

An Empirical Perceptive on GIG Workers from GEN Z on Work Values - Prospect and Its Challenges

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Abstract: - As a new form of worker, gig workers are acknowledged and discussed in relation to the difficulties that mediators may encounter in managing them considering prior studies highlighting their differences from other workers, particularly from generation Z. This study investigates the work values of Generation Z graduates and their attitudes towards gig economy in India. Using a structured questionnaire with 200 participants across diverse academic streams, the study employed hypothesis testing to assess Gen Z's dedication to work ideals and their willingness to find gig work. Findings reveal that Gen Z significantly prioritizes intrinsic fulfilment and professional status. Also, the study mathematically demonstrates that the perceived benefits of flexibility and autonomy significantly outweigh the inherent risk of gig work. These insights assist organizations in refining recruitment and retention strategies for the emerging workforce.

Key-Words: - Gig economy, Gig worker, Gen Z, work values, Graduate Students, Non-Parametric Testing.

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1 Introduction

A new economic revolution is being ushered in by the world's rapidly expanding gig labour. India is at the vanguard of this transformation with half a billion employees, the youngest population in the world, expanding urbanisation, and extensive use of smartphones and related technology. It is anticipated that the gig economy would grow rapidly during the next ten years. While there are many benefits to the gig economy sector in terms of chances for employment and growth, there are also some significant issues that necessitate regulation.

According to the literature, gig workers face numerous difficulties because they do not have a traditional employment contract and have limited or no access to social or labour protections. These difficulties include working in unfavourable conditions and not being able to keep a steady income. Additionally, gig workers are more vulnerable in the long run due to their low

bargaining power and incapacity to organize into unions, [1], [2], [3], [4].

1.1 Background

In a gig economy, businesses frequently use freelancers and independent contractors rather than full-time employees, and temporary, adaptable jobs are in high demand. The current economic structure, which is centred on full-time employees who rarely switch careers in favour of concentrating on a lifelong career, is put in danger by it. Employees are hired for specific tasks or periods of time under the term "gigs." For the benefit of price, quality, and flexibility, this is accomplished. The person is released to continue working once the task has been completed.

1.2 Gig- Meaning

The word "gig," which first surfaced a few decades ago, appears to be gaining popularity. Today, the phrase "gig economy" refers to a temporary contractual job, short-term contract, or freelance

work that is done on a project-by-project basis. A labor for which payment is received upon completion of the task. An arrangement of employment in which every task is referred to as a distinct "gig" is known as the "gig economy." It is an economic activity that involves the utilisation of temporary or freelance workers to complete activities often in the service sector.

1.2.1 The Gig Economy

The phrase "gig economy" describes any company model that makes use of independent contractors, consultants, and workers across a range of sectors, such as social media marketing, content production, information technology, food and beverage production etc. Therefore, a gig economy is one in which there is a temporary or part-time workforce rather than an established workforce.

1.2.2 Gig Workers

Independent contractors or freelancers work as employees. Their working hours are often flexible and customizable to the desires of each individual. The bulk of gig economy jobs includes connecting with clients online. Examples include the delivery staff who work for food aggregators Zomato and Swiggy, the drivers for cab-hailing services Uber and Ola, and the lecturers who teach courses online. The term "Gig Workers" is used to describe these personnel.

1.3 Meaning of Generation

A Generation is defined as "a group of people or cohorts who share a birth year and experiences as they go through time together, affecting and being influenced by some key occurrences", [5]. She continues by describing how a generation is divided into three waves—the first wave, the core group, and the last wave—each lasting five to seven years, [5].

1.3.1 Characteristics of Different Generations:

Measuring public attitudes on important issues and the identifying the differences in those beliefs across different demographic groups have long been top priorities for many research institutions. The Centre's researchers typically employ the generational lens to examine these differences. Generations allow us to categorise people through their stage of life as young adults, middle-aged parents, or retired people and by their membership in cohort of individuals who were born around the same time. Events that took place over a generation's lifespan also influenced their characteristics and work values.

The following definitions are as per Figure 1 (Appendix):

1. **BB-Baby Boomers** – These are people born between 1946 to 1964. The work ideals of baby boomers point to challenge, workaholicism, criticism, and innovation
2. **Generation X**- People born in the years 1961 to 1981. The work values of Generation X are categorised as learning, curiosity, entrepreneurship, consumerism.
3. **Generation Y or Millennials**- This third generation is commonly referred to as "digital natives" and they seek values like passion, balance, learning, security, and readiness to work. These are the ones born between the early 1980s and late 1990s.
4. **Generation Z**, those were born after 1997 - 2012, Young adults nowadays are those who are 21 or younger. The new cohort has been referred to as the I Generation, App Generation, Home landers, Founders, and Plurals.

2 Literature Review

The term "Gen Z" describes individuals born between 1997 and 2012. Gigs offer greater freedom and more room for personal growth than regular employment. Workers on gigs have some autonomy. Whether as a primary source of income or as an addition to a steady career, gig work can assist current and recent college graduates in covering their daily costs and lowering their deb. Gen Zer's prioritise their salaries and work-life balance, but they also have another notable quality, they are the group ready to leave a job if they are dissatisfied with it. 77% of Gen Zer's refuse to commit to a traditional 9–5 job to cover their expenses, [7].

2.1 Size and the Distribution

1. 23.5 million: This is the estimated number of gig workers by 2029–2030. That represents 6.7% of all non-farm employment, [8].
2. 7 million: Number of workers in the gig economy in 2021–22. That represents 2.6% of India's non-farm labour force, [8].

2.2 Important Statistics on Industrial Distribution

1. Around 2.7 million gig workers work in retail trade and sales, 1.3 million in the transportation industry, [8].

2. 600,000 in manufacturing, and another 600,000 in finance and insurance, [8].
3. From 2011–12 to 2019–20, the retail sector added 1.5 million workers, transport added 800,000, and manufacturing added 400,000. From 66,000 to more than 100,000 workers worked in the education sector, [8].
4. Currently about 47% of gig workers work in the medium-skilled positions, [8].
5. 22% in highly skilled positions, and 31% in the low-skilled positions, [8].
6. The trend explains that the concentration of employees with medium level skills is falling whereas that of low level skilled and highly skilled workers is rising, [8].
 - The domination of medium-skill gig workers will continue till 2030, [8].
 - A study discovered that the gig economy is used by up to 20–30% of people of working age in Europe and the US, [9].
 - The number of freelancers in India increased from 11% in the third quarter of 2018 to 52% in the second quarter of 2019, according to the "Global Gig Economy Index report from 2020," which cites Startup India and Skill India among other initiatives, [9].

2.3 Work Values

People's behaviours are significantly influenced by their values, which have an impact on their perceptions, attitudes, and motives. People's values influence how broadly they view what is acceptable or undesirable, but they also have values that are particular to certain occasions or circumstances, such as their values at work. Work values have drawn the attention of organisational experts as a key element determining motivation and constructive actions in the workplace. Work values are defined as "what a person wants from work in general and also what aspects of a job are crucial to his or her level of job satisfaction", [10]. This article provides an explanation of the Five Common Work Values that have been covered thus far in scientific study based on previous generations, [10].

1. [11] explains that "Generation Z demands flexibility and independence in the workplace, which the gig economy offers. Since Gen Z is the

largest generation in Indonesia, it is believed that their entry into the workforce will have an impact on the gig economy. The interest of generation Z in a work-life integration strategy that is only possible in the gig economy supports this" [12] says "The gig economy is a significant factor in the current situation of purposeful decline in the size of a workforce at all levels of brilliant professionals, and it has a significant impact on the current generation of skilled workers. The typical working environment, working processes, and working methods have changed due to the gig economy. Small firms, independent contractors, and business owners have prospects thanks to it."

2. [13] explains that this study critically evaluates as to What the gig economy is all about; its quick expansion; the new job arrangements that are emerging; and the necessity for more extensive research in this field from the viewpoint of Millennials. The goal of this essay is to examine what motivates people—particularly members of the Millennial generation, to participate in the gig economy or not and to compare and contrast this new type of employment with more traditional employment."
3. The way that we work and can work today is changing because of every development taking place in the globe, from technological improvements to people's desires for fulfilment in their work lives, [14]. Thanks to the gig economy, we have now entered a new trend of work. The author elucidates the phrase "gig economy" refers to the rising globalisation of people engaged in temporary employment or independent contracting through the use of internet networks, [14].
4. [3], [15] according to them the gig workers now confront major obstacles about the consistency of their pay and working conditions. This is the area where the characteristics of informal labor are present in the contemporary gig work structure. Markets start to stand out. Gig workers' regular income can be jeopardized because their compensation is contingent on completing a specific number of tasks.
5. The potential and difficulties of online freelancing and micro work in India are discussed in their article "Future of Work in a Digital Era". It evaluates the expansion of microwork and online freelancing in India, a chance to work on temporary basis and also independently which has

been made possible by the emergence of web-based platforms that connect talent with companies. Online freelancing and microwork have developed into lucrative opportunities in India's mostly unregulated labour sector, [16].

6. [17] acknowledges as “The bad experiences Indian crowdsourced workers have, which mirror and augment those in the existing research, cannot be ignored despite the positive perspective they offer connected to their context and the platform under study. Regarding employment options, income, skill development, career advancement, emphasis on merit, exposure to other cultures, flexibility, and platform-based protection of worker interests”
7. [18] investigate that a large portion of employment has now been transferred to digital platforms, which offer flexible scheduling and a strong match with open positions. Hence the gig economy has been expanding rapidly in recent years.
As a result, technology is altering the definition of employment, work, workplaces, and the structure of the labor process. But this has raised worries that labor casualization and the extreme commodification of work may result from access to workers on digital platforms.
8. [19] analyses that while gig economies have numerous advantages, independent contractors should be aware of the risks. Different freelancer businesses operate in various ways. Some businesses, like Upwork, let freelancers select their own jobs and take a cut of the money made from each one, while others impose a flat fee that is added to the project's overall cost.
9. [9] admits that between 20 and 30% of people in working age in the EU-15 and the US, or up to 162 million people engage in independent work. Based on a survey conducted by MGI workforce across six countries and the examination of current data, the research claims that three characteristics best describe independent work and they are- a high degree of autonomy, remuneration by job, assignment, or sales and a short-term relationship between worker and client.
10. [20] emphasises that in-depth research was not done in this area because of the gig economy's explosive expansion and the evolution of this work arrangement. The gig economy offers

benefits and drawbacks for employment. Recent studies have concentrated on the obvious drawbacks of the gig economy, namely the discriminatory employment rights of workers. Existing literature has not yet examined the connection.

3 Research Methodology

There are many aspects that will determine an employee's retention, job happiness, needs, and motivational factors, but the employee's work values have a significant impact on the topic. Work values are taught early on and endures rather consistently throughout a person's lifetime. However, they are not unchangeable. The most prevalent work values have been researched by one of the oldest and most widely utilised studies. Two of the most prevalent work values are extrinsic (such as pay and job stability) and intrinsic, according to [10] (e.g. motivations and challenges). The altruistic values (such as contributing and assisting others) and status-associated values have received more attention in a prior study (motivations and challenges). [21] more previous research focuses on altruistic values (e.g. contribution and helping people), status-associated values, [21], [22].

3.1 Significance of Study

A significant portion of the existing workforce's changing demands and expectations will be revealed by the study. It will make it clearer how business owners, executives, or even middle managers should approach recruiting, supervising, and keeping Gen Z graduates. Understanding the thinking of Gen Z's and debating on how their career attitude would differ from that of their forebears will help to provide the solution.

3.2 Hypothesis used for this Study

A population parameter hypothesis made by the analyst is tested by hypothesis testing in statistics. The analyst's choice of strategy will depend on the type of data used and the goal of the investigation. Sample data are used to evaluate a claim's plausibility before deciding if it is true. These data could have been generated through a data-creation process or from a larger sample size. The test's findings can be used to determine whether the hypothesis is true or not. Considering that the null hypothesis in a statistical test is 0 (short, H₀). The first hypothesis, denoted by the abbreviation H₁ for short, is also seen as a violation of the test's

premise; it is conveyed by the term's "expectation" or "assumption that nothing has changed." H1 is shorthand for "some other explanation," as all we know is that the proof suggests that H0 might not be true. In our research, we have used 4 hypotheses measure, and which are listed below:

1. Gender influence on work values

H0: There is stochastic equality between male and female Gen Z graduates regarding their work values.

H1: There is a significant difference in the distribution of work values between male and female Gen Z graduates.

2. Academic Specialization and Work values

H0: The median work value scores are equal across all five academic specializations.

H1: At least one academic specialization group exhibits a median work value score that differs significantly from the others.

3. Motivations for entering the Gig Economy

H0: The perceived benefits (pull factors) of the gig economy do not have a greater impact on Generation Z graduates' desire to participate than the scarcity of traditional employment

H1: The perceived benefits (pull factors), such as flexibility, have a significantly greater impact on Generation Z graduates' desire to participate in the gig economy than the scarcity of alternative employment opportunities.

4. Advantages vs Disadvantages

H0: The median difference between perceived advantages and disadvantages for Gen Z graduates is zero.

H1: The median of perceived advantages is significantly higher than the median of perceived disadvantages.

3.3 Methodology

The study changes from being exploratory to descriptive at later stages after the formation of the research problem. To gather data, a structured questionnaire based on the study's hypotheses was created. The survey comprises demographic-related, multiple-choice, graded, and dichotomous questions as required by the study. To select individuals for data collection, convenience sampling method was utilized.

200 graduates of the BBA, B. Com, BE, BA, and B.Sc. programmes, 50 of each, were polled between 2022 and 2023. Additionally, pilot research was conducted to find probable errors and

to check the validity and reliability of the research questionnaire. Information was gathered via a structured questionnaire distributed via Google Docs. Finally, data analysis and interpretation methods were based on statistics. Data was analyzed using SPSS -the Statistical Package for the Social Sciences. The study utilized a deductive approach with a structured questionnaire. Measurement Validation: Reliability analysis using Cronbach's alpha was performed to justify the use of mean scores for work-value constructs. To validate the measurement instrument, internal consistency was assessed. Cronbach's alpha for the constructs ranged from 0.72\$ to 0.82\$, exceeding the recommended threshold. Given the ordinal nature of the 5-point Likert scale data and violations of normality, nonparametric tests were prioritized. To mitigate Type, I error inflation from multiple comparisons, a Bonferroni correction was applied, adjusting the significance level to $\alpha = .0023$ for individual item tests.

3.4 Limitations

Since only 200 graduates of the BBA, B. Com, BE, BA, and B.Sc. programs—50 of each—were surveyed between 2022 and 2023 for the study, its findings cannot be applied generally

4 Analysis and Interpretation

4.1 Demographic profile of Graduate Students

Table 1. Profile of graduate students

Variables		Percentage (%)
Gender	Male	130
	Female	70
Graduates Students	BBA	50
	BBM	50
	BE	50
	BA	50
	B.Sc	50

Source: Created by author

The distribution of survey responses is displayed in Table 1. Gender (130 and 70, Male and female) and area of expertise are represented in the table. It is evident that graduates of the BBA, B. Com, BE, BA, and B.Sc. programmes predominated in the responses with 50 each leading to a total of 200 respondents

4.2 Involving Gen Z's Understanding of Work Values

Table 2. Descriptive Statistics

Work Values	Mean	Median	IQR	α
Intrinsic	7.6	8	1.5	0.82
Extrinsic	6.2	6	2	0.78
Altruistic	6.4	6.5	1.5	0.75
Status-associated	7.6	7.5	1	0.8
Social	6.4	6	2	0.72

Note: Alpha values justify the aggregation of work value scores.

Source: Created by author

Descriptive statistics showing a statistical breakdown of the core professional drivers for Generation Z graduates are displayed in Table 2. The high scores across all dimensions indicate that this cohort has a multifaceted and positive view of work values. The table shows Intrinsic values and Status associated values as the primary drivers - both sharing the high mean score of 7.6. Altruistic, Extrinsic and Social values being the secondary drivers showed a strong balanced mean score between 6.2 and 6.4. Further, the median scores closely mirror the means, displaying a balanced distribution of attitudes. The Inter Quartile Range (IQR) for Status associated values displayed by 1 indicates students are most unified in their desire for professional achievement. Finally, Cronbach's Alpha values between 0.72 and 0.82 mathematically confirm the reliability of the survey.

4.3 Gender-based Comparison of Work Values

Comparison of scores between male and female students using Median and IQR

Table 3. Gender Based Comparison of work values

Work Values	Male (Median)	Male (IQR)	Female (Median)	Female (IQR)
Intrinsic	6.5	1.2	6	1.4
Extrinsic	6	1.8	5.5	1.9
Altruistic	6	1.5	6	1.5
Status-associated	6	1	6	1.2
Social	5.5	2.1	5.5	2

Source: Created by author

Table 3 provides a gender-based comparison of work values, demonstrating that male and female Gen Z graduates share remarkably similar professional priorities. The Median scores for both genders are nearly identical across all categories.

Also, both males and females rank Intrinsic values as their top priority, with highest median scores. The narrow gap between the Extrinsic values suggests that gender does not fundamentally alter what Gen Z graduates want from a career. The IQR also shows that both groups are most unified regarding Status associated values.

4.4 Hypothesis- Data Analysis

4.4.1 Gender Influence on Work Values

H0: There is stochastic equality between male and female Gen Z graduates regarding their work values.

H1: There is a significant difference in the distribution of work values between male and female Gen Z graduates.

Table 4's (Appendix) Mann-Whitney test findings demonstrate that the p-values are higher than 0.05. (Except for three statements- one for intrinsic value, extrinsic value and social value). Hence, all other propositions are recognized as true. There is no discernible difference between male and female students' work values. Hence gender does not meaningfully influence the work values of Gen Z graduates.

4.4.2 Academic Specializations and Work Values

The Kruskal-Wallis H test which is a rank-based nonparametric test is used to determine whether there are statistically significant differences between two or more groups of an independent variable for a continuous or ordinal dependent variable, [23]. The BBM, B. Com, BE, BA, and B.Sc. degrees were employed in the study, and the Kruskal-Wallis test was performed to compare student work values based on degree specialisation.

The idea behind the exam is as follows:

H0: The median work value scores are equal across all five academic specializations.

H1: At least one academic specialization group exhibits a median work value score that differs significantly from the others.

All the p values are higher than 0.05, according to the Kruskal-Wallis H test results (Table 5, Appendix). (With the exception of the two assertions, one for intrinsic values and the other for altruistic values.) All other statements are therefore accepted as true. There is no visible variation between the work values and areas of expertise of the students. The information makes clear that regardless of gender speciality, there are no

discernible disparities in the work values of Gen Z groups. Recruiters and talent scouts could utilise this information to address these goals.

4.4.3 Motivation for Entering the Gig-Economy

H0: The perceived benefits (pull factors) of the gig economy do not have a greater impact on Generation Z graduates' desire to participate than the scarcity of traditional employment

H1: The perceived benefits (pull factors), such as flexibility, have a significantly greater impact on Generation Z graduates' desire to participate in the gig economy than the scarcity of alternative employment opportunities.

In response to Hypothesis 3, Question 4 of the questionnaire examined the importance of working in the gig economy and whether this desire originated from perceived advantages or from the absence of alternatives.

Table 6 illustrates Q4's descriptive data, which bolster H1. Flexibility was cited as the primary motivator by 67.4% of respondents, which is much greater than any other response. Unable to locate the second-highest frequency response alternate work, which was 52.3% different from the first. Overall, pull responses—such as flexibility and the ability to pursue entrepreneurial endeavours—are substantially higher (10.87%) than push responses, which include the inability to obtain another job and the desirability of alternative possibilities (10.87%). The least popular response (6.5%) was the capacity to pursue entrepreneurial endeavours in addition to gig labour.

Table 6. The major reason for entering the gig-economy

S No	Work Values	Percentage
1	Flexibility	67.4%
2	Allows fulfilment of entrepreneurial activities-	6.52%
3	Other alternative contracts are unsuitable	10.87%
4	Unable to get an alternative job-	15.22%

Source: Created by author

4.4.4 Advantages vs Disadvantages

H0: The median difference between perceived advantages and disadvantages for Gen Z graduates is zero.

H1: The median of perceived advantages is significantly higher than the median of perceived disadvantages.

Table 7. Paired Comparison of Gig Economy Perception - Wilcoxon Signed-Rank Test for dependent samples

Comparison	Median Advantage	Median Disadvantage	Wilcoxon Z	p-value	Effect Size (rB)
Perceived Impact	4.0 (Often)	3.0 (Sometimes)	-5.84	<.001	0.62 (Large)

Source: Created by author

The Wilcoxon Signed-Rank Test was used. The results indicate that Gen Z graduates perceive the benefits of the gig economy significantly more intensely than the drawbacks, with a large effect size. Hence showing a statistically significant preference for advantages over disadvantages ($Z = -5.84$, $p < .001$). The Gen Z graduates rated overall benefits (Median = 4.0, "Often") higher than overall limitations (Median = 3.0, "Sometimes").

Table 8. Chi-square Analysis

Variable Relation	χ^2 Value	df	p-value	Cramer's V
Advantages vs. Experience	13.19	6	0.034	0.18
Disadvantages vs. Experience	14.93	8	0.061	0.14

Source: Created by author

Table 8 presents the Chi-square analysis and determines the relationship between the student's prior work experience and their perceptions of Gig Economy. The table shows a statistically significant relationship between work experience and rating of advantages ($p = 0.034$) as the p value is lower than the 0.5 threshold. However, the Cramer's V of 0.18 indicates that while this relationship exists, it is weaker in strength. The table also displays there is no statistically significant relationship between work experience and rating of disadvantages. This indicates graduates view the risks and limitations of gig work similarly, regardless of whether they have held a prior position or not. The df values reflect the mathematical structure of the categories being compared to ensure the test is valid for the number of response groups.

5 Challenges Gig Workers Face

The study throws light on the various career ideas held by Gen Z groups (work values based on Intrinsic, Extrinsic, Altruistic, Status-Associated, and Social Values Concerning the Relationship). The study also tries to find out the expectations of Gen Z employees from the workplace that Millennials did not.

Gig workers make up most of the new workforce. They are the ones that take us to and from work or other locations, deliver the meals we order online, and generally offer a range of unseen services. Even though their tribe is fast growing, many of the issues they have been facing have not yet been fixed. The magnitude of the so-called gig economy, its future prospects, its challenges, and potential solutions to those challenges are all examined limited to workers, for Government and inequality, are as listed in Table 9.

Table 9. Challenges of Gig Workers

Sl No	To whom	Challenges
1	For workers	- unregulated in large part, - Employees' reduced ability to bargain: - less opportunity for employees to upgrade their skills - less worker access to financing - Legal protection is lacking - Unsteady income - Inflexible as it first appears
2	For Government	- Due to its adaptable and dynamic character, difficult to control. Thus, the enforcement of tax and labour regulations is mainly ineffectual. - Instead of calling their workers "employees," businesses frequently refer to them as "partners," "drivers," or "delivery partners," ostensibly to avoid any liability.
3	Inequality	- increases the difference between regions - Unfairness among gig economy employees

Source: Created by author

Some of the other challenges are:

1. A restrictive contractual arrangement that prevents the gig worker from accessing many job benefits

2. A restrictive contractual arrangement that prevents the gig worker from accessing many job benefits
3. Limited access to the internet and digital technology
4. Lack of job stability; Irregular earnings
5. Uncertain employment status
6. Rising stress due to uncertainty linked with consistency in available work and income
7. Anxiety due to the strain of management techniques and performance evaluation based on ratings.

6 Suggestions

Companies are facing the problem of positioning to hire the latest generation of top talent far sooner than anticipated as many young individuals strongly consider skipping education and entering the workforce straight away. The experience of an entry-level employee needs to be revisited, according to recruiters. This entails reassessing conventional methods of hiring, as well as job descriptions, employee growth, and corporate culture in general. They must analyse each of these elements of the entire employee experience and look at different options for creating a future entry-level position.

The Extrinsic work values and social work values, in contrast to intrinsic work values, make up a significant amount of employee engagement, according to a study done among Gen-Zers. Additionally, 49% of employee engagement is attributed to the overall work values as a model. This suggests that Gen-Zer's appreciate society and are more focused on external values than intrinsic ones like pay, recognition, etc.

For India's sizable workforce, particularly the low-skilled employees, the gig work economy has the ability and potential to provide more jobs. To encourage the growth of the gig economy platforms, the government must take the necessary action. The interests of gig workers must also be safeguarded in order to give them fair working conditions and social security benefits. By considering the areas for improvement listed below, achieving the balance will need some work from all parties. To conclude, here are a few more suggested suggestions that came out of our hypothesis analysis and they are:

1. Give more prominence to Legal context:
2. Enhance the working environment
3. Engagement on a global scale:
4. Giving gig economy workers more power:

5. Establish a tripartite framework involving management, labour unions, and the government to settle conflicts in the gig economy.

7 Conclusion

Compared to earlier generations, Generation Z appears to have distinct desires and driving forces. Understanding what is important for Generation Z is crucial for the company's organizational growth and continued success. This generation will carry their own special and specific wants to the workplace as they join companies. As a result, the business will gain favour both inside and beyond the industry.

Understanding generation Z's values toward the workplace was the aim of the study. The study considered intrinsic, extrinsic, altruistic, status, and social values based on the literature review. Students from Gen Z give a higher importance to the intrinsic and status values, according to the descriptive analysis of the data.

The study reveals that Gen Z graduates' work values are highly cohesive across demographic lines. By applying Cronbach's alpha, we confirmed that Intrinsic and Status values are the primary drivers for this cohort followed by a balanced need for social connection and altruistic contribution. Furthermore, the Wilcoxon Signed-Rank test mathematically proves that for Gen Z, the flexibility and entrepreneurial benefits of the gig economy significantly outweigh the perceived disadvantages. While legal protections and income stability remain challenges, the pull factors of autonomy dominate their career perspective. In conclusion, Generation Z is a resilient and self-aware cohort that prioritizes work life integration and intrinsic growth over traditional career stability. For organizations to remain successful, they must revisit conventional hiring models and job descriptions to align with these validated work values. Understanding this "Gen Z mindset" is no longer optional, it is essential for the future of organizational growth and talent retention in India's ever evolving labor market.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

- Deepa Agrawal: Conceptualized the study and conducted the extensive literature review on Gen Z work values. Developed the structured questionnaire, performed primary data collection and executed the rigorous statistical analysis and drafted the initial manuscript.
- Madireddy S S V Srikumar: Provided technical supervision throughout the research process and validated the methodology and statistical design. Critically reviewed the manuscript for intellectual content and provided final approval for the academic submission.

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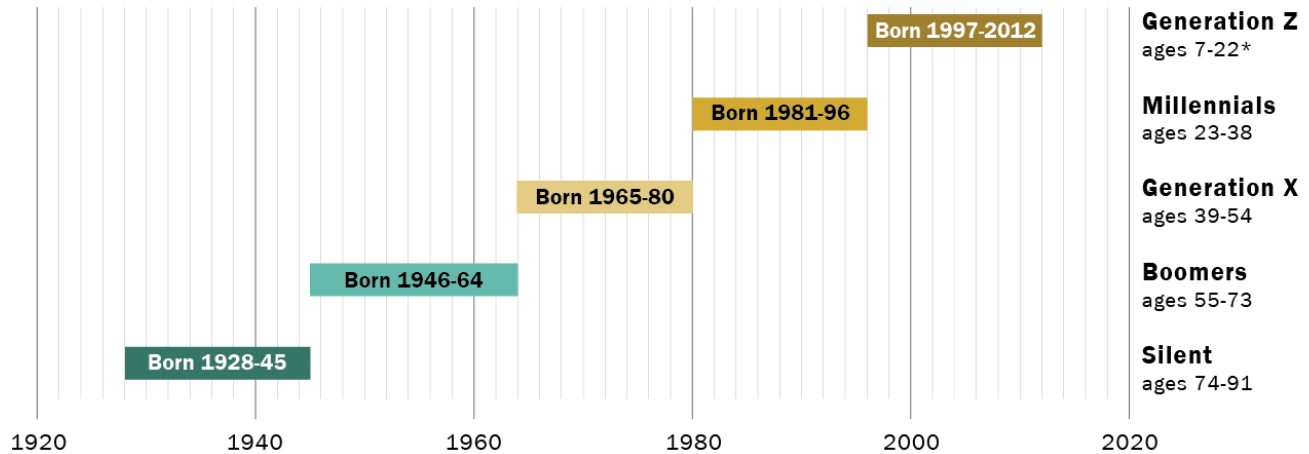
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APPENDIX

The generations defined

GENERATION AGE
IN 2019



*No chronological endpoint has been set for this group. For this analysis, Generation Z is defined as those ages 7 to 22 in 2019.

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Fig. 1: Generational Characteristics

Source: [6]

Table 4. Gender understanding of Gen Z by using Mann Whitney U Test while applying for numerous jobs

Constructs	Statements	Mann-Whitney U Test	Asymp. Sig.(2-tailed)	HO Accept/Reject
Intrinsic Work Value	I admire challenging work responsibilities	621	.215	Accept
	Establishing important Contacts I consider important	398	.002	Reject
	I place high importance on personal development	584	.291	Accept
	Having a motivated workplace is too important	523	.082	Accept
	Emphasis on work that will positively motivate me and help me achieve good achievements.	493	.079	Accept
Extrinsic Work Value	High positions, such as management positions, are crucial	596	.430	Accept
	importance of an independent work environment is required	501	.022	Reject
	I deliberate it as a workplace with a lot of obligations	526.500	.091	Accept
	I reflect monetary compensation is important.	641	.497	Accept
	I consider it aa crucial to work in a stimulating workplace.	986.500	.125	Accept
Altruistic Work Value	I contemplate shared knowledge to be essential.	639.500	.501	Accept
	I prioritise one where I can be of service.	605	.411	Accept
	I ponder a friendly workplace to be essential.	633	.416	Accept
	While applying for the jobs, I respect a company that gives back to society	645	.502	Accept
	I do place high priority on volunteer work when I apply for jobs.	501	.062	Accept
Status-Associat ed Work Values	I cogitate it is very crucial to work for a company that I can be proud of.	593.500	.700	Accept
	I ruminate that accomplishments are crucial.	567	.209	Accept
Social	Flexible hours is something which I look for in a job when applying.	541	.142	Accept
	I think autonomous work that doesn't need supervision at my place of employment is crucial when applying for jobs.	647	.774	Accept

Constructs	Statements	Mann-Whitney U Test	Asymp. Sig.(2-tailed)	HO Accept/Reject
Values Concern the Relationship	I place a high value on the downtime.	685	.921	Accept
	A strong working relationship with my co-workers is something I prioritise	650	.785	Accept
	I consider having a good time at work to be critical	495	.039	Reject

Source: Created by author

Table 5. Work Values of Gen Z using Kruskal Wallis Test

Constructs	Statements	Chi-Square	Asymp.Sig.(2-tailed)	HO Accept/Reject
Intrinsic Work Value	I admire challenging work responsibilities	5.982	.016	Reject
	Establishing important Contacts I consider important	3.012	.245	Accept
	I place high importance on personal development	3.896	.185	Accept
	Having a motivated workplace is too important	1.486	.543	Accept
	Emphasis on work that will positively motivate me and help me achieve good achievements.	.89	.910	Accept
Extrinsic Work Value	Management Positions and High positions are crucial	1.010	.653	Accept
	importance of an independent work environment is required	501	.368	Accept
	I deliberate it as a workplace with a lot of obligations	513	.093	Accept
	I reflect monetary compensation is important.	601	.075	Accept
	I consider it crucial to work in a stimulating workplace.	973	.091	Accept
Altruistic Work Value	I contemplate shared knowledge to be essential.	649	.312	Accept
	I prioritise one where I can be of service.	605	.351	Accept
	I ponder a friendly workplace to be essential.	633	.516	Accept
	While applying for the jobs , I respect a company that gives back to society	626	.326	Accept
Status-Associated Work Values	I place high priority on volunteer work when I apply for jobs.	535	.310	Accept
	I cogitate it is very crucial to work for a company that I can be proud of.	3.145	.248	Accept
Social Values Concern the relationship	I ruminate that accomplishments are crucial.	.053	.911	Accept
	Flexible hours is something I look for in a job when applying.	2.016	.356	Accept
	I think autonomous work that doesn't need supervision at my place of employment is crucial when applying for jobs.	3.500	.198	Accept
	I place a very high value on downtime.	4.936	.091	Accept
	A strong working relationship with my co-workers is something I prioritise	1.918	.352	Accept

Source: Created by author