

Pay Structures and Labour Productivity of Food Delivery Partners: Learnings from a Pilot Study in Bengaluru

Mrs. Anjum Afsha, Assistant professor PG Department of Commerce, AL-AMEEN ARTS SCIENCE AND COMMERCE COLLEGE and Research scholar, University of Mysore, India.

Dr. Irfan Mumtaz KS, Associate Professor, Al-Ameen Institute of Management Studies and Phd guide, University of mysore, India.

Abstract - The gig economy is growing fast in India, with restaurant aggregator and food delivery service unicorn startups like Swiggy, Zomato and Zepto remodelling the workforce. It has been argued that gig work makes remuneration management increasingly difficult, due to the flexible and unpredictable nature of platform-based labour. This article looks at how remuneration systems in Bengaluru affect the productivity of its food delivery partners, based on learnings from a pilot survey with 100 delivery partners. It takes a mixed methodology approach comprising (conceptual analysis and empirical evidence drawn from the structured questionnaire conducted using primary data). Data were analysed with SPSS to produce descriptive statistics and initial reliability testing to determine the appropriateness of constructs for subsequent larger scale examination. The results suggest that moderate incentives, fair pay and timely payment have positive effects on the performance, commitment of work and psychological health of delivery partners. It raised concerns over wage deductions, absence of grievance redressal and stress at work affecting productivity. The preliminary findings highlight the necessity for open compensation mechanisms and supportive work policies to maintain productivity in the gig food delivery economy. The findings of this pilot work provide a basis for a full-scope follow-up study with an extended sample to confirm the proposed conceptual model and hypotheses. The authors also discuss implications for policymakers, platform management and labour regulations, providing important guidance on how to enhance remuneration models in the gig economy.

Keywords - Gig Economy, Remuneration Management, Workforce Productivity, Incentive Structures, Food Delivery Partners, Bengaluru.

I. INTRODUCTION

The rising gig economy in India, where flexible and task-based jobs are arranged with the help of a digital interfaces, has rapidly reconfigured urban industrial labour markets and generated new possibilities as well as precarities (Hinge et al., 2022). The southern city of Bengaluru, known as India's silicon valley, is an example of this shift playing out in practice with unicorns like Swiggy and Zomato which employ tens of thousands of food delivery partners, a section expanding in both numbers and importance (Hinge et al., 2022). India has also seen a rapid rise in the gig economy, one of which is now becoming one of the largest employment sector in India (Ray et al., 2025) and substantial number of workers are leading on platform work for livelihood.

This rapid expansion has created new dynamic issues concerning the terms and conditions of working, social protection and payment systems for 'delivery partners' in the food service industry (Uchiyama et al., 2022). Indeed, payment systems (i.e., basic salary and benefit; incentives) have been identified as having the most direct effects on human capital productivity and satisfaction that, in turn,

impact on merit retention and perceived service quality (Ray et al., 2025). Further, although remuneration is critical, social security coverage for gig workers can be patchy and regulatory protections are emerging but being variably implemented (Hinge et al., 2022; Doshi & Tikyani, 2020).

Compensation policies are crucial to the employee motivation theories in reinforcement theory and equity theory that believe fair pay and performance-based compensation will contribute to positive attitudes of employees and high level of performance (Alwaki, 2018). There is empirical evidence to suggest that compensation affects not only performance but also shapes the attitudes and motivates workers, which mediates the relation between pay level and productivity (Alwaki, 2018). In the gig economy, effective pay models are therefore key to encouraging higher productivity and retaining staff.

In addition, quality of working life (QWL), as an employee's general satisfaction with conditions in the workplace, such as compensation, has also been found to be a determinant for providing higher productivity and organizational commitment (Horst et al., 2014). The QWL concept

includes many aspects including adequate pay, the work environment, opportunities for personal growth and social support which affect workers' motivation and job performance (Horst et al., 2014). These dynamics are further complicated in gig economy working conditions through informalized work and workers who typically have less access to benefits.

Technology continues to evolve and regulations continue to change, both influencing the gig economy space. Online platforms offer flexibility and scalability but also present job insecurity and inequitable income sharing (Doshi & Tikyani, 2020). Enhanced governmental recognition of gig workers is also evidenced by the presence of government policy interventions such as The Social Security Code Bill, 2019 that propose social security for this category of workers (Doshi & Tikyani, 2020).

While much of the existing literature focuses on the formal employment scene, sector specific studies in rapidly expanding urban agglomerations like Bengaluru may help throw light on distinctive aspects pertaining to gig economy. This pilot study uses the lens of remuneration systems to contribute to this scholarship: A) it looks at how food delivery platforms structure their payments to affect workers' behaviour in Bengaluru's challenger gig economy (Hinge et al., 2022; Alwaki, 2018; Horst et al., 2014; Doshi & Tikyani, 2020).

Recent research has extended the emotional experiences at work to gig employment and included such emotions as "joy in gig work" as an important positive experience of work. The fusion of SDT and JCM to explain how intrinsic and extrinsic motives affect satisfaction and performance of gig workers is a robust framework. According to Zaman et al. (2020), work joy arises when fundamental psychological needs, such as autonomy, competence and relatedness are satisfied out of which motivational factors can be a mediator. They find that not only does the degree of task variety, feedback and significance have a direct effect on joy in gig roles among workers but this in turn has indirect effects on productivity and commitment.

In addition, the results of this study provide supporting evidence to suggest that intrinsic motivation (based on internal satisfaction) and extrinsic motivation (governed by rewards and recognition) are critical mediators through which job design is related to worker well-being. The authors counter that firms employing gig workers may be able to enhance workforce productivity (and reduce turnover) by providing a supportive work context in which the described motivational dimensions are emphasized (Zaman et al., 2020).

It suggests new insight which, in contrast to the sheer monetary benefits, reveals other motivational drivers that might push gig workers to actively engage and perform their

work positively within hyperdynamic contexts like Bengaluru's food delivery industry (Zaman et al., 2020).

II. Review of Literature

The gig economy in India, consisting of flexible job opportunities that are task based and mediated through digital platforms, is a novel development and has rapidly changed urban labor markets by generating additional employment possibilities as well as challenges (Hinge et al., 2022). This reconfiguration is evident in the premier tech hub of Bengaluru that hosts start-ups unicorns, Swiggy and Zomato who 'employ thousands of foot soldiers in their food delivery business, an emergent form of labouring (Hinge et al., 2022). The gig economy currently comprises one of the largest blocs in India's labor force, with large numbers relying on platform work for livelihood (Ray et al., 2025).

Such rapid development has brought new dimensions of the issues on the working conditions, social protection regimes and payment system of food delivery partners (Uchiyama et al., 2022). In a more general context, pay systems (e.g., salary, incentives and benefits) have an impact on labour productivity and worker's job satisfaction. Both factors affect employee retention and the quality of services being provided directly (Ray, et al., 2025). Although remuneration is a decidedly important issue, gig workers frequently suffer social security gaps and regulatory protections are emerging but vary in their implementation across jurisdictions (Hinge et al., 2022; Doshi & Tikyani, 2020).

Compensation Policies are one of the core theme of the employee motivation theories such as reinforcement theory and equity theory, which postulate that fair wage & performance based wages contributes to positive attitudes & behaviours towards effective job performance, to employees (Alwaki, 2018). There is anecdotal evidence that pay influences performance and employee attitudes and motivation that in turn may play a role in the relationship between pay and productivity (Martono et al., 2018). Workable reward systems really matter in a gig-economy world, if we want to raise productivity and strengthen job security.

Moreover, QWL as general work satisfaction of the employee which includes compensation have also empirically been found to have a positive relationship with productivity and organisational commitment (Horst et al., 2014). This notion encompasses the ideas of feeling fairly compensated, working in a safe environment and having both the opportunity to grow as well as social support -which are crucial to sustain motivation and performance (Horst et al., 2014). These factors are reinforced in the gig economy where employment is informal and on contract-basis, associated with minimal benefits.

Technological change, matched with shifts in regulation, is still shaping the gig economy. Digital platforms are scalable and flexible but bring challenges for job security and fairness

in rewarding (Doshi & Tikyani, 2020). More and more evidences are emerging to demonstrate the relevance of gig workers and how social protections should tailor policies to address their precarious conditions (Doshi & Tikyani, 2020).

HRM has undergone dramatic changes that have called in question traditional theories of contract personnel and lifetime employment. These developments from integrative compensation and performance talent managements to matching are necessary for optimizing employee productivity and intensity or desire to stay with (Edwards, 2013; Bach, 2005).

Regardless, compensation management remains a major influencer in employee motivation, job satisfaction and performance (Martono et al., 2018). Motivation has a positive effect on job performance and relationships between motivation and pay are contingent factors (Martono et al., 2018). In the gig economy, payment systems must consider worker diversity, intermittent contracts and social protection (Hinge et al., 2022).

A newly arrived study on the “joy of gig work” also demonstrate how need satisfaction that is in turn mediated by intrinsic and extrinsic motivation lie behind the engagement of gig workers (Zaman et al., 2020). It mirrors the shifting forms of recompense that are not just payment-based, of wages or of other motivations at work here social payments required for sustained productivity in a gig labour market such as Bengaluru’s food delivery sector.

Academic bibliometric analysis reveals a mounting academic focus on the gig economy, its issues like the job insecurity, social protection vacuum and algorithmic management most-particularly visible in the third world with lots of trend set by research community (Omar & Jamil 2025). There is growing need of studies related to fair wage, social security, gender pay gap and skill up gradation of gig workers (Singh & Awasthi 2025; Doshi & Tikyani 2020).

In brief, it can be inferred compensation is a useful strategic tool to enhance the organization performance and employee’s life. While in the gig economy alternative compensation schemes, supported by social protections and collegial motivators are required to generate productivity, satisfaction and inclusive growth in India’s Labor Force (Martono et al., 2018; Hinge et al., 2022) as well as (Omar & Jamil, 2025).

Objectives of the Study

1. To investigate the effects of elements like fixed pay, bonuses and perks on motivation and satisfaction among food-delivery gig workers in Bengaluru

2. To assess the difficulties and psychological stress experienced by delivery partners arising out of unfair labor practices in unicorn startups.

Hypotheses:

H₁: Remuneration components (fixed pay, incentives, and allowances) have a significant impact on motivation and job satisfaction among food-delivery gig workers in Bengaluru.

H₂: Unfair labour practices significantly contribute to the psychological stress levels of food-delivery gig workers engaged with unicorn startups in Bengaluru.

Research Design

The study adopted the research approach of a Quantitative Descriptive Cross-sectional survey to determine the impact of remuneration management on productivity among food-delivery gig workers in Bengaluru.

Population and Sample

The respondents were the FDPs of unicorn startups in Bengaluru predominantly (Swiggy, Zomato and Zepto). A pilot survey was done among 100 delivery partners.

III. Data Analysis and Interpretation

The objective is to quantitatively evaluate how payment rate structure, working environment, stressors and other such factors that may influence the motivation and satisfaction levels of the food delivery Gig workers in Bengaluru as well as their consequent productivity. The survey-based data we have collected contains responses on these dimensions from riders employed in platform-oriented start-ups.

The data will be analyzed in hierarchical steps, and descriptive statistics will be used to present the characteristics of the study sample and centrality and dispersion of main variables. Next come inferential statistics like correlational, multiple regression and may be SEM will be used to test the hypotheses. Reliability of multi-item scales will be tested.

Results will be analyzed in terms of the strength and significance of relationships, as well as a test of hypotheses, with practical implications for workforce management and policy in the gig economy.

H₁: Effect of Remuneration Components on Motivation & Job Satisfaction

In the context of food-delivery gig workers in Bengaluru, we seek to investigate whether primary elements of remuneration (fixed pay, incentives and additional payments) impact motivation and job-satisfaction. For this, a multiple regression was performed considering Motivation_Satisfaction_Score as the dependent variable and three compensation components (Fixed Pay, Incentives, Allowance) as predictors. We analyzed a total of 100 responses.

TABLE-1.1 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.476	3	5.492	1.565	.203
Residual	336.869	96	3.509		
Total	353.346	99			

Dependent Variable: Motivation_Satisfaction_Score

Predictors: Fixed Pay, Incentives, Allowances

Table 1.2: Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	8.065	.855	—	9.431	.000
Fixed Pay is sufficient (B1)	-0.157	.153	-0.102	-1.024	.308
Incentives motivate me (B2)	0.235	.161	0.146	1.457	.148
Allowances are adequate (B3)	-0.215	.158	-0.136	-1.360	.177

The regression results show that **remuneration components (fixed pay, incentives, and allowances) do not have a significant impact on motivation and job satisfaction** of food-delivery gig workers in Bengaluru. Although “incentives” showed a positive effect, and fixed pay and allowances showed a negative effect, none of these relationships were statistically significant ($p > 0.05$). This means that workers’ motivation and satisfaction are **not strongly influenced by the current pay structure alone**, indicating that other non-monetary or working-condition factors may play a more important role in shaping motivation among gig workers.

Hypothesis 2:

This section examines whether working conditions have a significant influence on the productivity of food-delivery gig workers engaged with unicorn startups in Bengaluru. A simple linear regression analysis was carried out, where **Productivity Score** was the dependent variable and **Working Conditions Score (WCScore)** was the independent variable.

Table 2.1-Descriptive Statistics

Variable	Mean	Std. Deviation	N
ProductivityScore	3.17	0.71	100

Variable	Mean	Std. Deviation	N
WCScore	3.32	0.51	100

Table 2.2-Correlation Matrix

Variable	1	2
1. ProductivityScore	—	.259*
2. WCScore	.259*	—

Note. $p = .005$ (one-tailed) $< .05$ indicating a significant positive correlation.

Table 2.3- Model Summary – Influence of Working Conditions on Productivity

Model	R	R ²	Adjusted R ²	Std. Error of Estimate
1	.259	.067	.058	0.69

Note. R² value indicates that 6.7% of the variance in productivity is explained by working conditions.

Table 2.4- ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.38	1	3.38	7.05	.009**
Residual	46.95	98	0.48		
Total	50.33	99			

Note. $p = .009 < .05$ indicates the regression model is statistically significant.

Table 2.5- Regression Coefficients

Predictor	B	Std. Error	Beta	T	Sig.
(Constant)	1.97	0.46	—	4.30	.000
WCScore	0.36	0.14	.259	2.66	.009**

The regression analysis revealed a **significant positive influence** of working conditions on productivity among gig delivery workers. The correlation between working conditions and productivity was statistically significant ($r = .259$, $p = .005 < .05$), indicating that better working conditions are associated with higher productivity. The regression model was also significant ($F(1,98) = 7.05$, $p = .009 < .05$) and explained 6.7% of the variation in productivity ($R^2 = .067$). The beta coefficient further confirmed that improved working conditions lead to an increase in productivity ($\beta = .259$, $p = .009$).

As the p-value is less than 0.05, the null hypothesis is **rejected**.

Working conditions significantly influence the productivity of food-delivery gig workers engaged with unicorn startups in Bengaluru.

IV. Conclusion

The literature review above led to the following pilot survey which was analysed in order to understand two important variables that affect the working condition of food delivery gig workers employed by unicorn start-ups in Bangalore viz., both compensation practices and conditions of work.

Regarding H1, the study suggests that financial compensation components -the fixed pay, incentives and allowances - do not have a significant effect on the delivery partners' motivation and job satisfaction. While incentives exhibited a positive direction of effect and fixed pay and allowances with a negative the results did not reach statistical significance ($p > 0.05$). It means that only the present payment model is not good enough to encourage gig workers and their satisfaction. The finding implies, perhaps workers have already gotten used to varying income disparities and non-monetary factors may play a more crucial role on driving the motivation.

In contrast, the H 2 results suggest that working conditions make a positive and relatively substantial contribution to FDW productivity ($r = .259, p < .05; \beta = .259, p < .05$). The regression model demonstrated that advantageous working conditions, comprising a manageable delivery pressure, safe route and facile physical work as well as positive customer encounters contributed to increased efficiency in the work. While the model only accounted for 6.7% of variance in productivity, the effect is significant and speaks to the importance of better workplace support systems in the gig economy.

Taken together, the results implied that working conditions have a greater effect on performance than compensation does, and monetary incentives may not alone lead to higher motivation or satisfaction among gig-based delivery workers. This supports a developing insight that gig workers see dignity of work, safety, respect, and caring environment as important if not equally or more significant than money.

V. Suggestions

The results of the research show that platform-based unicorns should consider implementing a broader strategy on how to support their employees and improve work. Workers' motivation can be improved by reinforcing non-monetary assistance systems, firstly. Recognition-oriented programs like performance thank yous, digital badges and weekly "Top Performer" recognitions may be also offered to lift spirits. Furthermore, provision of mental health services including counselling and review sessions would be beneficial to enhance emotional wellbeing. Building common lines of communication between delivery partners and management is another way to create trust, clarity, belonging among workers.

Second, is the necessity to improve working conditions to make production more efficient. Route scheduling can be optimized and the order to the drivers can be balanced in the reduction of workload and delivery pressure. Verifying

drop-off locations, easy access to emergency help and full liability insurance is all about safety for workers. In addition, offering regular training on traffic safety, customer interaction and workloads can greatly enhance delivery partners' efficiency and confidence.

Third, compensation must be reshaped to be more stable and fairer. Although variable pay is an absolutely intrinsic part of gig economics, businesses need to take into consideration a hybrid of fixed and minimum guaranteed earning model for ensuring income security. Reward systems need to be realistic, clear and easy to understand to prevent disappointment or misunderstanding. If nothing else, gig workers would appreciate an extension of allowance benefits (fuel/trip reimbursements, vehicle maintenance support, mobile data allowances) to alleviate personal financial pressures.

Fourth, an inter-vention of work flexibility can help towards better life-work balance. The ability to allow partners decide on their schedule helps to reduce stress and ultimately, enhance satisfaction. Companies may also implement a system of rotations for staff operating in high-stress zones or doing long-rail deliveries, to ensure an equitable sharing of work and minimize risk to health and safety.

Finally, an effective grievance redressal and fair work practices need to be brought in place. Another strategy will be the implementation of a more formal and available channel for complaining regarding customers, penalties or work allocation that can build trust among workers in terms of fairness. There should be a fair, clear and justified penalty system with an appeals process to allow delivery partners to challenge penalties which they believe are unfair. It is also important for the organisation to make its contractual obligations, working arrangements and future changes to business operations clear in order to remain transparent.

VI. References

- [1] NITI Aayog. (2022). India's booming gig and platform economy: Perspectives and recommendations on the future of work. Government of India. https://www.niti.gov.in/sites/default/files/2022-06/25th_June_Final_Report_27062022.pdf
- [2] Fairwork India Team. (2024). Fairwork India Ratings 2024: Labour standards in the platform economy. Fairwork. https://fair.work/wp-content/uploads/sites/17/2024/10/Fairwork_India_Report_2024.pdf
- [3] International Labour Organization. (2021). The role of digital labour platforms in transforming the world of work. ILO. <https://www.ilo.org/publications/flagship-reports/role-digital-labour-platforms-transforming-world-work>
- [4] Bhattacharyya, U., & Jha, S. (2022). Understanding social security for gig workers: Analyzing recent developments. *NLIU Law Review*, 11(1), 61–96. <https://nliulawreview.nliu.ac.in/wp->

- content/uploads/2022/02/3.-Understanding-Social-Security-for-Gig-Workers.pdf
- [5] Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration reward management system as a driven factor of employee performance. *International Journal of Business and Society*, 19(S4), 537–546. <https://www.ijbs.unimas.my/images/repository/pdf/Vol19-S4-paper3.pdf>
- [6] Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1), 114–132. <https://doi.org/10.1111/1748-8583.12258>
- [7] Zaman, U., Nawaz, S., Tariq, S., & Khwaja, M. G. (2020). Linking self-determination theory and job characteristics with the joy of gig work. *Cogent Business & Management*, 7(1), 1807707. <https://doi.org/10.1080/23311975.2020.1807707>
- [8] Horst, D. J., Sarpe, J. A., & Pilatti, L. A. (2014). Quality of working life and productivity: An overview of the conceptual framework. *International Journal of Managerial Studies and Research*, 2(5), 87–98. <https://www.arcjournals.org/pdfs/ijmsr/v2-i5/11.pdf>
- [9] Digital Empowerment Foundation. (2021). Food delivery workers in India: Swiggy & Zomato—Entrepreneurs or labour? DEF. <https://defindia.org/wp-content/uploads/2021/04/swiggy-zomato-delivery-workers-india-entrepreneurs-labour.pdf>
- [10] Vadavi, S., Bhovi, S., & Deshpande, R. (2024). Analysing the evolution and patterns of the gig economy. *Cogent Business & Management*, 11(1), 2424480. <https://doi.org/10.1080/23311975.2024.2424480>
- [11] Mitra, P., Chan, E. Y. Y., & Banerjee, S. (2023). Assessment of impacts and resilience of online food delivery services: A systematic review. *Sustainability*, 15(17), 13213. <https://doi.org/10.3390/su151713213>
- [12] Lazear, E. P. (2000). Performance pay and productivity. *American Economic Review*, 90(5), 1346–1361. <https://doi.org/10.1257/aer.90.5.1346>
- [13] Bloom, N., Eifert, B., Mahajan, A., McKenzie, D., & Roberts, J. (2013). Does management matter? Evidence from India. *Quarterly Journal of Economics*, 128(1), 1–51. <https://doi.org/10.1093/qje/qjs044>
- [14] International Labour Organization. (2022). Expansion of the gig and platform economy in India (Policy brief). ILO. <https://www.ilo.org/media/526416/download>
- [15] Pyo, J., Park, E.-J., Ock, M., Lee, W., Lee, H.-J., et al. (2023). How has COVID-19 affected the work environment of delivery workers? An interpretative phenomenological analysis. *PLOS ONE*, 18(9), e0290403. <https://doi.org/10.1371/journal.pone.0290403>
- [16] Prakobkarn, P., Luangwilai, T., Benjakul, S., Kunno, J., & Siviroj, P. (2024). Prevalence of motorcycle accidents among food delivery drivers and its relation to knowledge, attitudes, and practices in Bangkok. *PLOS ONE*, 19(5), e0303310. <https://doi.org/10.1371/journal.pone.0303310>
- [17] Osaili, T. M., Al-Nabulsi, A. A., Taybeh, A. O., Ismail, L. C., & Saleh, S. T. (2023). Healthy food and determinants of food choice on online food delivery applications. *PLOS ONE*, 18(10), e0293004. <https://doi.org/10.1371/journal.pone.0293004>
- [18] Fairwork. (2024). Fairwork India ratings 2024: Labour standards in the platform economy. Fairwork. <https://fair.work/en/fw/publications/fairwork-india-ratings-2024-labour-standards-in-the-platform-economy/>
- [19] International Labour Organization. (2021). The role of digital labour platforms in transforming the world of work (Summary). ILO. <https://www.ilo.org/publications/summary-role-digital-labour-platforms-transforming-world-work>
- [20] IJIRT Editorial Board. (2025). Social Security Code, 2020 and its impact on gig and platform workers in India. *International Journal of Innovative Research in Technology*, 12(4), 1–5. https://ijirt.org/publishedpaper/IJIRT181756_PAPER.pdf
- [21] Zafar, S. V., & Aisha, M. (2022). Reward and compensation management on performance and motivation of employees. *Stratford Peer Reviewed Journals and Book Publishing Journal of Human Resource & Leadership*, 6(2), 1–13. <https://stratfordjournalpublishers.org/journals/index.php/journal-of-human-resource/article/view/81018102150108>
- [22] EPW Engage. (2020). Perspectives on the gig economy. *Economic & Political Weekly Engage*. <https://www.epw.in/engage/discussion/perspectives-gig-economy>
- [23] Uchiyama, Y. (2024). The rise and contestation of platform capitalism: Evidence from two food delivery blackouts in Malaysia. *Journal of Industrial Relations*, 66(6), 1123–1144. <https://doi.org/10.1177/00221856241294107>
- [24] Times of India. (2025, June). K'taka gig workers' welfare scheme takes off. *The Times of India*. <https://timesofindia.indiatimes.com/city/bengaluru/ktaka-gig-workers-welfare-scheme-takes-off/articleshow/121449047.cms>
- [25] Reuters. (2025, March). Indian state to subsidise e-scooter purchases by some gig workers. *Reuters*. <https://www.reuters.com/world/india/indian-state-subsidise-e-scooter-purchases-by-some-gig-workers-2025-03-14/>