved by enacting legislation to protect gig workers' basic rights and alleviate the negative impacts of job demands. For example, they could enact laws to ensure gig workers receive a minimum

wage to better fit their financial needs, encourage gig platforms to offer healthcare plans and work protections, and promote gig workers' unions to fit their social needs.

For platforms like Uber, UpWork, and Fiverr that heavily rely on gig work, my research has significant potential to help select and retain well-fitting workers. Gig platforms should actively recruit individuals who would be a good fit based on various attributes, such as interest fit, goal fit, and value fit outlined in this work. Additionally, I recommend that gig platforms use the demand-ability fit and need-supply fit measures of person-gig fit to regularly assess their existing workers' fit with their platform. This ensures that gig workers are satisfied with their jobs and helps platforms maintain a better retention rate, fostering a stronger group of self-motivated and happy workers. In this way, my research can contribute to the long-term success and sustainability of the gig economy by providing a readily-available measure of P-G fit that can be implemented into human resources processes.

I also propose that the gig community should become educated about the concept of fit between individuals and their gig work environment. By promoting awareness of this concept, workers can not only reflect on their own fit with their work but could also take the person-gig fit measure and assess whether they have a good match with their job. This could help gig workers mentally focus on aspects in which they fit well with their job, while gaining insight into ways they may not fit well, which could alleviate stress if they can take steps to address misfit. For example, if a survey taker on Prolific took the P-G fit assessment and realized their income needs are not being met, they could consider more selectively choosing the surveys they take or choosing to take on more gigs. Workers with a great fit overall could be motivated to support their community at large,

while those with less fit will identify why they don't enjoy their job. This practice will help build a coherent, healthy, and strong gig work community, simply by increasing self-awareness and hopefully identifying positive aspects of fit.

Limitations and Future Research

Because this was an initial scale development with a new construct, I didn't dive into things that might contribute to fit or misfit, and I only studied fit in a single time point. For example, some gig workers might have poor fit with various aspects of their gig work and yet still remain employed as gig workers, but I did not investigate these sorts of anomalies. Also, theories tend to conceptualize P-E fit as a process that can develop over time (Caplan, 1987; Kristof, 1996), but I only measured fit at one time point in each sample. I recommend future researchers could specifically study more about misfit among gig workers and potential negative experiences stemming from it beyond what I studied in this work, as well as how gig workers can develop fit over time. Researchers could investigate the effects of misfit on gig workers' experiences and explore how negative experiences stemming from misfit can be mitigated or modified.

Additionally, my research was limited by a cross-sectional design, which hindered the establishment of a true cause-effect relationship in Study 3. The current study provides only a preliminary understanding of the relationships between gig workers' fit perceptions, organizational identification, gig work challenges, job satisfaction, and turnover intentions. Although fit would be difficult to manipulate directly, future studies could use vignettes describing situations with fit versus misfit in gig environments to test their effects on subsequent outcomes. Alternatively, studies could better approach causality questions and enhance our understanding by conducting longitudinal research to

explore how changes in fit over time impact gig workers' job satisfaction and turnover intention.

Furthermore, the relationship between P-G fit and work-related outcomes was mainly examined among gig workers on the same platform, Prolific, which limits the generalizability of the results to other parts of the gig economy. Future research could replicate these findings across diverse gig platforms, such as Uber and Instacart. Additionally, researchers could investigate whether the salience of dimensions varies depending on the specific gig platform. I advocate for future researchers to include a test of the salience of dimensions whenever they utilize a person-gig fit measure in their work. This approach would contribute to a better understanding of the effects associated with different gig platforms, as well as contract workers in more traditional organizations.

Moreover, most facets of P-G fit did not significantly predict job performance of gig workers. These results could be attributed to the fact that the job performance variable was limited in terms of the variance that it captured. Specifically, I created an objective performance measure based on each survey takers' approved surveys per month, which was specifically a measure of general productivity. This measure did not necessarily capture how many surveys were approved out of the total number of surveys taken, nor did it capture their quality of results beyond having their survey approved by researchers. A future study could explore alternative measures of job performance in order to gain a deeper understanding of this aspect of concurrent validity of P-G fit. For example, researchers might be interested in incorporating self-reported performance metrics or gathering feedback from customers to provide an overall assessment of job performance. By using these alternative measures, we might be able to gain a deeper

understanding of how person-gig fit could relate to job performance outcomes within the gig economy context, providing valuable insights both for academia and industry stakeholders involved in the gig economy.

My dissertation opens up a new research field with a novel type of fit and measure. I only looked at gig workers, but it would be interesting for future researchers to compare gig workers and traditional workers within the same organizations to further understanding of how P-G fit is unique and distinct from traditional P-E fit when comparing the same organization. Subsequent research can propose theoretical models on how gig workers' sense of belonging is formed, and whether their membership differs from that of in-organization workers, and how their categorization and sense of belonging affect their behavior. This research direction has the potential to assist gig platforms in cultivating a more loyal gig worker base, as well as to help traditional organizations understand how different members of their workforce interact with their environment in different ways.

I also recommend that future studies integrate person-gig fit with JD-R theory. Firstly, researchers can theoretically propose a more comprehensive list of job resources and job demands specific to gig workers, along with methods for measuring them. This approach will lead to an increase in empirical work within the gig work literature, enhancing researchers' understanding of gig workers' need-supply fit and demand-ability fit in relation to specific resources and demands. In other words, now that my research established a reliable and valid measure of P-G fit that includes facets related to what the environment supplies and demands from workers, a natural future direction is to merge this work with more direct assessments drawn from JD-R theory. In doing so, future

research can empirically test the relationship between person-gig fit and key resources or demands in gig jobs. Such integration will contribute significantly to researchers' understanding of gig workers' downstream outcomes beyond those studied in this work, including outcomes like stress and mental well-being.

Conclusion

My P-G fit measure captures distinctive characteristics of gig work environment and effectively capture the nuances of gig workers' experiences in their work environment. My conceptual framework proposes three dimensions of perceived fit. Through rigorous empirical validation, I have ensured the reliability and validity of this measurement, furnishing future scholars with a robust instrument to examine gig workers' perceptions of fit.

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Appendix 1

Table 2

Study 1a: Percentage (and frequency) of agreement ratings in Study 1a SME

Items	Interest fit	Goal fit	Value fit	Needs–Supplies fit	Demands-Abilities fit	Other fit
1. There is a good fit between my personal interests and my gig work.	78 (7)	—	—	11 (1)	11 (1)	—
<i>2. My career interests are aligned with the gig work I perform.</i>	56 (5)	11 (1)	11 (1)	—	—	22 (2)
<i>3. My gig work fits with my career preferences.</i>	33 (3)	11 (1)	11 (1)	22 (2)	11 (1)	11 (1)
4. Gig work is a good match to my interests.	78 (7)	11 (1)	—	11 (1)	—	—
<i>5. There is a good fit between my personal interests and the kind of work I perform in my role as a gig worker.</i>	67 (6)	—	—	22 (2)	11 (1)	—
6. A career as a gig worker matches my career interests.	78 (7)	11 (1)	—	—	—	11 (1)
<i>7. The daily work I do as part of my gig job fits my interests well.</i>	56 (5)	—	11 (1)	11 (1)	—	22 (2)

8. <i>There is a good match between my interests and the tasks I do as a gig worker.</i>	67 (6)	11 (1)	11 (1)	—	—	11 (1)
9. <i>There is a good fit between my job tasks and what I am looking for in a job.</i>	11 (1)	33 (3)	—	56 (5)	—	—
10. My work goals are a good match to the goals of the platform I contract with.	—	78 (7)	—	11 (1)	—	11 (1)
11. <i>I make contracts with platforms whose goals coincide with mine.</i>	22 (2)	67 (6)	—	11 (1)	—	—
12. <i>My goals align with those of the platform I currently contract with.</i>	11 (1)	67 (6)	11 (1)	—	11 (1)	—
13. The goals I set for myself are in line with the goals of the platform with which I am contracting.	—	89 (8)	—	—	11 (1)	—
14. I share the same goals as my gig work platform.	—	78 (7)	11 (1)	—	11 (1)	—
15. <i>As a contract employee, I align my objectives with those of the platform I work for.</i>	11 (1)	33 (3)	11 (1)	22 (2)	—	22 (2)
16. There is a match between my goals and those of the platform I contract with.	—	78 (7)	—	—	—	22 (2)
17. My work values are a good match to the values of the platform I contract with.	—	—	89 (8)	11 (1)	—	—
18. I make contracts with platforms whose values match mine.	—	11 (1)	78 (7)	—	11 (1)	—

19. The things I value in life align with my gig platform's values.	—	11 (1)	78 (7)	11 (1)	—	—
20. The work values I hold are in line with the values of my gig platform.	—	22 (2)	78 (7)	—	—	—
21. I share the same values as my gig work platform.	—	—	78 (7)	11 (1)	—	11 (1)
<i>22. As a contract employee, I align my values with those of the platform I work for.</i>	—	—	67 (6)	11 (1)	22 (2)	—
<i>23. There is a match between my values and those of the platform I contract with.</i>	—	22 (2)	67 (6)	11 (1)	—	—
24. My personal values match my platform's culture.	—	—	89 (8)	14 (1)	—	—
25. The degree to which I value autonomy is consistent with the values of my gig work platform.	—	11 (1)	78 (7)	11 (1)	—	—
26. My gig work platform and I share the same values regarding workers' autonomy.	—	—	78 (7)	11 (1)	—	11 (1)
<i>27. There is a good fit between the flexibility gig work offers me and what I am looking for in a job.</i>	22 (2)	11 (1)	11 (1)	33 (3)	22 (2)	—
<i>28. My platform's culture matches my personal values of job flexibility.</i>	—	—	56 (5)	—	11 (1)	33 (3)
29. My platform values workers' freedom at a similar level to my own values of having freedom at work.	—	11 (1)	89 (8)	—	—	—

30. <i>The degree to which I value control over my own work schedule is a match to the worker autonomy values of my gig platform.</i>	11 (1)	11 (1)	56 (5)	11 (1)	11 (1)	—
31. The money I make doing gig work fits my needs.	—	11 (1)	—	78 (7)	—	11 (1)
32. The income that I expect to get in a job is fulfilled by my gig work.	—	11 (1)	—	78 (7)	11 (1)	—
33. As a gig worker, my pay fits my needs.	—	11 (1)	—	89 (8)	—	—
34. My financial needs are met by the work I do for my gig platform.	—	11 (1)	11 (1)	78 (7)	—	—
35. My social needs are well met through the community created by my gig platform.	11 (1)	—	—	78 (7)	11 (1)	—
36. <i>The degree to which I want to exchange ideas with other gig workers is met through my gig platform's community.</i>	—	—	22 (2)	44 (4)	—	33 (3)
37. <i>The platform's community meets my need for social interaction with other gig workers.</i>	11 (1)	—	22 (2)	67 (6)	—	—
38. <i>The amount of social interaction I want in a job is well-matched by my gig work.</i>	22 (2)	22 (2)	—	56 (5)	—	—
39. <i>My desired amount of work opportunities is provided by my platform.</i>	—	22 (2)	11 (1)	44 (4)	—	22 (2)
40. <i>There is a good match between the work opportunities I desire and what the platform provides me.</i>	22 (2)	22 (2)	—	56 (5)	—	—

41. My gig platform offers me job opportunities that match my needs.	—	—	11 (1)	78 (7)	11 (1)	—
<i>42. My level of commitment to work projects meets the needs of my gig platform.</i>	11 (1)	—	22 (2)	22 (2)	11 (1)	33 (3)
<i>43. My capability of offering task-based commitment fits well with the platform’s work requirements.</i>	—	—	11 (1)	22 (2)	44 (4)	22 (2)
44. My skills are well suited for my gig work.	—	—	11 (1)	—	89 (8)	—
<i>45. My expertise fits well with my gig platform’s requirements.</i>	11 (1)	11 (1)	11 (1)	—	67 (6)	—
<i>46. There is a good match between my abilities and the requirements of my gig work.</i>	—	—	11 (1)	22 (2)	67 (6)	—
47. My personal abilities are a good match to the platform requirements.	—	11 (1)	11 (1)	—	78 (7)	—
48. My job knowledge is a good match to the requirements of my job as a gig worker.	—	11 (1)	—	11 (1)	78 (7)	—
<i>49. My credentials fit well with the terms and conditions of my gig work.</i>	—	—	33 (3)	—	67 (6)	—
50. My level of training meets the demands of my gig platform.	—	—	—	—	89 (8)	11 (1)
51. The demands of my gig platform are a good match to my level of experience in this type of work.	11 (1)	—	—	—	89 (8)	—

52. <i>The quality of my work matches the platform's demands very well.</i>	11 (1)	22 (2)	—	—	44 (4)	22 (2)
53. <i>My ability to work independently can fulfill the demand of my gig work.</i>	—	11 (1)	11 (1)	22 (2)	56 (5)	—
54. <i>My ability to control my emotions enables me to fulfill the demands of my gig work.</i>	—	—	11 (1)	—	67 (6)	22 (2)
55. <i>My capability of thinking flexibly fits the demand of gig work very well.</i>	11 (1)	11 (1)	22 (2)	—	56 (5)	—
56. <i>My ability to think adaptively fits well with the demands of gig work.</i>	—	—	22 (2)	—	67 (6)	11 (1)
57. <i>My ability to learn new things quickly is a good match to the demands of gig work.</i>	—	—	22 (2)	11 (1)	56 (5)	11 (1)
58. <i>I am able to regulate my feelings to meet the demands of my gig work.</i>	11 (1)	—	11 (1)	—	33 (3)	44 (4)
59. <i>The emotional demands of gig work are a good match to how I regulate my own emotions.</i>	—	—	—	44 (4)	22 (2)	33 (3)
60. <i>My ability to search for new gigs meets the demands of being a gig worker.</i>	—	—	11 (1)	22 (2)	44 (4)	22 (2)
61. My ability to meet the needs of customers can meet the demands of my gig platform.	—	—	—	11 (1)	89 (8)	—
62. <i>I am able to balance multiple gigs to fit the demand of my gig platform.</i>	—	—	—	22 (2)	67 (6)	11 (1)

<i>63. My ability to balance several forms of employment matches the demands of gig work.</i>	—	11 (1)	—	33 (3)	44 (4)	11 (1)
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Note. N = 9. Italicized items were dropped because they had low agreement and/or were conceptually redundant. Bolded items were retained for Study 1 Naïve Sample. Bolded values represent correct percent (and frequency) of correct categorization.

Table 3*Study 1b: Percentage (and frequency) of agreement ratings in Study 1b Naïve samples*

Items	Interest fit	Goal fit	Value fit	Needs–Supplies fit	Demands-Abilities fit	Other
1. There is a good fit between my personal interests and my gig work.	68 (198)	7 (21)	7 (22)	8 (24)	4 (13)	5 (14)
2. Gig work is a good match to my interests.	79 (232)	4 (11)	3 (10)	6 (17)	2 (6)	5 (15)
3. A career as a gig worker matches my career interests.	82 (243)	4 (11)	3 (10)	6 (17)	2 (6)	5 (15)
4. My work goals are a good match to the goals of the platform I contract with.	6 (17)	79 (232)	4 (13)	3 (9)	4 (13)	3 (9)
5. The goals I set for myself are in line with the goals of the platform with which I am contracting.	4 (12)	83 (244)	4 (12)	4 (11)	2 (7)	3 (8)
6. I share the same goals as my gig work platform.	4 (12)	81 (240)	5 (16)	2 (5)	4 (13)	2 (7)
7. There is a match between my goals and those of the platform I contract with.	4 (13)	83 (244)	4 (11)	2 (6)	2 (5)	5 (14)
8. My personal work goals match the achievement goals of the platform.	6 (19)	82 (242)	2 (5)	3 (9)	2 (6)	3 (10)

9. My career goals match the goals of the platform.	(47)	75 (220)	2 (6)	1 (4)	2 (5)	3 (9)
10. My work values are a good match to the values of the platform I contract with.	3 (8)	4 (12)	84 (249)	3 (8)	2 (7)	2 (6)
11. I make contracts with platforms whose values match mine.	5 (16)	5 (14)	79 (234)	3 (10)	2 (5)	5 (15)
12. The things I value in life align with my gig platform's values.	3 (9)	5 (15)	84 (247)	3 (8)	2 (7)	2 (6)
13. The work values I hold are in line with the values of my gig platform.	3 (10)	3 (10)	85 (250)	2 (6)	3 (10)	2 (6)
14. I share the same values as my gig work platform.	2 (6)	2 (7)	88 (260)	2 (6)	3 (8)	2 (6)
15. My personal values match my platform's culture.	6 (17)	3 (10)	80 (235)	2 (6)	3 (8)	6 (18)
16. The degree to which I value autonomy is consistent with the values of my gig work platform.	4 (11)	6 (17)	71 (209)	8 (25)	5 (15)	5 (16)
17. My gig work platform and I share the same values regarding workers' autonomy.	5 (16)	4 (13)	77 (228)	3 (9)	4 (11)	5 (15)
<i>18. The job flexibility I value aligns with my gig platform's values.</i>	4 (13)	3 (8)	62 (184)	21 (61)	5 (15)	4 (12)

19. My platform values workers' freedom at a similar level to my own values of having freedom at work.	6 (18)	3 (10)	72 (213)	8 (25)	3 (10)	6 (18)
20. My value of independence aligns with my platform's value.	4 (11)	2 (6)	78 (230)	8 (25)	4 (11)	3 (10)
21. The money I make doing gig work fits my needs.	4 (13)	3 (10)	4 (11)	79 (233)	5 (16)	3 (10)
<i>22. The income that I expect to get in a job is fulfilled by my gig work.</i>	7 (20)	9 (28)	5 (16)	63 (186)	5 (14)	9 (28)
23. As a gig worker, my pay fits my needs.	4 (13)	4 (12)	5 (14)	75 (219)	6 (17)	6 (18)
24. My financial needs are met by the work I do for my gig platform.	5 (15)	6 (19)	4 (11)	75 (222)	3 (10)	6 (17)
<i>25. My social needs are well met through the community created by my gig platform.</i>	7 (21)	4 (13)	8 (23)	66 (192)	5 (16)	9 (27)
26. My social interaction needs are met by the platform's other gig workers.	5 (15)	3 (10)	3 (10)	70 (203)	4 (13)	14 (40)
27. My gig job meets my overall social interaction needs at work.	6 (18)	3 (9)	4 (11)	71 (207)	5 (14)	11 (32)
28. The number of gigs available through my platform meets my work needs.	7 (20)	5 (15)	2 (7)	75 (217)	5 (15)	6 (17)
<i>29. My gig platform offers me job opportunities that match my needs.</i>	14 (42)	8 (23)	2 (5)	65 (191)	5 (16)	5 (15)

30. <i>My desire to hold several forms of employment is well met by gig work.</i>	22 (64)	9 (27)	4 (11)	46 (135)	6 (19)	13 (38)
31. <i>My preference for project-based commitment, rather than full-time work, is well met by gig work.</i>	24 (72)	8 (25)	5 (16)	45 (133)	6 (19)	9 (27)
32. My desire for task-based commitment is well met by gig work.	16 (46)	10 (29)	3 (8)	55 (161)	7 (22)	8 (25)
33. My skills are well suited for my gig work.	4 (11)	2 (6)	3 (10)	5 (14)	82 (242)	3 (10)
34. My personal abilities are a good match to the platform requirements.	5 (16)	5 (15)	4 (12)	5 (15)	76 (225)	3 (10)
35. My job knowledge is a good match to the requirements of my job as a gig worker.	6 (18)	3 (10)	4 (12)	4 (12)	78 (230)	4 (11)
36. My credentials fit well with the demands of my gig platform.	6 (17)	5 (14)	3 (10)	5 (16)	75 (220)	6 (17)
37. My level of training meets the demands of my gig platform.	3 (9)	4 (12)	3 (8)	4 (13)	80 (235)	5 (16)
38. The demands of my gig platform are a good match to my level of experience in this type of work.	4 (13)	3 (10)	2 (6)	4 (12)	82 (242)	3 (10)
39. My ability to work independently matches the demands of gig work.	7 (22)	3 (10)	4 (13)	13 (39)	64 (189)	7 (21)
40. My ability to control my emotions fulfills the demands of my gig work.	2 (7)	3 (9)	7 (20)	14 (42)	56 (165)	17 (51)

41. My ability to think adaptively meets the demands of gig work.	2 (6)	4 (11)	2 (5)	6 (17)	81 (240)	4 (12)
42. My ability to learn new things quickly meets the requirements of gig work.	5 (15)	3 (8)	4 (11)	7 (22)	74 (218)	7 (20)
43. My ability to meet the needs of customers can meet the demands of my gig platform.	2 (6)	6 (17)	4 (11)	17 (51)	62 (182)	8(24)

Note. N = 295. Italicized items were dropped because they had low agreement and/or were conceptually redundant. Bolded items were retained for Study b. Bolded values represent correct percent (and frequency) of correct categorization.

Table 4*Study 2: Five Factor Exploratory factor analysis in Study 2*

Items	Factor loadings				
	F1	F2	F3	F4	F5
1. <i>There is a good fit between my personal interests and my gig work.</i>	.28	.36			
2. <i>Gig work is a good match to my interests.</i>	.31	.24			
3. <i>A career as a gig worker matches my career interests.</i>	.40	.38			
4. My work goals are a good match to the goals of the platform I contract with.		.90			
5. The goals I set for myself are in line with the goals of the platform with which I am contracting.		.77			
6. I share the same goals as my gig work platform.		.63			
7. There is a match between my goals and those of the platform I contract with.		.78			
8. My personal work goals match the achievement goals of the platform.		.67			
9. My career goals match the goals of the platform.		.51			
10. My work values are a good match to the values of the platform I contract with.			.45		
11. I make contracts with platforms whose values match mine.			.49		
12. The things I value in life align with my gig platform's values.			.49		
13. The work values I hold are in line with the values of my gig platform.			.54		
14. I share the same values as my gig work platform.			.46		
15. My personal values match my platform's culture.			.52		

16. The degree to which I value autonomy is consistent with the values of my gig work platform.	.59	
17. My gig work platform and I share the same values regarding workers' autonomy.	.68	
18. My platform values workers' freedom at a similar level to my own values of having freedom at work.	.55	
19. My value of independence aligns with my platform's value.	.65	
20. The money I make doing gig work fits my needs.		.86
21. As a gig worker, my pay fits my needs.		.82
22. My financial needs are met by the work I do for my gig platform.		.60
23. <i>My social interaction needs are met by the platform's other gig workers.</i>		.10
24. <i>My gig job meets my overall social interaction needs at work</i>		.13
25. The number of gigs available through my platform meets my work needs.		.69
26. My desire for task-based commitment is well met by gig work.		.46
27. My skills are well suited for my gig work.		.79
28. My personal abilities are a good match to the platform requirements.		.66
29. My job knowledge is a good match to the requirements of my job as a gig worker.		.56
30. My credentials fit well with the demands of my gig platform.		.67
31. My level of training meets the demands of my gig platform.		.84
32. The demands of my gig platform are a good match to my level of experience in this type of work.		.68
33. My ability to work independently matches the demands of gig work.		.65
34. My ability to control my emotions fulfills the demands of my gig work.		.67
35. My ability to think adaptively meets the demands of gig work.		.67

36. My ability to learn new things quickly meets the requirements of gig work.	.56
37. My ability to meet the needs of customers can meet the demands of my gig platform.	.51

*Note*¹. N = 200. Retained items are bolded. Items that landed in interpretable factors that were above .35 and had face validity for their factor were retained. Factors 1 was not retained.

*Note*². F1 = Interest fit; F2 = Goal fit; F3 = Value fit; F4 = Need-Supply fit; F5 = Demand-Ability fit

Table 5*CFA model comparison table*

	χ^2	<i>df</i>	CFI	TLI	RMSEA	SRMR	Pr(>Chisq)
Five-factor model (Baseline) (all five categories as separate factors)	1144.70	624	.90	.90	.05	.07	-
Four-factor model (combining Interest Fit and Goal Fit)	1349.40	625	.86	.85	.07	.09	< .01
Three-level hierarchy model 1 (P-V, P-O, P-J as factor loading onto P-G)	1109.21	622	.91	.90	.05	.07	< .01
Three-level hierarchy model 2 (P-V, P-O, N-S, D-A as factor loading onto P-G)	1143.68	623	.90	.89	.06	.08	.31

Note: The three-level hierarchy model 1 fits the data best among all models.

Table 6*Study 3: CFA factor loadings in Study 3*

Items	Factor loadings				
	Interest fit	Goal fit	Value fit	N-S fit	D-A fit
1. There is a good fit between my personal interests and my gig work.	.82***				
2. Gig work is a good match to my interests.	.82***				
3. A career as a gig worker matches my career interests.	.64***				
4. My work goals are a good match to the goals of the platform I contract with.		.80***			
5. The goals I set for myself are in line with the goals of the platform with which I am contracting.		.77***			
6. I share the same goals as my gig work platform.		.84***			
7. There is a match between my goals and those of the platform I contract with.		.80***			
8. My personal work goals match the achievement goals of the platform.		.79***			
9. My career goals match the goals of the platform.		.73***			
10. My work values are a good match to the values of the platform I contract with.			.82***		
11. I make contracts with platforms whose values match mine.			.68***		
12. The things I value in life align with my gig platform's values.			.74***		
13. The work values I hold are in line with the values of my gig platform.			.77***		
14. I share the same values as my gig work platform.			.78***		

15. My personal values match my platform's culture.	.77***	
16. The degree to which I value autonomy is consistent with the values of my gig work platform.	.66***	
17. My gig work platform and I share the same values regarding workers' autonomy.	.74***	
18. My platform values workers' freedom at a similar level to my own values of having freedom at work.	.64***	
19. My value of independence aligns with my platform's value.	.72***	
20. The money I make doing gig work fits my needs.		.81***
21. As a gig worker, my pay fits my needs.		.78***
22. My financial needs are met by the work I do for my gig platform.		.81***
23. My social interaction needs are met by the platform's other gig workers.		.55***
24. My gig job meets my overall social interaction needs at work		.57***
25. The number of gigs available through my platform meets my work needs.		.68***
26. My desire for task-based commitment is well met by gig work.		.41***
27. My skills are well suited for my gig work.		.76***
28. My personal abilities are a good match to the platform requirements.		.73***
29. My job knowledge is a good match to the requirements of my job as a gig worker.		.64***
30. My credentials fit well with the demands of my gig platform.		.66***
31. My level of training meets the demands of my gig platform.		.71***
32. The demands of my gig platform are a good match to my level of experience in this type of work.		.58***
33. My ability to work independently matches the demands of gig work.		.64***

34. My ability to control my emotions fulfills the demands of my gig work.	.62***
35. My ability to think adaptively meets the demands of gig work.	.69***
36. My ability to learn new things quickly meets the requirements of gig work.	.57***
37. My ability to meet the needs of customers can meet the demands of my gig platform.	.64***

* $p < .05$, ** $p < .01$, *** $p < .001$

Note. $N = 271$. Standardized factor loadings reported. *Five-factor model fit indices*: $\chi^2 (624) = 1144.73$, $p < .001$, $RMSEA = .05$ (95%

$CI: .05, .06$), $CFI = .90$, $TLI = .90$, $SRMR = .07$

Table 7*Study 3 Reliabilities, Means, Standard Deviations, and Correlations*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
1.Gig.Int	.8																									
2.Gig.Goal	.47	.91																								
3.Gig.Value	.42	.52	.92																							
4.Gig.NS	.38	.49	.29	.84																						
5.Gig.DA	.46	.40	.53	.12	.90																					
6.Gen.PV	.21	.27	.25	.12	.30	.56																				
7.Gen.PO	.26	.42	.47	.28	.29	.48	.80																			
8.Gen.NS	.22	.28	.23	.19	.17	.51	.58	.82																		
9.Gen.DA	.23	.33	.46	.09	.49	.59	.53	.50	.72																	
10.Viabil.c	.02	-.01	.06	-.15	.13	-.06	.01	-.13	.05	.79																
11.Org.c	-.03	.03	-.03	.10	-.13	-.07	.11	.02	-.06	.22	.74															
12.Id.c	-.03	.00	-.06	.01	-.03	-.13	.03	-.03	-.09	.44	.51	.61														
13.Emo.c	.05	.10	.06	.13	-.05	-.09	.10	.05	-.02	.21	.50	.43	.78													
14.Relat.c	-.17	-.09	-.08	-.09	-.13	-.16	-.01	-.15	-.11	.22	.43	.50	.40	.68												
15.CP.unc.c	-.06	-.14	-.06	-.17	-.07	-.24	-.19	-.33	-.16	.56	.26	.43	.21	.30	.81											
16.OID	.40	.48	.44	.38	.38	.13	.31	.16	.20	-.01	.07	.03	.18	.05	-.12	.85										
17.Satisfact	.38	.41	.42	.32	.37	.24	.29	.27	.34	-.04	-.14	-.12	.01	-.16	-.16	.33	.72									
18.Turn.Int.	-.32	-.36	-.27	-.26	-.28	-.35	-.29	-.40	-.30	.12	.13	.14	.03	.18	.25	-.29	-.46	.69								
19.Performance	-.04	.03	-.01	.04	.01	-.06	.05	-.01	.00	.02	.11	.10	.03	.17	.04	.03	.02	.05	NA							
20.Conscient	.30	.29	.22	.27	.30	.26	.20	.07	.27	-.09	-.19	-.22	-.01	-.11	-.15	.34	.17	-.17	.11	.73						
21.Extrav	.13	.26	.14	.12	.16	.17	.24	.17	.13	-.15	.00	-.11	.04	.01	-.24	.21	.16	-.13	-.05	.21	.86					
22.Proactive	.23	.35	.33	.22	.36	.25	.37	.16	.31	.00	.08	-.03	.12	.04	-.17	.35	.18	-.13	-.08	.40	.36	.78				

23.PGF	.77	.81	.73	.67	.64	.30	.47	.30	.41	.00	-.01	-.03	.09	-.16	-.15	.57	.52	-.41	.06	.38	.22	.40	.94		
24.CHALL	-.05	-.03	-.03	-.06	-.06	-.19	.00	-.16	-.09	.68	.67	.79	.64	.66	.70	.04	-.15	.21	-.05	-.18	-.12	.00	-.06	.87	
25.GPEF	.28	.40	.43	.22	.38	.79	.81	.83	.79	-.05	.00	-.07	.02	-.14	-.29	.25	.36	-.42	-.02	.24	.22	.33	.46	-.14	.88
<i>Mean</i>	<i>3.54</i>	<i>3.38</i>	<i>3.77</i>	<i>2.63</i>	<i>4.03</i>	<i>3.44</i>	<i>3.51</i>	<i>3.33</i>	<i>3.91</i>	<i>2.90</i>	<i>1.97</i>	<i>2.22</i>	<i>1.95</i>	<i>2.28</i>	<i>2.83</i>	<i>2.82</i>	<i>3.50</i>	<i>21.54</i>	<i>.26</i>	<i>3.68</i>	<i>2.70</i>	<i>3.77</i>	<i>3.47</i>	<i>2.36</i>	<i>3.55</i>
<i>(SD)</i>	<i>(.78)</i>	<i>(.74)</i>	<i>(.60)</i>	<i>(.80)</i>	<i>(.60)</i>	<i>(.66)</i>	<i>(.70)</i>	<i>(.82)</i>	<i>(.63)</i>	<i>(1.18)</i>	<i>(.90)</i>	<i>(.89)</i>	<i>(.92)</i>	<i>(.93)</i>	<i>(1.14)</i>	<i>(.88)</i>	<i>(.61)</i>	<i>(.28)</i>	<i>(.35)</i>	<i>(.64)</i>	<i>(.85)</i>	<i>(.62)</i>	<i>(.50)</i>	<i>(.69)</i>	<i>(.57)</i>

Note. N = 271. All correlations .13 or higher are significant at $p < .05$. All correlations .16 or higher are significant at $p < .01$. Cronbach's alpha is italicized on the diagonal. Gig.Int = Interest Fit of Person-Gig Fit, Gig.Goal = Goal Fit of Person-Gig Fit, Gig.Value = Value Fit of Person-Gig Fit, Gig.NS = Need-Supply Fit of Person-Gig Fit, Gig.DA = Demands-Abilities Fit of Person-Gig Fit, Gen.PV = General Person-Vocation Fit, Gen.PO = General Person-Organization Fit, Gen.NS = General Needs-Supplies Fit, Gen.DA = General Demands-Abilities Fit, Viabil.c = Viability Challenges, Org.c = Organizational Challenges, Id.c = Identity Challenges, Emo.c = Emotional Challenges, Relat.c = Relational Challenges, CP.unc.c = Career-Path Uncertainty Challenges, OID = Organizational Identification, Satisfact = Job Satisfaction, Turn.Int. = Turnover Intention, Conscient = Conscientiousness, Proactive = Proactive Personality, PGF = Person-Gig Fit, CHALL = Gig Work Challenges Inventory, GPEF = General Person-Environment Fit.

Table 8

Study 3: Structural Equation Modeling (SEM) Analyses to Test Concurrent Validity of Person-Gig Fit

	Dependent variable: Satisfaction		Dependent variable: Turn.Int.		Dependent variable: Performance	
	Standardized Beta coefficient	R ²	Standardized Beta coefficient	R ²	Standardized Beta coefficient	R ²
Model 1:						
1. Gig.Interest.fit	.40**	.16**	-.33**	.11**	-.02	0
2. Gen.PVF	.23**	.05**	-.29**	.08**	-.10	0
Model 2:						
1. Gig.Goal.fit	.45**	.20**	-.32**	.10**	.00	0
2. Gen.POF	.25**	.06**	-.20*	.04*	.06	0
Model 3:						
1. Gig.Value.fit	.44**	.19**	-.18	.03	-.05	0
2. Gen.POF	.23**	.05**	-.26*	.07*	.09	.01
Model 4:						
1. Gig.NS.fit	.32**	.10**	-.20*	.04**	.03	0
2. Gen.NSF	.30**	.09**	-.47**	.22**	-.03	0
Model 5:						
1. Gig.DA.fit	.23**	.05**	-.15	.02	.03	0
2. Gen.DAF	.37**	.14**	-.29*	.08*	-.01	0

* $p < .05$, ** $p < .01$

Note. N = 271. Gig.Interest.fit = Interest Fit of Person-Gig Fit, Gen.PVF = General Person-Vocation Fit, Gig.Goal.fit = Goal Fit of Person-Gig Fit, Gen.POF = General Person-Organization Fit, Gig.Value.fit = Value Fit of Person-Gig Fit, Gig.NS.fit = Need-Supply Fit of Person-Gig Fit, Gen.NSF = General Needs-Supplies Fit, Gig.DA.fit = Demands-Abilities Fit of Person-Gig Fit, Gen.DAF = General Demands-Abilities Fit, Satisfaction = Job Satisfaction, Turn.Int = Turnover Intention, Performance = Job Performance.

Appendix 2

Instructions: Please indicate the extent to which you agree with the following statements **regarding your current gig employment.**

For example, if you drive for **Uber and/or Lyft**, please think about your **work as a rideshare driver** when answering the following questions.

(1 Strongly Disagree–5 Strongly Agree)

Interest fit (Type of Person-Vocation fit) (Current: 3)

Definition: *The degree to which a person’s gig work matches their career interests.*

1. There is a good fit between my personal interests and my gig work.
2. Gig work is a good match to my interests.
3. A career as a gig worker matches my career interests.

In the next series of statements, for any referring to a “**platform**”, please think about the **company you most commonly contract with**. For example, if you drive for Uber and Lyft, please think about the company you work for **most frequently** when answering the following questions.

Instructions: Please indicate the extent to which you agree with the following statements **regarding your current gig employment and platform (contract company).**

(1 Strongly Disagree–5 Strongly Agree)

Goal fit (Type of Person-Organization fit) (Current: 6 items)

Definition: *The degree to which a person’s goals match the goals of their gig platform (organization).*

1. My work goals are a good match to the goals of the platform I contract with.
2. The goals I set for myself are in line with the goals of the platform with which I am contracting.

3. I share the same goals as my gig work platform.
4. There is a match between my goals and those of the platform I contract with.
- 5. My personal work goals match the achievement goals of the platform.**
- 6. My career goals match the goals of the platform.**

Instructions: Please indicate the extent to which you agree with the following statements regarding your current gig employment and platform (contract company).

(1 Strongly Disagree–5 Strongly Agree)

Value fit (Type of Person-Organization fit) (Current: 10 items)

Definition: The degree to which a person's values match the values of their gig platform (organization).

1. My work values are a good match to the values of the platform I contract with.
2. I make contracts with platforms whose values match mine.
3. The things I value in life align with my gig platform's values.
4. The work values I hold are in line with the values of my gig platform.
5. I share the same values as my gig work platform.
6. My personal values match my platform's culture.
(The above 6 items describe the gig workers' overall value.)
7. The degree to which I value autonomy is consistent with the values of my gig work platform.
8. My gig work platform and I share the same values regarding workers' autonomy.
(The above 2 items describe the gig workers' value of autonomy.)
9. My platform values workers' freedom at a similar level to my own values of having freedom at work.
(The above 1 items describe the gig workers' value of flexibility.)
- 10. My value of independence aligns with my platform's value.**
(The above 1 items describe the gig workers' value of independence.)

Instructions: Please indicate the extent to which you agree with the following statements **regarding your current gig employment and platform (contract company).**

(1 Strongly Disagree–5 Strongly Agree)

Needs–Supplies fit (Type of Person-Job fit) (Current: 7 items)

Definition: *The degree to which a person’s needs, desires, and preferences are supplied by their gig work.*

- **Note:** *Current items focus on (1) financial, (2) social, (3) job opportunity, (4) task/project-based commitment needs.*

1. The money I make doing gig work fits my needs.
2. As a gig worker, my pay fits my needs.
3. My financial needs are met by the work I do for my gig platform.
(The above 3 items describe the gig workers’ financial needs)
4. My social interaction needs are met by the platform's other gig workers.
5. My gig job meets my overall social interaction needs at work.
(The above 2 items describe the gig workers’ social needs)
6. The number of gigs available through my platform meets my work needs.
(The above 1 items describe the gig workers’ needs of job opportunity)
7. My desire for task-based commitment is well met by gig work.
(The above 2 items describe the gig workers’ needs of exerting task/project-based commitment)

Instructions: Please indicate the extent to which you agree with the following statements **regarding your current gig employment and platform (contract company).**

(1 Strongly Disagree–5 Strongly Agree)

Demands-Abilities fit (Type of Person-Job fit) (Current: 11 items)

Definition: *The degree to which a person’s knowledge, skills, and abilities match the requirements of their gig work.*

1. My skills are well suited for my gig work.

2. My personal abilities are a good match to the platform requirements.
3. My job knowledge is a good match to the requirements of my job as a gig worker.
(The above 3 items describe the gig workers' KSA)
- 4. My credentials fit well with the demands of my gig platform.**
5. My level of training meets the demands of my gig platform.
6. The demands of my gig platform are a good match to my level of experience in this type of work.
(The above 3 items describe the gig workers' credentials/training/experience)
- 7. My ability to work independently matches the demands of gig work. (Independent work)**
(The above 1 item describes the gig workers' ability to work independently)
- 8. My ability to control my emotions fulfills the demands of my gig work. (Emotional stability)**
(The above 1 item describes the gig workers' ability of emotional stability)
- 9. My ability to think adaptively meets the demands of gig work.**
- 10. My ability to learn new things quickly meets the requirements of gig work.**
(The above 2 items describe the gig workers' ability of thinking adaptively)
11. My ability to meet the needs of customers can meet the demands of my gig platform.
(The above 1 item describes the gig workers' ability of satisfying costumers)
