



Flexwork auf Plattformen

Chancen und Herausforderungen im
Zeitalter flexibler Arbeit

NRP 77 - SNF Abschlusstagung zu CroWis & Gigwork
27.05.2024



sanasearch.ch

careanesth
jobs im schweizer gesundheitswesen

mila

smood.ch
good food

reovero

coople

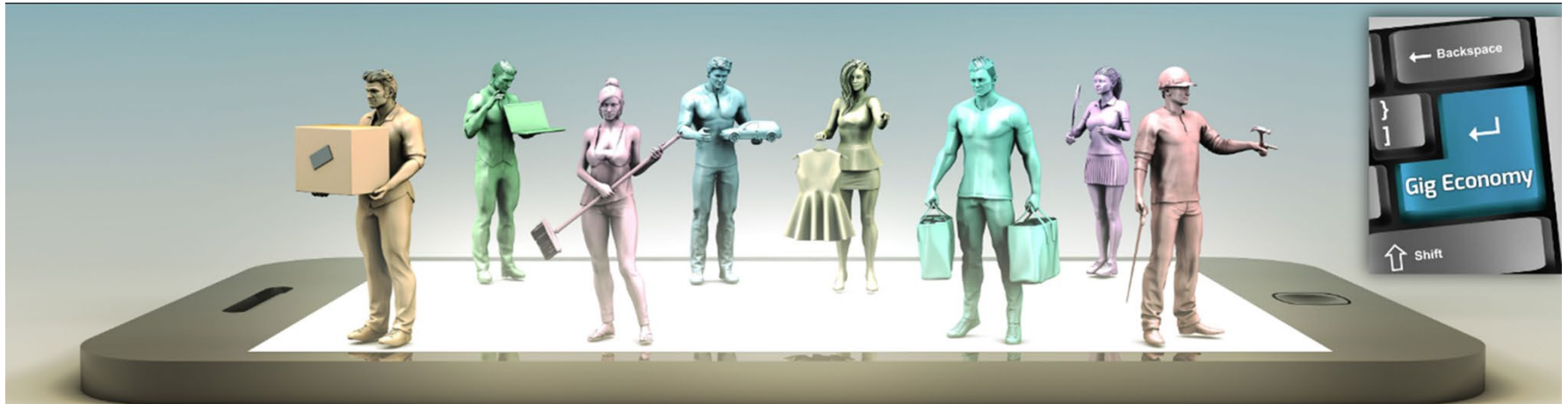
Lemonfrog

upwork

seniors
@work

mila

onlyFans

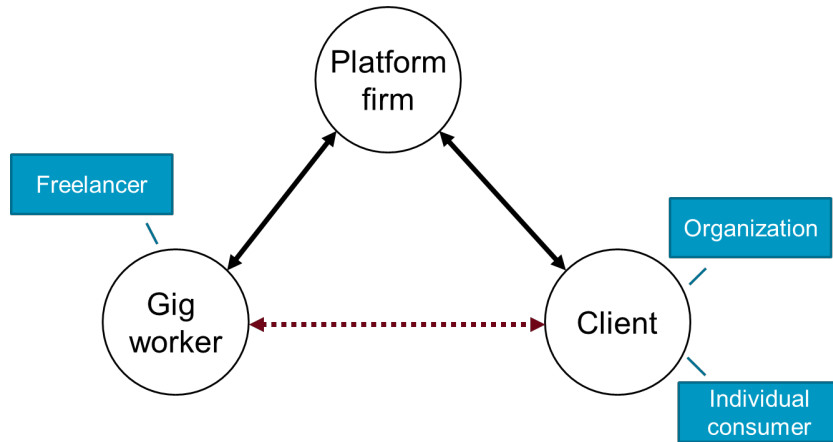


Programm

14.00 - 14.05	Begrüssung	
14.05 - 14.25	Keynote 1: «Chancen und Risiken von Plattformarbeit – ist Nachhaltigkeit gewährt?» Einblicke in das SNF Forschungsprojekt zu Plattformarbeit Prof. Dr. Caroline Straub (Berner Fachhochschule) Vortrag mit anschliessenden Fragen	
14.25 - 14.45	Keynote 2: «FlexWork auf neuen Pfaden? Einblicke aus der Pflege» Einblicke in das SNF Forschungsprojekt CroWIS Prof. Dr. Petra Klumb (Universität Fribourg), Dr. Florian Liberatore (ZHAW) Vortrag mit anschliessenden Fragen	
14.45 - 15.00	Kaffeepause	
15.00 - 15.45	Workshop 1: Plattformen FlexWork: Der Einfluss von Plattformen auf das Psychologische Wohlbefinden Lorenz Affolter Workshop 2: Institutionen FlexWork in Institutionen optimal gestalten und integrieren Sarah Schmelzer Workshop 3: Arbeitnehmer FlexWork: Beschäftigungsqualität neu denken Caroline Gahrman, Clara Zwettler	
15.45 - 16.00	Kaffeepause	
16.00 - 16.15	Nachbesprechung der Workshops	
16.15 - 17.00	Podiumsdiskussion Dr. Nicola Cianferoni, Wissenschaftlicher Mitarbeiter Seco Dr. Alain Meyer, Inhaber und Geschäftsführer Careanesth Yves Schneuwly, Group Chief Commercial Officer Coople Holding AG Matteo Antonini, Präsident Syndicom Sheila Karvounaki Marti, Kommunikatorin FH, Freelancerin und Inhaberin Spacesheep	Note: Programme update Michael Moser from Syndicom joined the podium diskussion
17.00 - 18.00	Moderation: Nicole Kopp Apéro	



Platform work: what do we know so far?

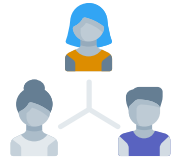


Definition of platform work

Platform work is the temporary activity of individuals (i.e., freelancers or gig workers) who are intermediated by an **online labor platform** to perform a service for a business or consumer, without actually being employed or having an employment relationship with an organization.

Meijerink & Keegan, 2019

Characteristics of online labor platforms



**Performance
management through
online rating systems**



**Algorithms to pair
workers with jobs**



**Time and
content
flexibility**

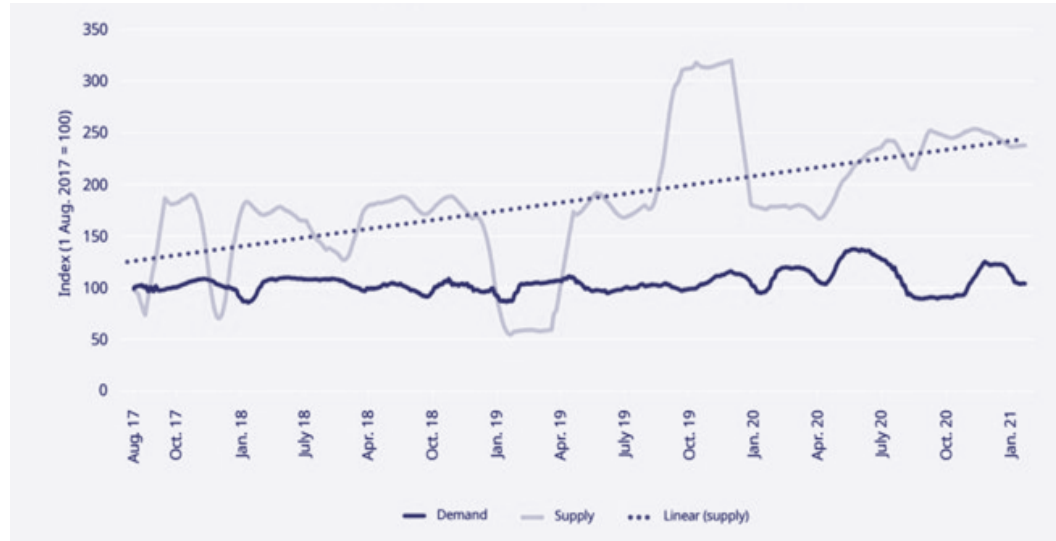


**Compensation and
benefits are designed to
motivate desired behavior**



Scope of platform work (2)

Global supply and demand of platform work



Note: Labour supply is captured from four platforms (Fiverr, Freelancer, Guru and PeoplePerHour). Labour demand is captured from five platforms (Freelancer, Guru, AMT, PeoplePerHour and Upwork). The data is retrieved every 24 hours from each platform.

Source: Online Labour Observatory (iLabour Project, Oxford Internet Institute and ILO), 2021

How is the situation in **Switzerland?**



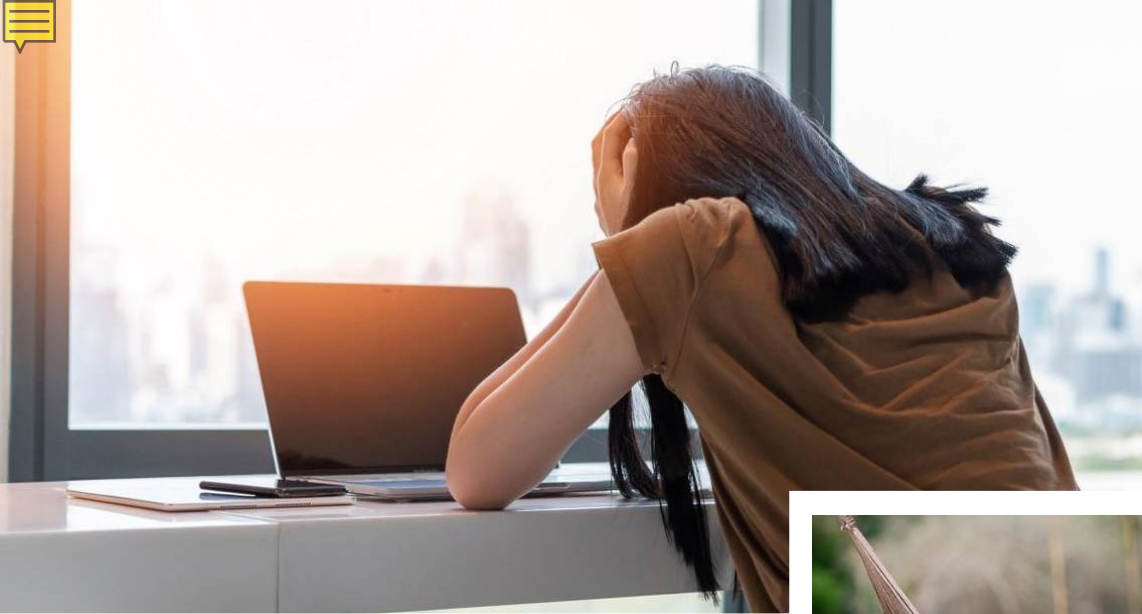
- 10% of all Swiss people do platform work weekly (syndicom, 2017)
- 0.4% of all Swiss people have done platform work over the past year (BFS, 2020)

Online Labor Platforms: Challenges and Chances for Platform Workers

An investigation into the lived experiences
of platform workers in DACH

Prof. Dr. Caroline Straub, Prof. Dr. Daniel Spurk, J. Prof. Dr.
Annabelle Hofer, Clara Zwettler, Lorenz Affolter

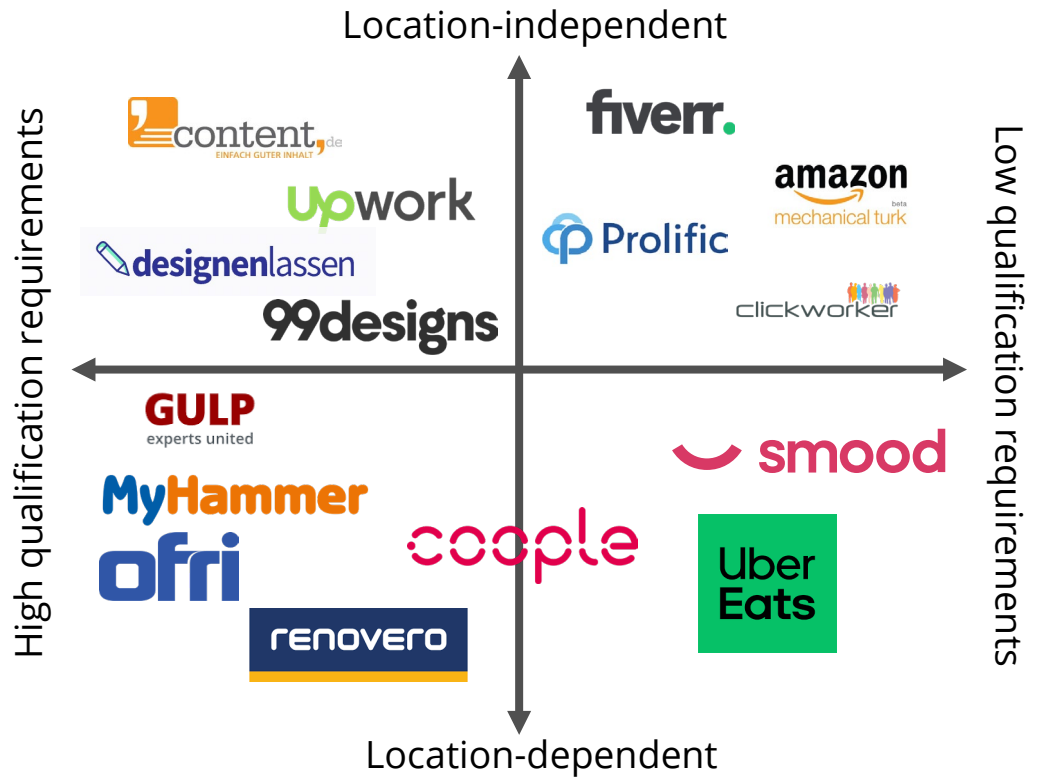






Research design: How did we proceed?

Types of platform work



Mixed methods approach



Qualitative Interviews



Quantitative Surveys

- 85 initial interviews in CH
- Development of a comprehensive online survey
- Three waves over time survey in DACH





Qualitative sample: Who did we interview?



Who did we interview?

- N = 85 participants; 100% based in Switzerland
- The age of participants ranged from 20 to 65 years, with a mean age of 34.9 years (SD = 11.77)
- 54 men and 31 women
- Balanced distribution across both online and offline work, as well as between low-skilled and high-skilled workers
- Recruited from a wide range of occupational fields and job platforms (coople, Upwork, Mila, sanasearch, fiverr, freelancer.com, eat.ch, onlyfans etc.)





Quantitative sample: Who did we survey?



Main platforms in our survey

fiverr.

- **Type:** Freelance services, online & offline
- **Headquarters (HQ):** Tel Aviv, Israel
- **Number of platform workers:** 830,000
- **Employment status:** self-employed



- **Type:** Marketplace for texts, online
- **HQ:** Herford, Germany
- **Number of platform workers:** < 6500
- **Employment status:** self-employed



Upwork

- **Type:** Freelance services, online
- **HQ:** Santa Clara & San Francisco, US
- **Number of platform workers:** 18 Mio
- **Employment status:** self-employed

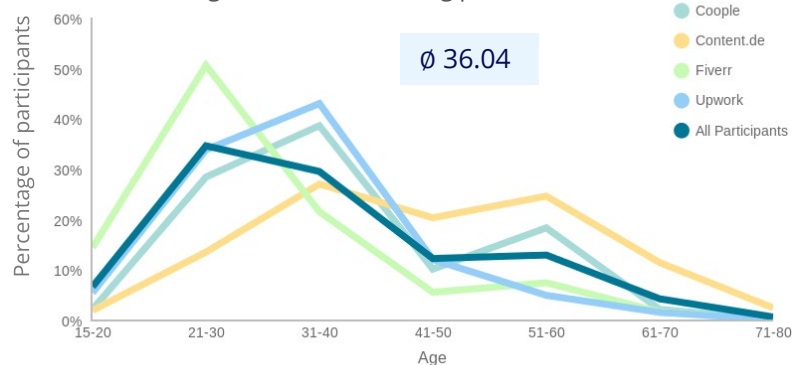


- **Type:** Freelance services, online & offline
- **HQ:** Zurich, Switzerland
- **Number of platform workers:** 750,000
- **Employment status:** employed

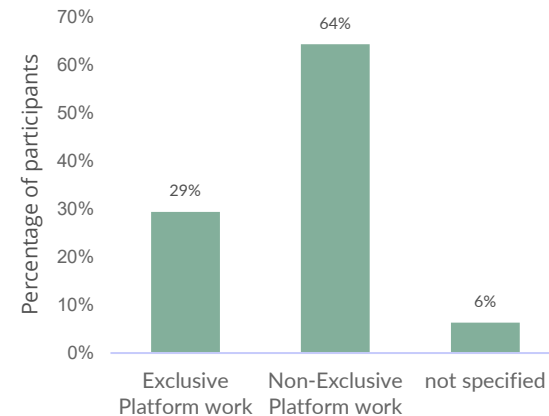


Who did we survey?

Age distribution among platforms

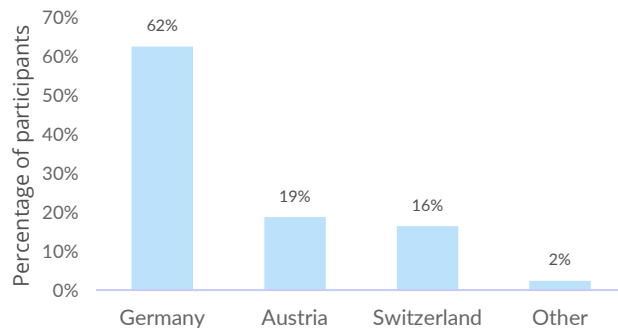


Platform work intensity



830 platform workers (f: 40.8%; m: 57.5%, d: 1.7%)

DACH region participants



***Exclusivity** means working exclusively on online platforms. Non-exclusivity means that individuals do platform work besides other sources of income.





How many hours of platform work per week?

33.4%

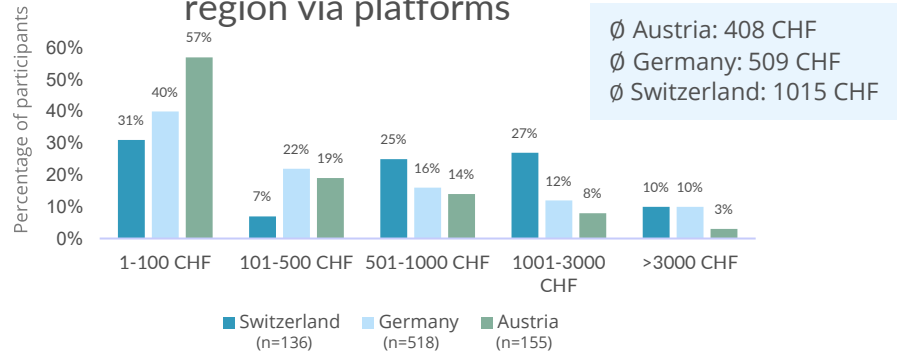
of participants in our survey worked at least 20h per week via online platforms.



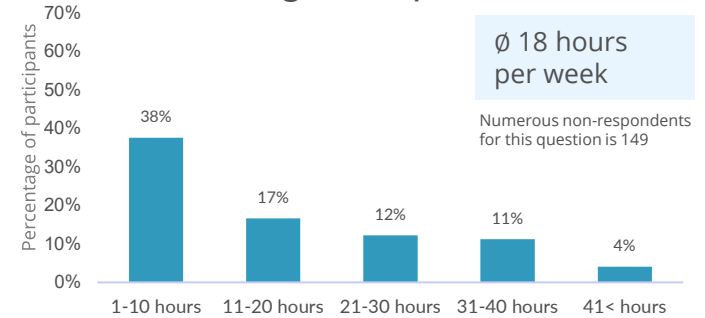


Income, education and amount of work

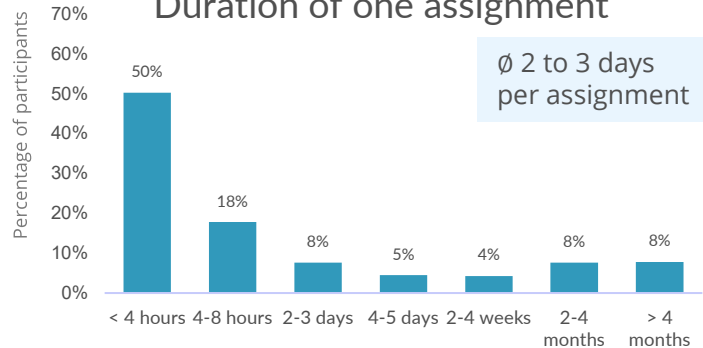
Monthly income (brut) in DACH
region via platforms



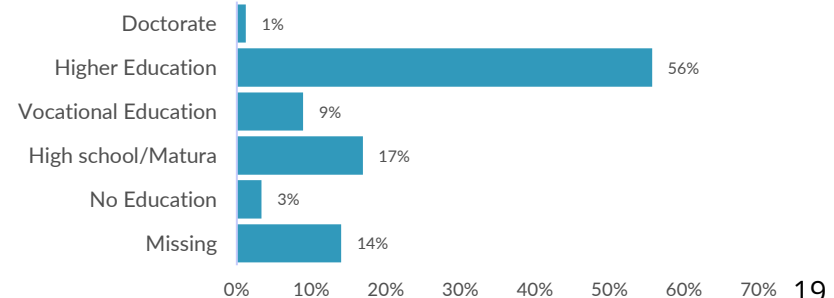
Working hours per week



Duration of one assignment



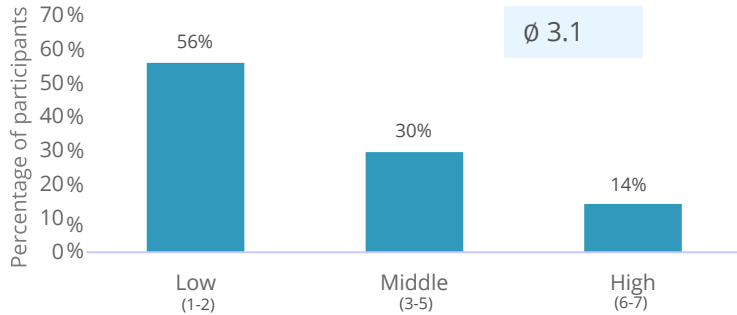
Education





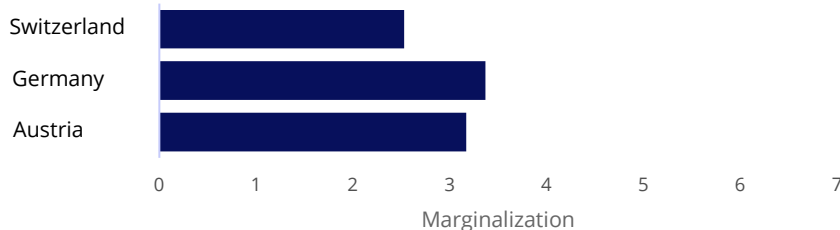
Experiencing marginalization

Marginalization level



Example question: "Throughout my life, I have had many experiences that have made me feel marginalized."; 7-point likert scale: (1) do not agree at all to (7) fully agree,

Marginalization in DACH region

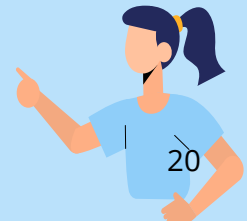


By **marginalization**, we mean having less power, being excluded, or having limited access to resources because of the gender, race, sexual orientation, disability, religion, appearance, or other aspects of the identity (Duffy et al., 2019).



The more a person experiences marginalization the higher;

- the burnout-level (Correlation: $r = 0.269, p < 0.000$),
- perceived stress at work (Correlation: $r = 0.200, p < 0.000$),
- perceived work alienation (Correlation: $r = 0.195, p < 0.000$).





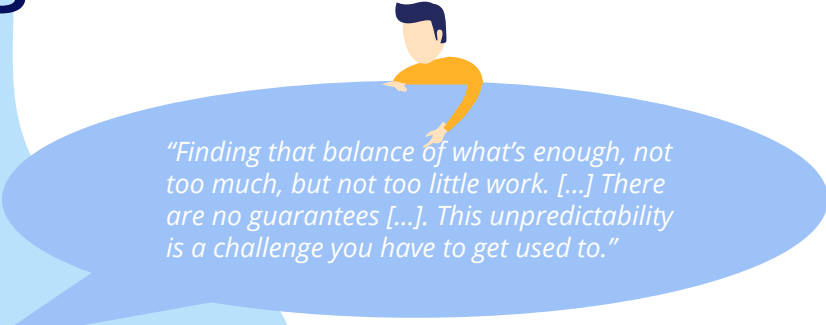
What challenges do platform workers face in their daily work?



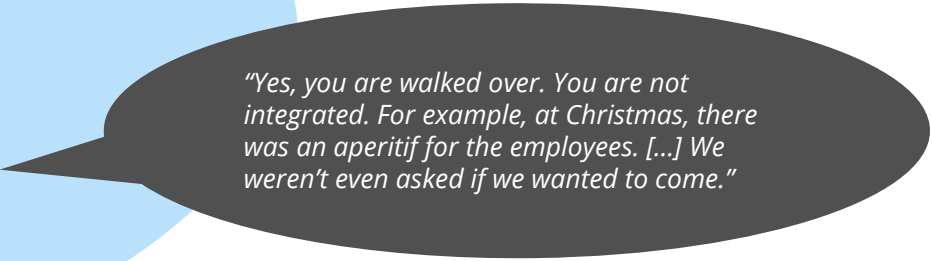
Emerging challenges from interviews

Challenges with platform work involve different topics such as:

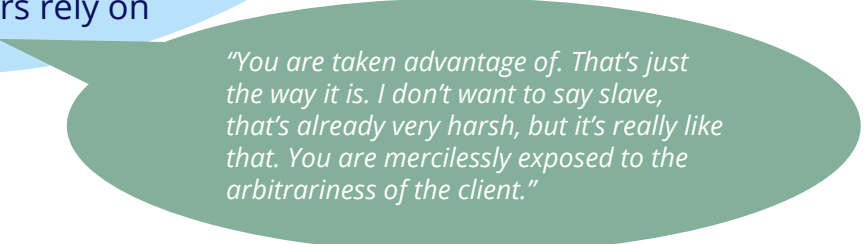
- Balancing challenge: maintaining work quality and quantity to sustain their living without burning out.
- Being excluded from social activities of the organization they work at.
- Limited bargain power, while interacting with the clients (because platform workers rely on good ratings).



"Finding that balance of what's enough, not too much, but not too little work. [...] There are no guarantees [...]. This unpredictability is a challenge you have to get used to."



"Yes, you are walked over. You are not integrated. For example, at Christmas, there was an aperitif for the employees. [...] We weren't even asked if we wanted to come."



"You are taken advantage of. That's just the way it is. I don't want to say slave, that's already very harsh, but it's really like that. You are mercilessly exposed to the arbitrariness of the client."



Challenges associated with platform work

Challenges typical for platform work are (Caza et al., 2021):

Viability challenges: balancing finances for the desired lifestyle, managing irregular income, and worrying about ongoing basic income.

Organizational challenges: managing independent work logistics, handling essential but non-core tasks, establishing and maintaining routines.

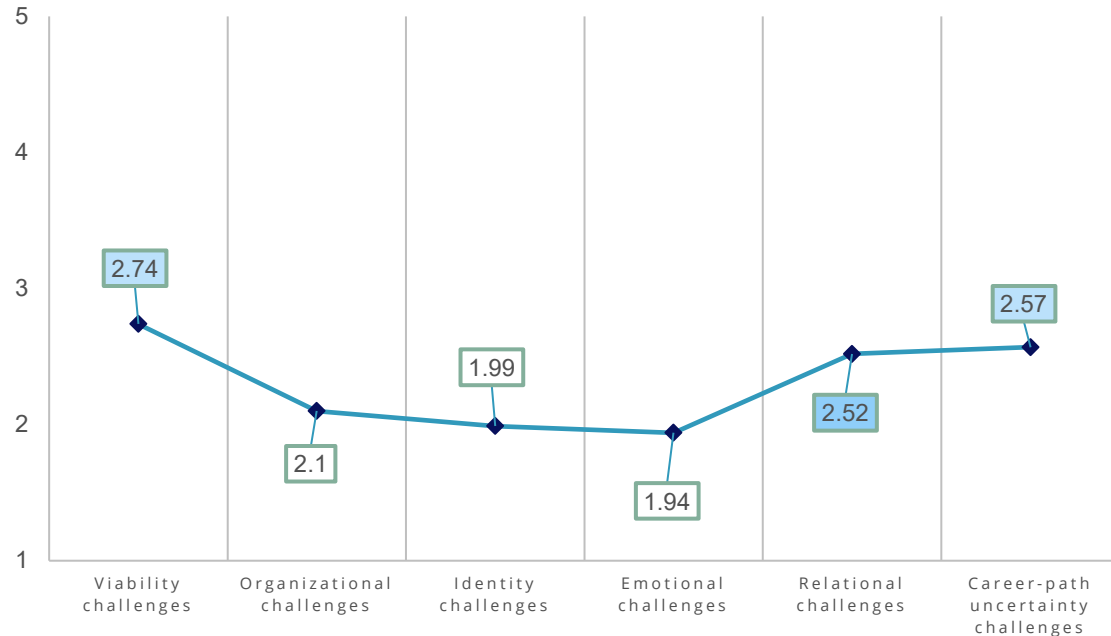
Identity challenges: creating a consistent work identity while daily work variation and external misunderstanding.

Emotional challenges: experiencing emotional highs and lows throughout the workweek.

Relational challenges: dealing with solitude and the constant need to self-promote of personal brand.

Career-path uncertainty challenges: navigating long-term career uncertainty in the current work field.

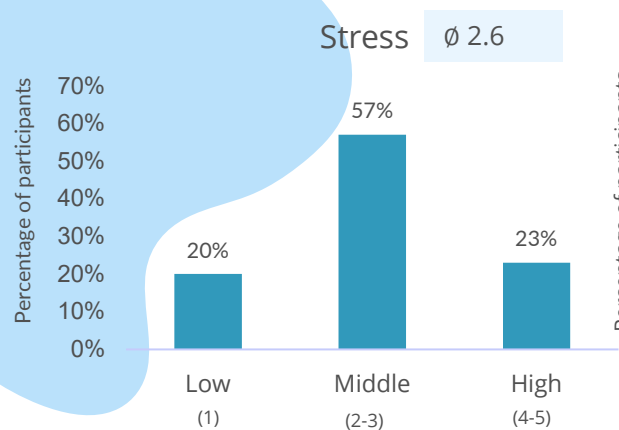
Challenges of platform work (means)



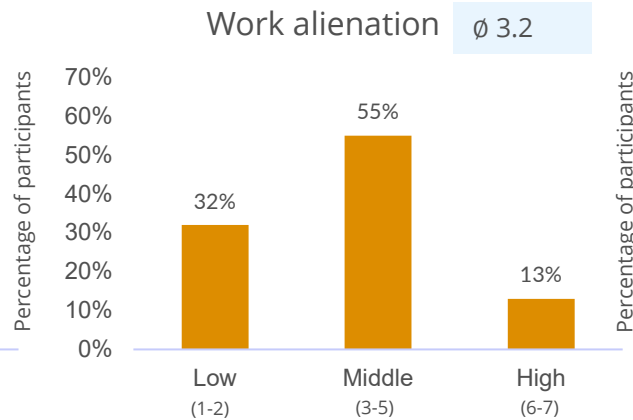
5-point likert scale: (1) not at all to (5) very much so



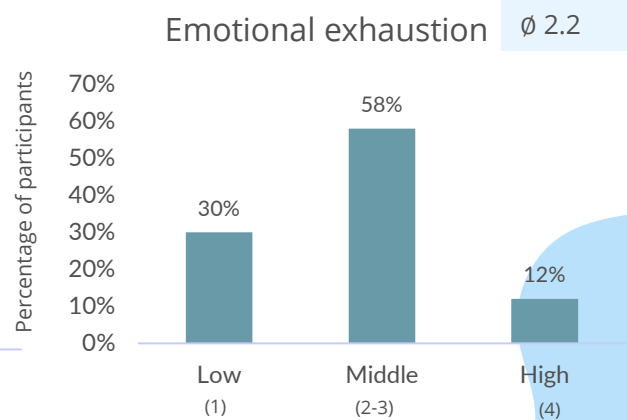
Negative experiences of platform work



Example question: "I feel a lot of stress because of my work."; 5-point likert scale: (1) do not agree at all to (5) fully agree. No Missings.



Example question: "I often wish I was doing something else while I am at work."; 7-point likert scale: (1) do not agree at all to (7) fully agree. No Missings.



Example question: "During my work, I often feel emotionally drained."; 4-point likert scale: (1) does not apply at all to (4) applies completely. No Missings.



Stress, in this context, refers to an unpleasant emotional state linked to fear, anxiety, anger, and sadness, primarily affecting job performance (Motowidlo et al., 1986).



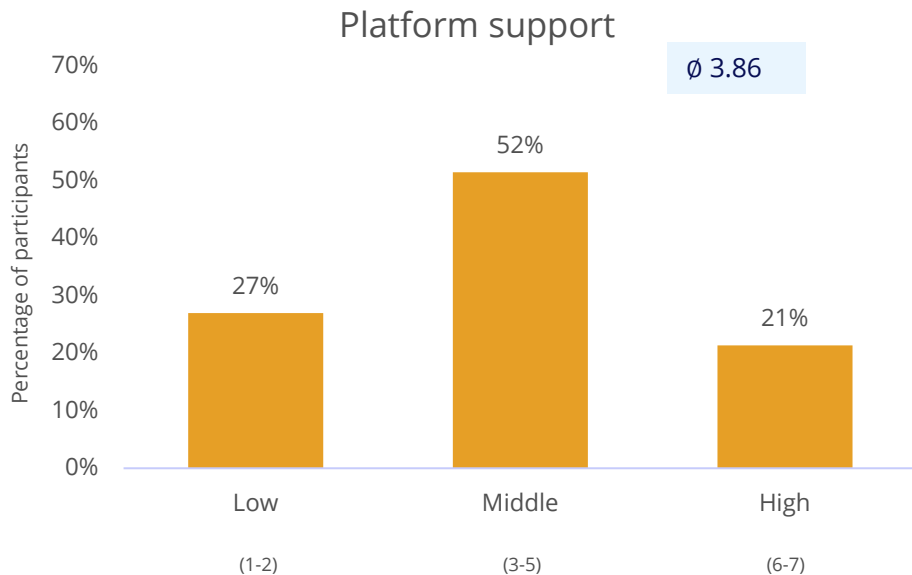
Alienation in the work context is a state of disconnection or estrangement individuals feel from their work, the environment, or themselves (Shantz et al., 2015).



Emotional exhaustion is a key aspect of burnout. It is characterized by a depletion of emotional resources (Maslach & Jackson, 1981).



Platform support



Example question: "The platform cares about my well-being.". 7-point likert scale: (1) do not agree at all to (7) fully agree.



Platform support is the perception held by platform workers regarding the extent to which their platform values their contributions, cares about their well-being, and stands ready to reward increased work effort (Rhoades & Eisenberger, 2002).



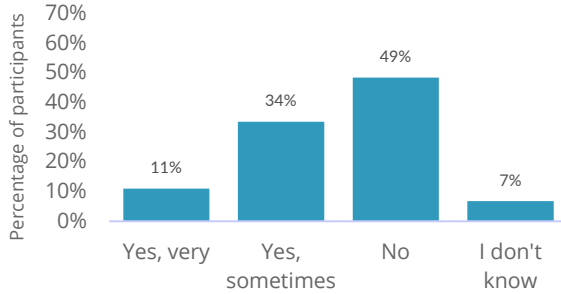
When platform workers experienced more support from the platform, they reported;

- higher career satisfaction (Correlation: $r = .21, p < .000$),
- lower emotional exhaustion (Correlation: $r = -.082, p = .022$).



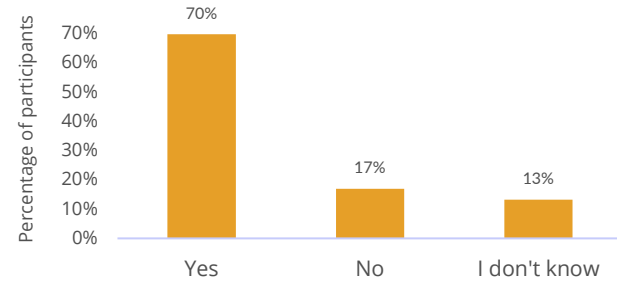
Dealing with algorithmic control

Algorithmic monitoring



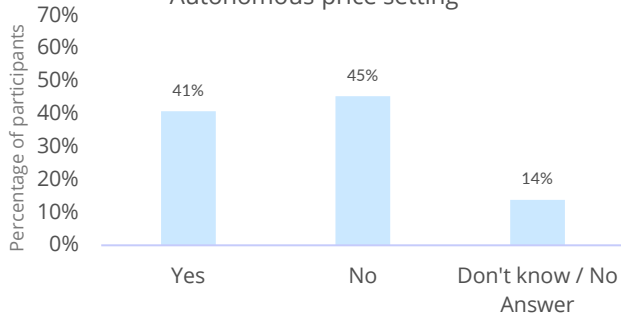
Question: Do you feel monitored by technology (e.g. algorithm, tracking)?

Performance evaluation



Question: Is your work performance evaluated on the platform?

Autonomous price setting



Question: Can you set your own salary or fee for your projects / assignments?



What **chances** do platform workers face in their daily work?



Emerging themes from interviews

Platform work offers different chances for workers

- Opportunities for professional development in new field
- Having the time-related autonomy and content flexibility
- Platform work contributing to individuals' aspiration for self-employment

"I didn't think you could work with making movies and videos [...] and that's actually something Upwork helped me with, because I saw that there are actually companies who wants someone to produce videos for you. [...] And now I am doing it".

"Time related flexibility: It's just, you're much more flexible. You have a lot more freedom. [...] I just have it completely up to me. That's cool."

"It's about being one's own boss. I don't want to say that if you're not, you're not free."

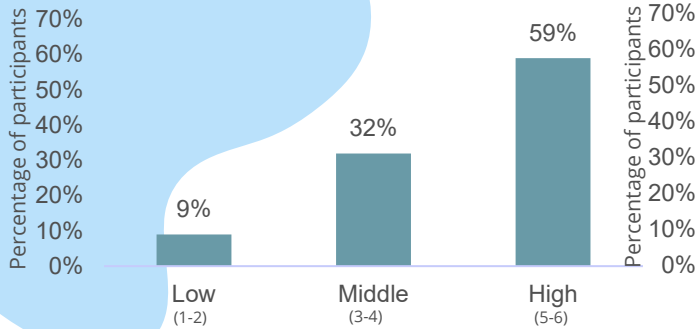




Positive experiences of platform work

Life satisfaction

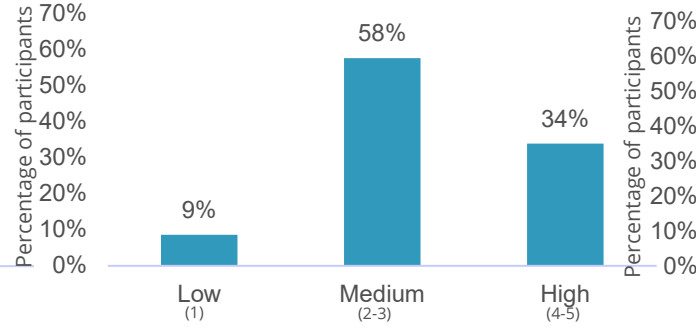
∅ 4.5



Example question: "Overall, I am satisfied with my life."; 6-point likert scale: (1) do not agree at all to (6) fully agree.

Career satisfaction

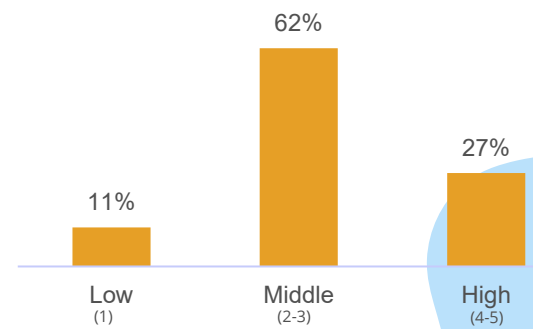
∅ 3.4



Example question: "I am satisfied with the progress I have made towards meeting my goals for advancement.."; 5-point likert scale: (1) do not agree at all to (5) fully agree.

Meaningful work

∅ 2.9



Example question: "I have found a meaningful field of activity.."; 5-point likert scale: (1) do not agree at all to (5) fully agree.



Life satisfaction is a person's cognitive evaluation of their global satisfaction with life (Diener, 1984).



Career satisfaction is a person's evaluation of their progress towards meeting different career related goals (Spurk et al., 2011).

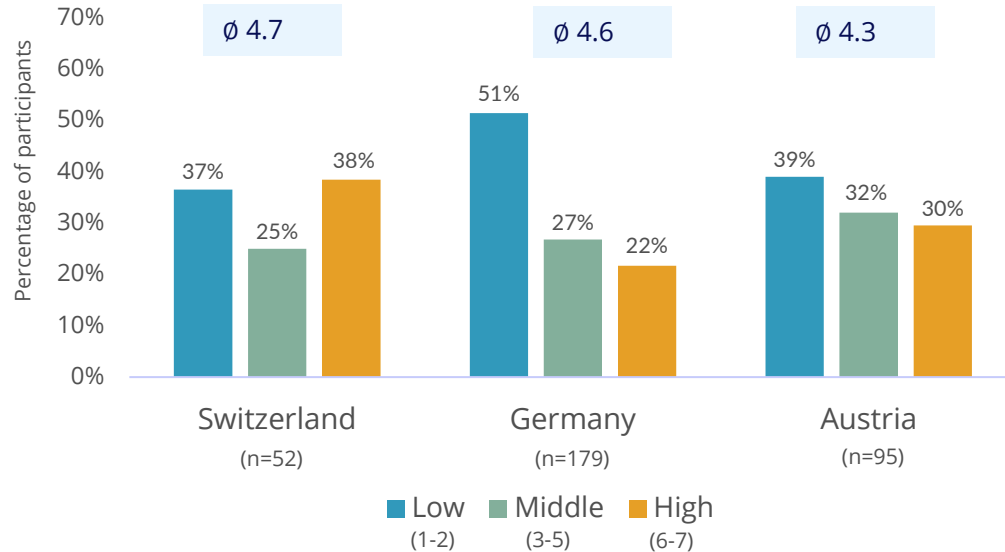


Meaningful work is a person's perception of their work as significant, serving a greater good as well as contributing to one's meaning in life (Steger et al., 2012).



Career opportunities

Perceived career opportunities on online labor platforms



Viewed through the lens of platform workers, the perception of career opportunities is defined as worker's belief that there are jobs or positions on the platform that match their goals (Kraimer et al., 2011).



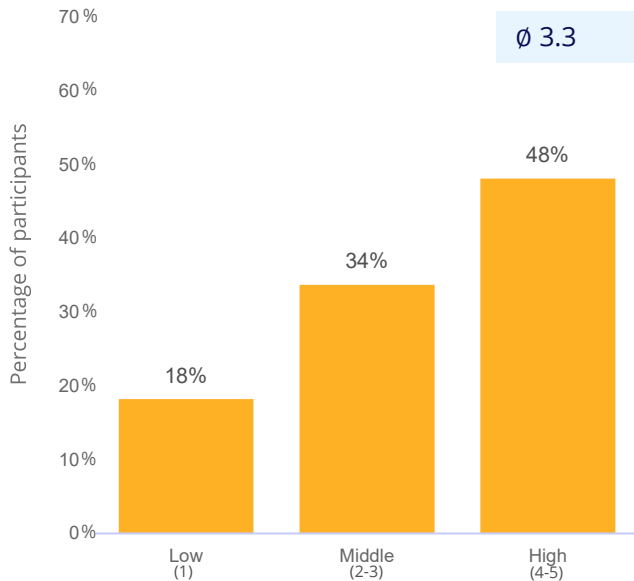
When platform workers perceived more career opportunities, they were more satisfied with their career (Correlation: $r = 0.288$, $p < 0.001$).

Example question: "The platform offers many job opportunities that match my career goals." 7-point likert scale: (1) does not apply at all to (7) applies completely



Aspiration to be self-employed

Self-employed identity aspiration



Example question: "It is important for me to express my aspirations to become self-employed."; 5-point likert scale: (1) strongly disagree to (5) strongly agree. Missings: 5



A large debate circles around the question of whether platform workers are self-employed or employed.

In terms of employment status, governments are pushing for further regulations to protect platform workers.



We find that 48% of the workers in our sample identify highly with being and becoming self-employed.

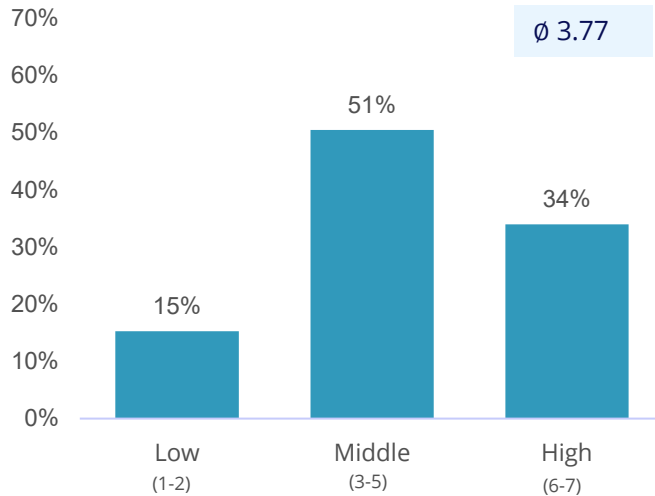


When individuals perceived high aspirations to be self-employed this is linked to perceive platform work as meaningful (Correlation: $r = 0.255, p < 0.001$).



Platform work and autonomy

Decision making autonomy



Example question: "My work gives me a chance to use my personal initiative or judgment in carrying out the work." 7-point likert scale: (1) disagree to (7) totally agree.

Missings: 29



Autonomy encompasses the freedom and independence to make decisions independently (Stegmann et al., 2010).



Most of the participants consider themselves within the middle category of autonomy.



When platform workers perceived more **autonomy**, they were;

- more satisfied with their career (Correlation: $r = 0.26$, $p < .001$),
- more satisfied with their life (Correlation: $r = 0.17$, $p < 0.001$),
- had a lower burnout level (Correlation: $r = .26$, $p < .001$),
- reported a better fit between themselves and their occupation (Correlation: $r = 0.310$, $p < 0.001$).

FlexWork auf neuen Pfaden?

Einblicke aus der Pflege

Forschungsprojekt: "CroWiS"
Prof. Petra Klumb (Universität Fribourg);
Dr. Florian Liberatore (ZHAW)



Einführung

News > Schweiz >

Fachkräftemangel

Temporärfirmen machen Spitälern Bauchschmerzen

Kritischer Engpass oder effektive Personalvermittlung? In Basel gibt es eine Debatte um temporäre Einsätze in Spitälern.

Aktualisiert am Mittwoch, 06.09.2023, 11:23 Uhr

PFLÉGENOTSTAND

Publiziert 7. August 2023, 17:02

«Krankes System» – SP-Frau schießt gegen Temporär- Boom in der Pflege

14'000 Jobs in der Pflege sind unbesetzt, das Personal ächzt. Immer öfter schliessen Temporäre die Lücken in Spitälern und Heimen. Doch der Boom stösst auf heftige Kritik. Eine SP-Nationalrätin fordert scharfe Massnahmen, weil das System krank sei.

Blick

DE |

Gewerkschaftsvorsteherin: «Die Arbeitsbedingungen sind unaushaltbar!» (02:30)

Pflegende flüchten in Temporär-Jobs!

1000 Franken mehr Lohn und weniger Arbeit

Jeden Monat kehren über 300 Pflegende dem Beruf den Rücken. Für viele, die bleiben, scheint der Ausweg temporäres Arbeiten zu sein. Der Grund? Mehr Lohn und Flexibilität trotz geringerem Pensum. Doch das geht zulasten der Festangestellten – und der Spital-Finzen.

Phänomen

Welche FlexWork Modelle existieren in der Pflege?



Welche Arbeitsmodelle umfasst Flex-Work?



Temporärkraft zur Deckung einer Vakanz



Springerkraft für einzelne Schichteinsätze



Pool-Mitarbeitende
(abteilungsübergreifend/institutionsübergreifend)



Festangestellte mit flexiblen Teilpensum

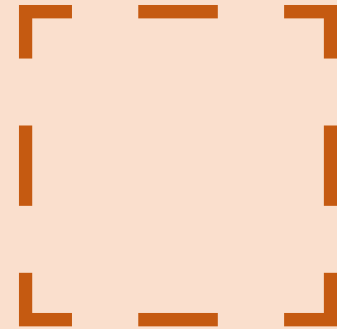
Anstellungsverhältnis:
intern/extern, Kombinationen

Flexibler Einsatz: Schichtweise,
Monatsweise

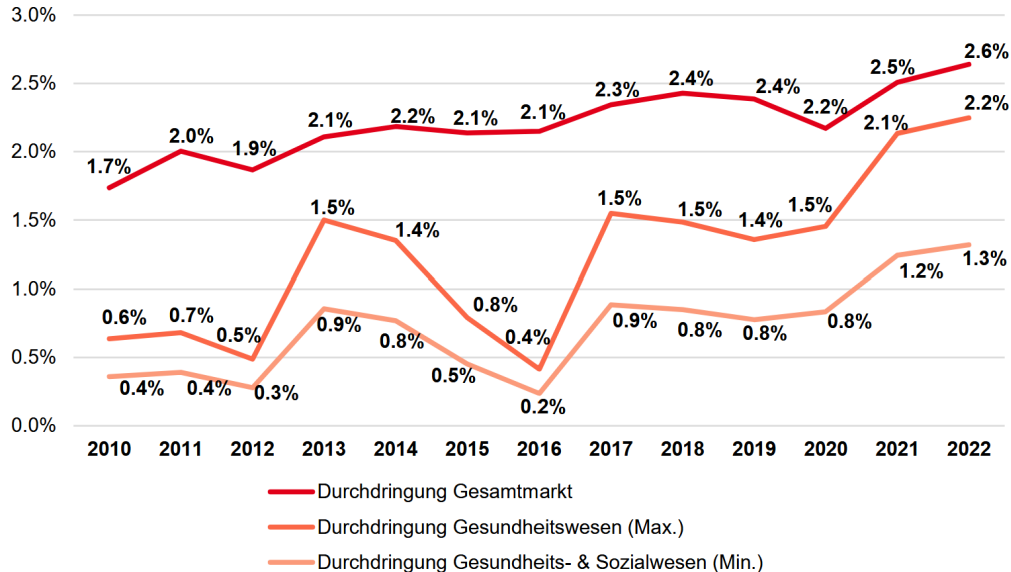
Verträge: festes Pensum, voll
Flexibel, Kombinationen

Hintergründe

Informationen zu Angebot und Nachfrage

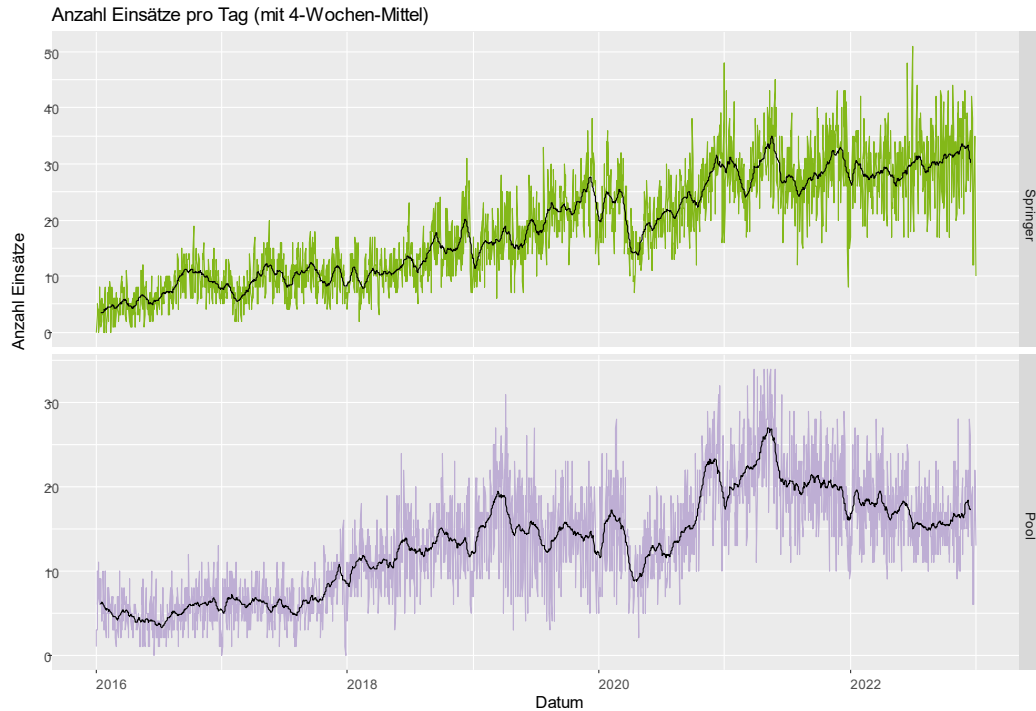


Gesundheitswesen: Anteil Temporärarbeit



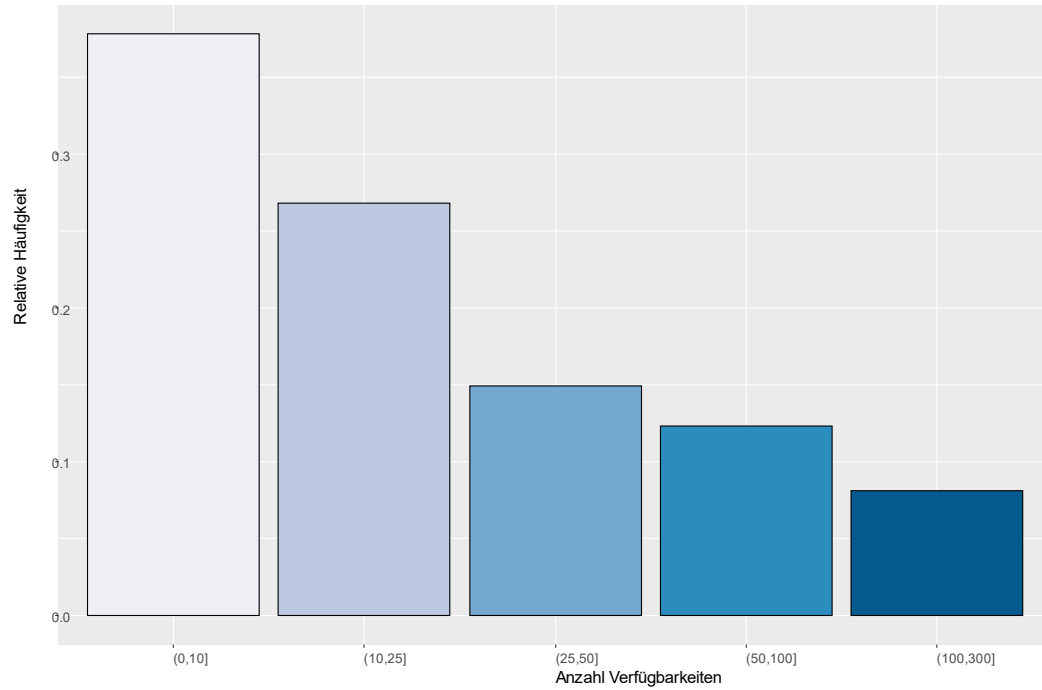
Quellen: BFS, Seco, 2023, eigene Berechnungen.

Einsätze pro Tag 2016 – 2022



Verteilung der Verfügbarkeiten

Verteilung der Anzahl Verfügbarkeiten einer Pflegekraft pro Jahr

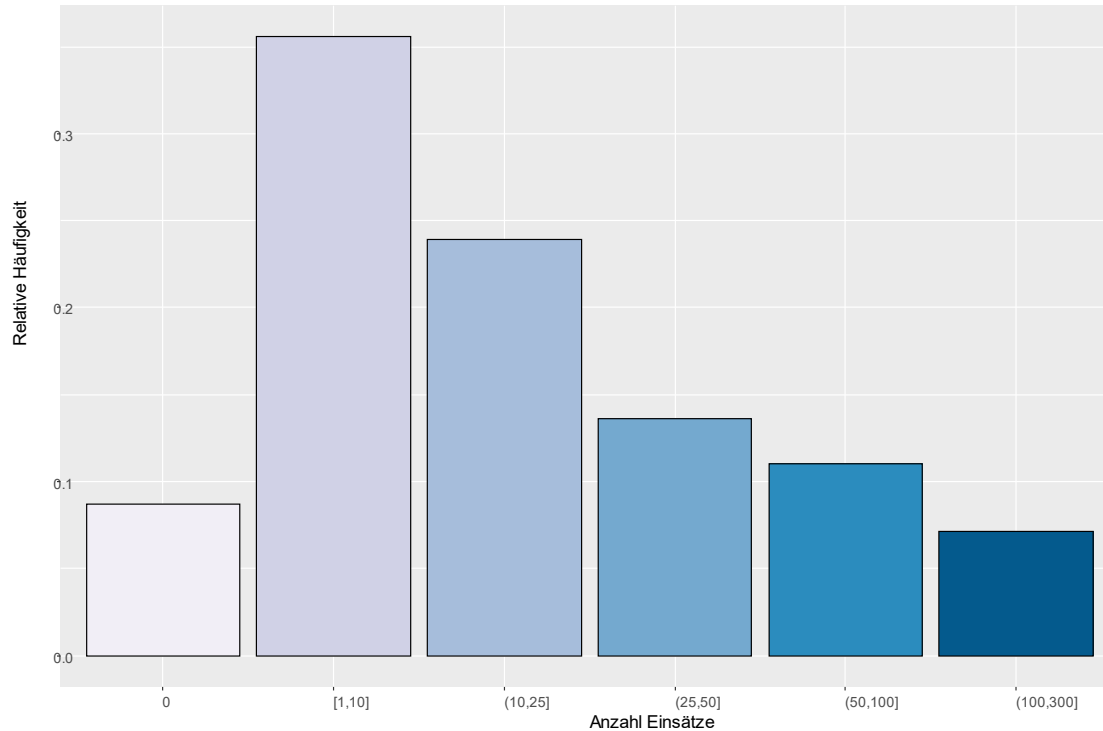


Median: 15.0

IQR: 2.0-87.0

Arbeitsvolumen pro Jahr

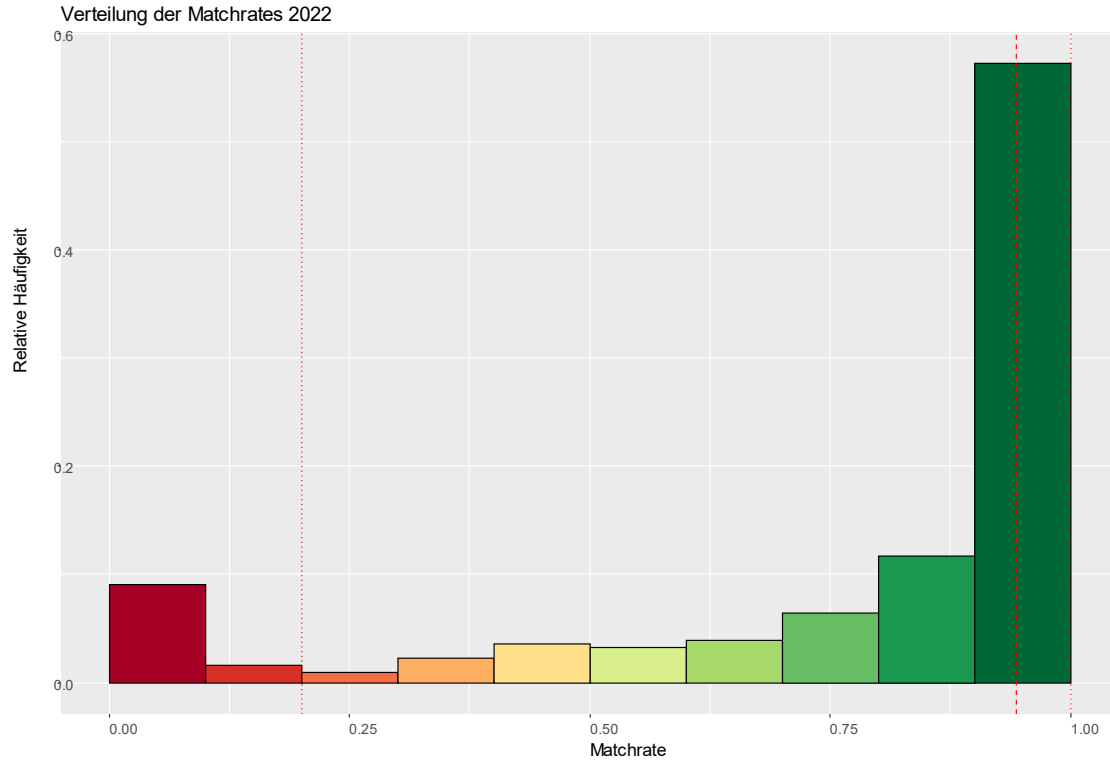
Verteilung der Anzahl Einsätze einer Pflegekraft pro Jahr



Median: 12

IQR: 1-78

Erfolgreiche Vermittlungen

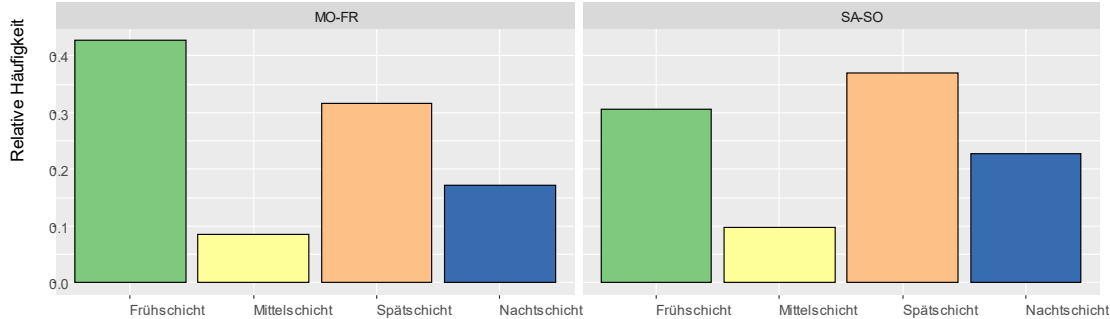


Median: 94.4 %

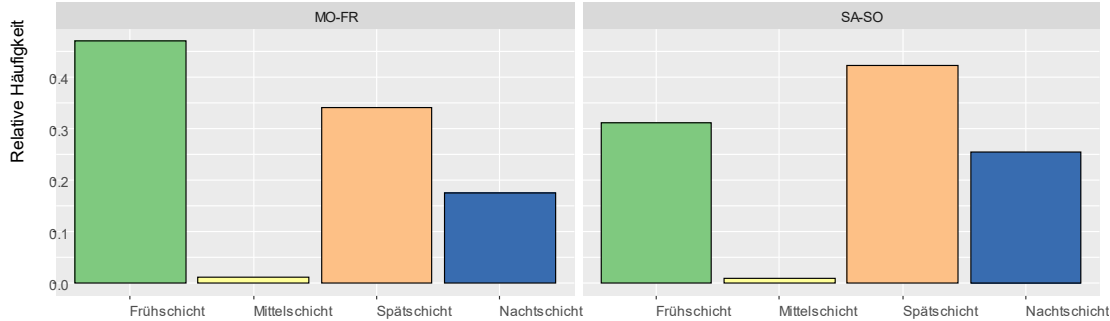
IQR: 20.00%-100.00%

Einsätze nach Tag und Schichttyp

Verteilung der Verfügbarkeiten nach Schicht und Wochentag

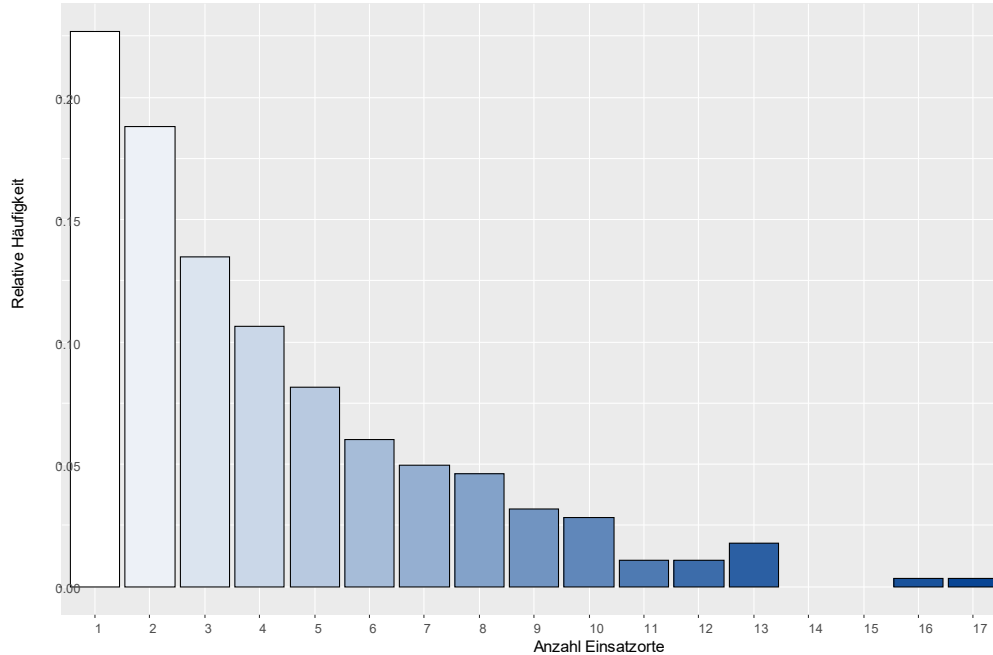


Verteilung der Einsätze nach Schicht und Wochentag



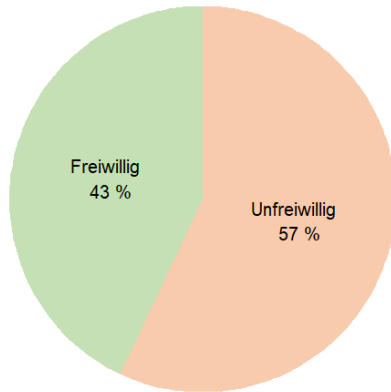
Verteilung der Einsatzorte

Verteilung der Anzahl Einsatzorte einer Pflegekraft (mit Einsätzen) pro Jahr



Warum arbeiten Pflegepersonen temporär?

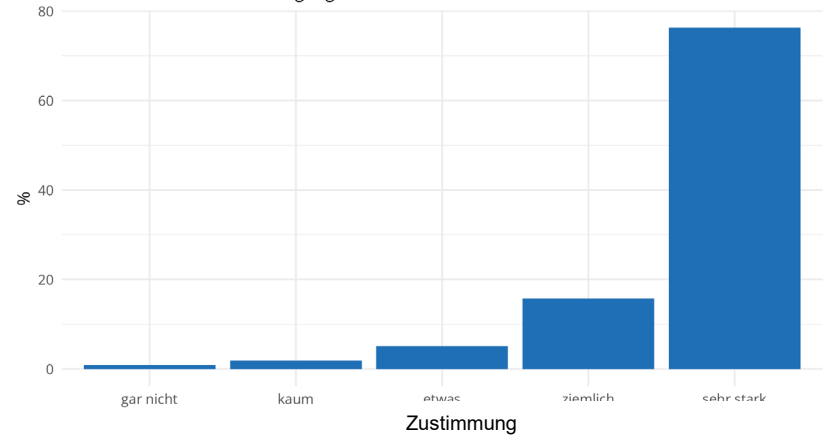
Entscheidung für FlexWork



White Paper "Flexworker: Ihre Motive, Absichten, Bedürfnisse",
swisstaffing, 2020

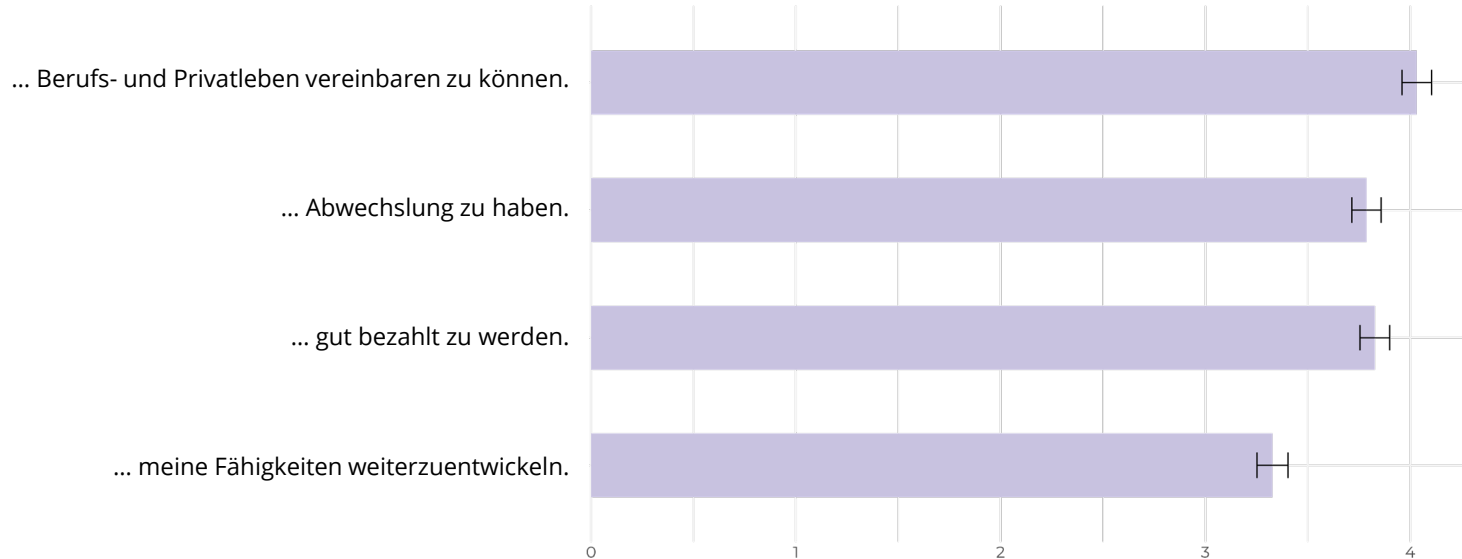
Freiwilligkeit

"Haben Sie sich freiwillig dazu entschieden,
in Ihrem aktuellen Beschäftigungsverhältnis zu arbeiten?"



Warum arbeiten Pflegepersonen temporär?

Ich arbeite temporär in der Pflege, um ...



Geht die Rechnung auf?

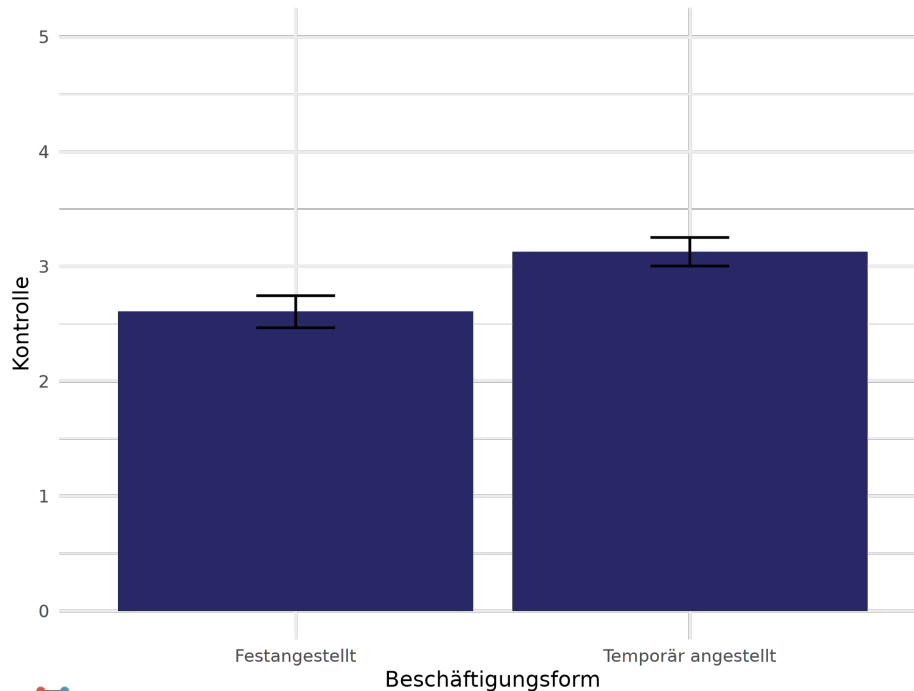
Chancen und Herausforderungen von
temporärer Pflegearbeit



Arbeitszeitkontrolle

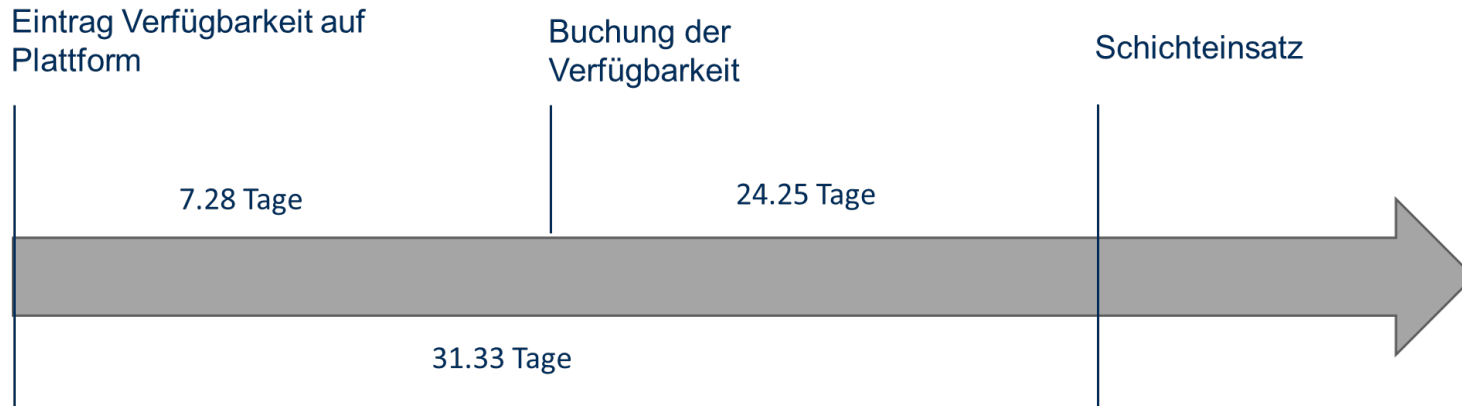
Arbeitszeitkontrolle

Das Ausmass, in dem Beschäftigte ihre Arbeitszeit selbst beeinflussen können.

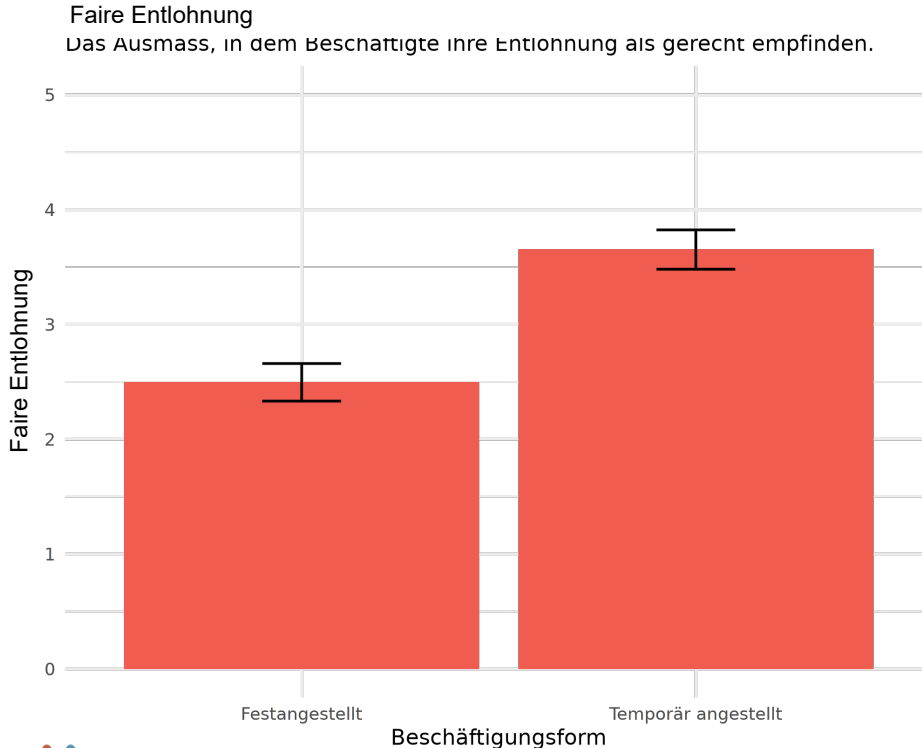


- Temporäre Pflegefachpersonen berichten ein moderates Ausmass von Arbeitszeitkontrolle.
- Im Vergleich zu festangestellten berichten temporäre Pflegefachpersonen eine etwas höhere Arbeitszeitkontrolle.

Zeit vom Eintrag bis zum Einsatz

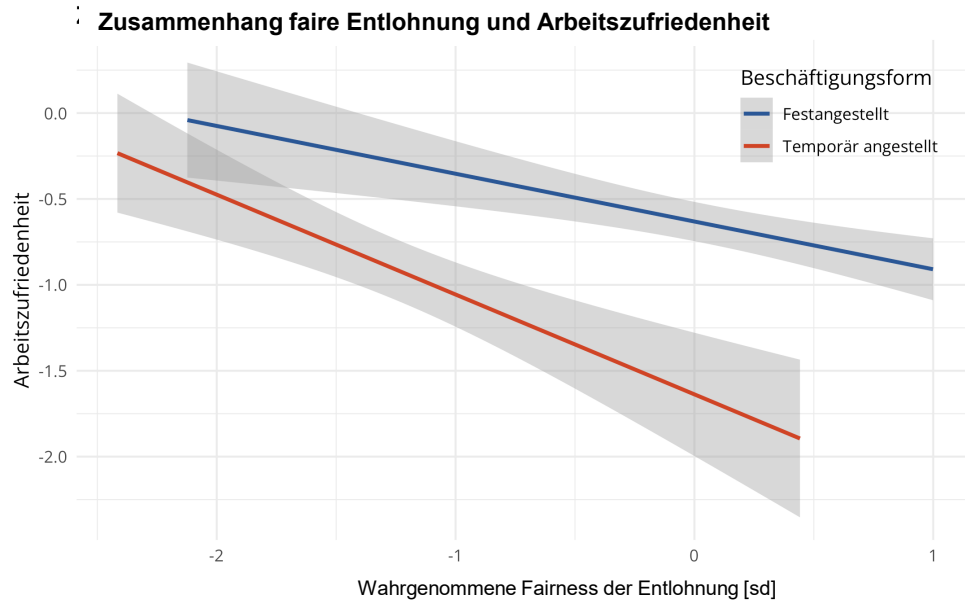


Faire Entlohnung



- Temporäre Pflegefachpersonen erleben eine hohe Fairness ihrer Entlohnung.
- Im Vergleich zu festangestellten schätzen temporäre Pflegefachpersonen ihre Bezahlung im Mittel als fairer ein.

Für wen zählt faire Entlohnung (mehr)?



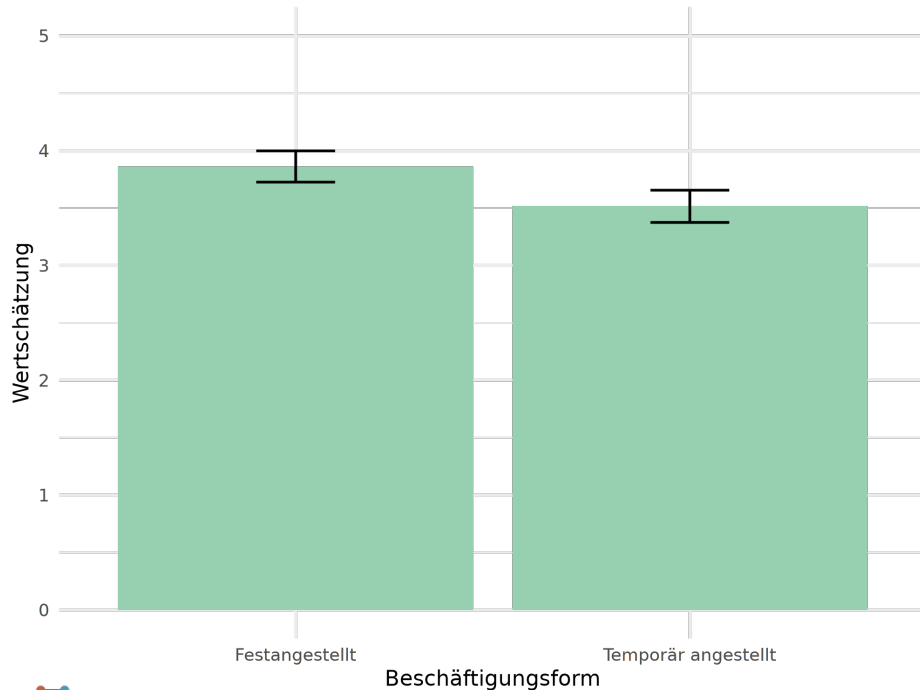
Faire Entlohnung wirkt sich für temporäre Pflegepersonen stärker auf Arbeitszufriedenheit aus als für festangestellte Pflegepersonen.



Wertschätzung

Wertschätzung durch Kolleg:innen

Das Ausmass, in dem sich Beschäftigte durch ihre Kolleg:innen wertgeschätzt fühl



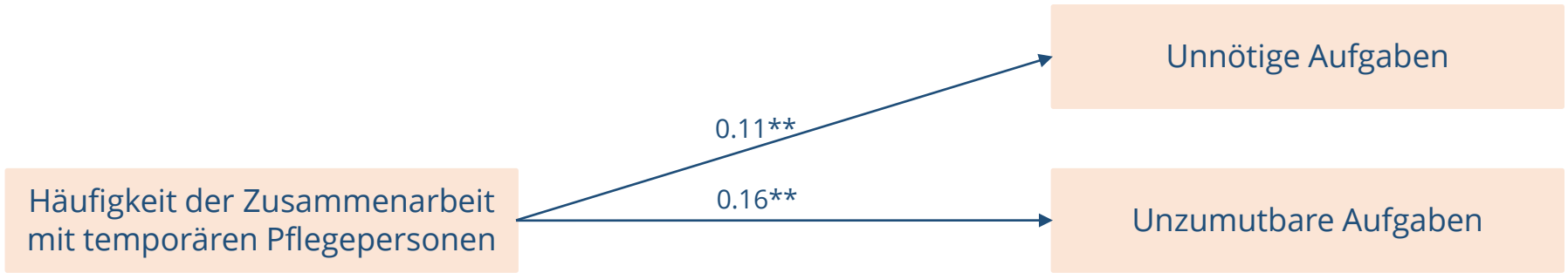
- Temporäre Pflegefachpersonen empfinden recht hohe Wertschätzung durch Kolleginnen.
- Im Vergleich zu festangestellten berichten temporäre Pflegefachpersonen aber ein *etwas* tieferes Ausmass an Wertschätzung.

Nebenwirkungen?



Auswirkung von temporärer Pflegearbeit auf festangestellte Pflegepersonen und Pflegeteams

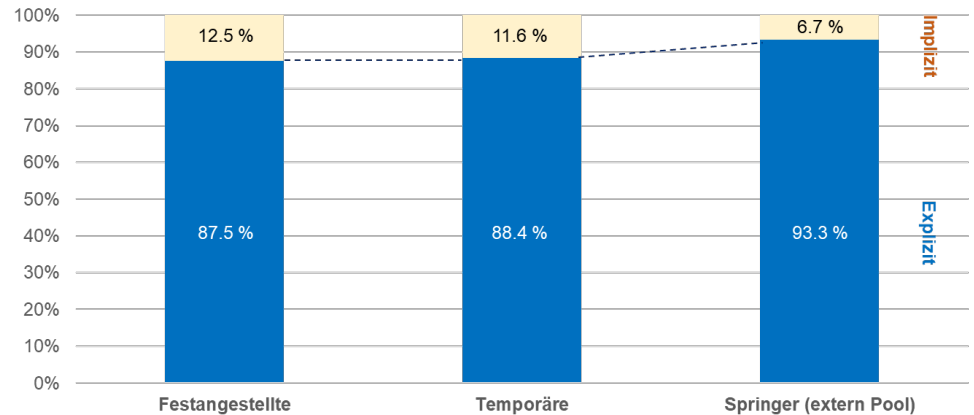
Auswirkungen auf festangestellte Pflegepersonen



$N = 239$

Kommunikation in Pflegeteams

- Festangestellte & temporäre Pflegefachpersonen können häufiger auf implizite Kommunikationsformen zurückgreifen als Springerinnen.
- Implizite Kommunikation per se ist nicht besser als explizite.
- Erstere integriert aber Vorwissen & Kenntnisse des Teams und verzichtet so auf unnötige Ausführungen, gilt daher als effizienter.



Zusammenfassung



FlexWork in der Pflege – Was haben wir gelernt?

Zusammenfassung

News > Schweiz >

Fachkräftemangel

Temporärfirmen machen Spitälern Bauchschmerzen

Kritischer Engpass oder effektive Personalvermittlung? In Basel gibt es eine Debatte um temporäre Einsätze in Spitälern.

Aktualisiert am Mittwoch, 06.09.2023, 11:23 Uhr

PFLÉGENOTSTAND

Publiziert 7. August 2023, 17:02

«Krankes System» – SP-Frau schießt gegen Temporär-Boom in der Pflege

14'000 Jobs in der Pflege sind unbesetzt, das Personal ächzt. Immer öfter schliessen Temporäre die Lücken in Spitälern und Heimen. Doch der Boom stösst auf heftige Kritik. Eine SP-Nationalrätin fordert scharfe Massnahmen, weil das System krank sei.

Blick

DE |

Gewerkschaftsvorsteherin: «Die Arbeitsbedingungen sind unaushaltbar!» (02:30)

Pflegende flüchten in Temporär-Jobs!

1000 Franken mehr Lohn und weniger Arbeit

Jeden Monat kehren über 300 Pflegende dem Beruf den Rücken. Für viele, die bleiben, scheint der Ausweg temporäres Arbeiten zu sein. Der Grund? Mehr Lohn und Flexibilität trotz geringerem Pensum. Doch das geht zulasten der Festangestellten – und der Spital-Finzen.

Vielen Dank für Ihre Aufmerksamkeit!

Gibt es Fragen, Kommentare,?