

The Impact of the Gig Economy, Freelance, and Mindfulness Regarding Human Resource Management

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Abstract—This study analyzes the gig economy, freelancing, and mindfulness in relation to human resource management (HRM) practices. It examines the rise of flexible working models in organizations in response to new challenges in workforce management. In addition, the application of mindfulness concepts in the workplace is gaining attention as a strategy to improve employee well-being and performance. The research method used a Systematic Literature Review (SLR) approach by analyzing the gig economy, freelance workers, and mindfulness on human resource management practices. The results show that the gig economy and freelance work models require changes in HR management policies to be more flexible and responsive to the needs of non-permanent workers. Meanwhile, integrating mindfulness into HR practices contributes to improving psychological well-being and work concentration. This research provides important implications for the development of modern HR management strategies that are capable of accommodating the dynamics of the labor market and increasing organizational competitiveness in the digital era. Thus, the recommendation in organizational policy is to make the gig economy, freelancing, and mindfulness in human resource management (HRM) practices more inclusive and sustainable. It emphasizes the importance of collaboration between organizations, the private sector, government, platforms, and individuals to find a balance between innovation.

Keywords: Gig Economy; Freelancing; Mindfulness; Human Resources; Management

1. INTRODUCTION

Digitalization has led to advances in science and technology, and the labor market structure has undergone significant transformation, with the emergence of the gig economy as an increasingly dominant work model. The gig economy is a job-based work system where workers are independent and have high flexibility in managing their time and the type of work they do. It has become a solution for many individuals who face difficulties finding permanent employment. (Janani 2025). Therefore, workers must be able to adapt to dynamic demands and intense competition. This flexibility provides significant opportunities for workers to organize their work hours as they wish and independently increase their earning potential.

However, the gig economy also presents challenges such as income uncertainty, minimal social protection, and a lack of guarantees of basic worker rights. (Kandhari 2025). Gig economy trend with freelance work has accelerated, particularly in sectors such as information technology, creative industries, transportation, and online services, and has shifted the HR management paradigm, which has previously focused on long-term employment relationships and contract certainty. This aligns with the changing concept of mindfulness. Mindfulness, or mindfulness, has begun to be introduced in the context of HR management as a strategic approach to improving the well-being and performance of the workforce amidst complex and challenging work dynamics. It helps individuals stay focused, manage stress, and improve the quality of team interactions, which are crucial aspects in modern work environments that tend to be full of uncertainty and rapid change. Implementing mindfulness is believed to be helpful for workers, especially in flexible work models.

Furthermore, the gig economy reflects a paradigmatic shift in traditional employment relationships toward a more flexible yet complex system, where freedom in work often comes with new risks and challenges. Therefore, policies and regulations are needed to support the creation of a fair and sustainable work ecosystem that guarantees workers' rights while supporting the development of an inclusive and productive digital economy. Therefore, the gig economy is not just a current work trend, but also the foundation of a future labor market that is adaptive, responsive, and meets the needs of the global digital era. (Bhardwaj 2024). On the other hand, mindfulness offers a relevant approach to addressing these pressures. By cultivating mindfulness in the workplace, companies can build a more supportive and adaptable work culture to change. This is crucial given the needs of today's workforce, which seeks not only financial compensation but also mental well-being and a healthy work-life balance. The application of mindfulness can open up opportunities for HR management to be more proactive in maintaining the well-being of the entire workforce, whether permanent or flexible.

Human resource management has a significant impact on HR management, particularly the need for more flexible talent management to meet the demands of workers without permanent contracts. The Gig Economy requires an innovative managerial approach, combining elements such as digital retention, corporate image, work freedom, and non-material motivations rooted in ethical principles such as fairness and social responsibility. Meanwhile, the application of mindfulness in HR management offers opportunities to increase work engagement and reduce stress levels, depending on workplace conditions. The innovation in this research lies in combining values and mindfulness to develop a responsive HR management model in the digital economy era, with particular attention to flexibility, employee well-being, and a digital platform-based retention system capable of facing challenges. The focus of organizations is adapting HR policies

and strategies to meet the needs of an increasingly diverse workforce, while integrating mindfulness as a new approach that supports employee well-being and performance.

This study is expected to provide relevant empirical insights for HR management practitioners and policymakers to design more inclusive, adaptive, and sustainable HR management systems in the digital economy era. With the increasing penetration of technology and changes in global work patterns, it is important for organizations to understand and respond effectively to these dynamics. Research looks at the impact of the gig economy, freelance, and mindfulness are important foundations for HR management transformation that can increase organizational competitiveness while supporting the well-being of all specific workforces for development with freelance and mindfulness soft skill innovations.

2. RESEARCH METHODS

2.1 Basic Research Framework

Systematic Literature Review using the SLR approach, a research method that aims to identify, evaluate, and interpret the results of the gig economy approach., freelance, and mindfulness on human resource management (HR) practices, so that it can provide answers to the research questions that have been set.(Wahyudin and Rahayu 2020)This process is carried out by following systematic steps and protocols, which play a crucial role in avoiding subjective understanding and reducing the risk of bias in research. Through SLR, researchers can map research gaps and discover interesting new research areas to explore. The primary objective of conducting SLR is to formulate strategies that can be used to address research problems, while simultaneously identifying different perspectives relevant to the issue being studied. In addition, SLR seeks to uncover theories relevant to the research context. First, the process of identifying the research problem. In this step, researchers investigate the problem at hand by analyzing previous research journals.(van Dinter, Tekinerdogan, and Catal 2021).

The research context involves a gig economy approach., freelance, and mindfulness with a human resource management (HRM) practice approach. The purpose of the literature review is to obtain answers to the research questions. By reviewing selected journals published between 2019 and 2024, the subject of this study will examine various methods used in workforce performance assessment and evaluation, to ensure the relevance and credibility of the data for further analysis. Researchers compile research conclusions by discussing the results of the analysis logically and formulating conclusions and brief explanations. At this stage, researchers are expected to provide answers to the questions that have been raised and demonstrate a deep understanding of the literature. Thus, through this systematic process, the SLR not only provides a solid foundation for the research conducted but also brings attention to important issues and creates new insights for the development of research in the field of workforce performance assessment with a focus on the gig economy approach., freelance, and mindfulness towards human resource management (HRM) practices.

3. RESULTS AND DISCUSSION

Major changes in the economic structure in recent years have shown a significant shift towards more flexible and fragmented work. The gig economy and freelance work are key pillars defining these changes. The way people work not only influences how individuals earn income but also changes the way organizations manage their human resources. In an increasingly dynamic, complex, and often unstable work environment, mindfulness practices are becoming increasingly vital for maintaining mental health, performance, and sustainable employee productivity. Interactions provide important analytical opportunities for how modern organizations must adapt to remain competitive while ensuring the well-being of their employees.

Workstyles and workforce expectations are constantly evolving. Traditional HR management needs to be redefined to accommodate the unique characteristics of geographically dispersed workers, who work independently, and who require a more dynamic and personalized management system. The following is a review of publications from 2019 to 2024.

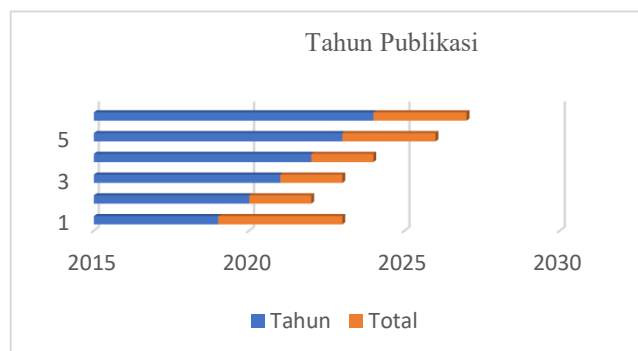


Figure 1. Year of Journal Publication

Based on Figure 1, publications conducted from 2019 to 2024 show that the application of mindfulness patterns in HR management can be an innovative strategy to overcome mental health challenges and increase workforce engagement regardless of work status. The existence of the gig economyThe rise of flexible and freelance work has significant implications for various HR management functions, from recruitment and training to performance management and compensation systems. Organizations must adapt procedures and policies to optimize the contributions of flexible workers while maintaining workforce productivity. In addition to structural challenges, the psychological and social aspects of workers are important concerns. Fast-paced and uncertain working conditions can lead to stress and psychological instability if not managed properly. This is summarized in table 1. The journal publications reviewed are as follows:

Table 1. Publication Journals

No	Researchers and Years	Main Theme	Psimilarities/differences
1	(Graham and Anwar 2019)	Gig Economy	Revealing the Role of the Gig Economy in the Global Economy
2	(Galperin and Greppi 2019)	Gig Economy	Discussing Geographic Discrimination in the Gig Economy
3	(Riggs, Sin, and Riggs 2019)	Gig Economy	Measuring the Gig Economy and Its Challenges
4	(Edy Sutrisno 2019)	Gig Economy	Analyzing the Determinants of the Gig Economy Workforce
5	(Soebandrija et al. 2020)	Gig Economy and HR Management	Promoting the Development of the Gig Economy and Human Resource Management
6	(Umar, Xu, and Mirza 2021)	Gig Economy	Suggest that policymakers create policies to support the gig economy because it has potential.
7	(Waldkirch et al. 2021)	Gig Economy and HR Management	Developing a new blended approach that illustrates how the content of HRM practices can differ from traditional organizations.
8	(Zhang et al. 2021)	Mindfulness	Development of a mindfulness program or personalized mindfulness program to increase its effectiveness.
9	(Waldkirch et al. 2021)	Mindfulness	
10	(Tug and Basar 2023)	Gig Economy	Discussing the Future of the Gig Economy
11	(Demajistre 2023)	Freelancer	This Journal Discusses the Soft Skills Needed by Freelance Workers
12	(Bairathi, Lambrecht, and Zhang 2023)	Freelancer	Reveals That Public Ratings For Male Freelancers Are Higher Than Female
13	(Zhang and Zhang 2023)	Mindfulness	Reducing adolescent aggression by reducing emotional disturbance and through increasing self-control.
14	(GÜLDEN and YALÇIN 2024)	Mindfulness	To Examine Potential Attention Mechanisms in Mindfulness.
15	(Putri and Arifianto 2024)	Freelancer	What Gen Z Needs to Prepare for Freelancing
16	(NNK and VELLALA 2024)	Gig Economy	The Development of the Gig Economy in the Job Market

Based on table 1, research related to the gig economy from 2019 to 2024 experienced growth, encouraging analysis of the global economic impact. Research weakened due to the COVID-19 pandemic which disrupted data collection and research priorities, although the gig economy continued to grow as a source of flexible income.gig economy, freelance, and mindfulnesswith human resource management (HRM) practices as an approach. drawing attention to issues of skills, discrimination, and policy.

3.1 Workforce Transformation in the Gig Economy Era

The Gig Economy has transformed into a separate economic system with a focus on project-based work, short-term contracts, and the use of digital platforms as a link between employers and workers, which shows how the rapid development of organizations in transformation has given rise to new demands in human resource management, as they need to manage a workforce that does not have emotional attachments to the workforce.(Riggs et al. 2019).This shift has implications for various aspects of HR governance. Recruitment takes into account speed, accuracy, and competency through digital portfolios.(Tug and Basar 2023).

Organizations no longer carry out long and layered selection processes, but rather place more emphasis on the suitability of workers' abilities, experience, and level of adaptability to workforce needs.(Demajistre 2023)Speed of decision making becomes very important(Bairathi et al. 2023). In addition, the temporary nature of employment relationships poses unique challenges for organizations.(GÜLDEN and YALÇIN 2024). Gig Economy and freelance have

a work relationship orientation, emotional attachment to the organization is almost non-existent. (Putri and Arifianto 2024) This high mobility makes it difficult for organizations to maintain consistent quality of work results, so that the loyalty aspect becomes an important element in HR management. (NNK and VELLALA 2024).

Organizational efforts to improve the skills of freelance and gig economy workers often fall on the shoulders of individual responsibility for self-development. However, many organizations are beginning to recognize that providing short training materials and learning resources to freelance workers can improve the quality of their work and strengthen working relationships, even if they are not permanent. Digital-based training is the most relevant form of adaptation. Short modules, educational videos, and platform-based technical guides make it easier for freelance workers to understand quality standards and workflows without compromising flexibility, enabling organizations to maintain consistent output despite the dynamic nature of their workforce.

3.2 Uncertainty Challenges the Well-Being of Freelance Workers

While the gig economy offers convenience and freedom in choosing jobs, it's been explained that income uncertainty is also determined by gender. Many workers in this sector lack access to formal employment opportunities, and this uncertainty is often a major cause of stress and mental exhaustion. (Bairathi et al. 2023) This pressure is further increased when workers must juggle multiple projects to meet demands. Unstable work routines, excessive working hours, and constant deadline demands increase the risk of burnout. This highlights the need for effective stress management strategies, both for individuals and organizations. (Putri and Arifianto 2024). In this way, uncertainty regarding challenges that will arise in the future can be controlled and workers' welfare can be met.

3.3 The Role of Mindfulness in Maintaining Mental Health in the Workplace

Mindfulness is an approach that can provide psychological stability amidst the pressures of modern work. By practicing full awareness of one's own state, emotions, and environment, workers can develop calm, clarity of thought, and manage their own abilities. development of mindfulness programs or personalized mindfulness programs to improve workforce effectiveness (Zhang et al. 2021) In the context of the gig economy, mindfulness helps workers maintain a work rhythm, reduces anxiety caused by income uncertainty, and improves decision-making. For freelancers who often work alone, mindfulness serves as an internal tool for maintaining mental balance amidst minimal social support. (GÜLDEN and YALÇIN 2024) Organizations that implement mindfulness as part of their HR policies experience broader benefits. Work environments become more inclusive, communicative, and free from stress-induced conflict. Mindfulness training workshops, short meditation sessions, or regular reflection sessions are effective strategies for maintaining employee mental health.

3.4 Integration of Gig Economy, Freelance, and Mindfulness in HR Management

The impact of the gig economy's flexibility, the characteristics of freelance work, and the mindfulness approach open up opportunities for organizations to develop more modern HR management models. Organizations can competitively understand that the workforce requires not only flexibility but also emotional support and a humane work structure. The use of digital knowledge and technology as the main foundation for systemic integration can support mental well-being, providing a strong foundation for managing a hybrid workforce. By digitizing processes, organizations can objectively monitor performance, maintain smooth communication, and provide access to well-being programs whenever needed in implementing the Gig Economy, Freelance, and Mindfulness in HR Management.

3.5 Discussion

The potential attention mechanism in mindfulness, which is minor compared to the gig economy and freelance, is crucial for filling the research gap in workforce well-being, where mindfulness increases workforce loyalty. Uncovering the dominance of the gig economy with a focus on global roles, geographic challenges, workforce determinants, and future projections and labor market developments. The gig economy poses challenges such as gender and geographic discrimination and the need for freelance soft skills, relevant to attitude-based management, knowledge, and innovative skills. Mindfulness emerges as a potential intervention for worker well-being.

The first thematic synthesis for a regional context. The gig economy has shifted into a separate economic system, with an emphasis on connecting employers and workers. This demonstrates how rapidly organizations are evolving in facing new demands in human resource management, as they need to manage a workforce that is not emotionally attached. This change has an impact on various aspects of Human Resource Management. The recruitment process now prioritizes speed, accuracy, and skills through digital portfolios. Organizations no longer undergo lengthy and complicated selection processes, but rather emphasize the suitability of workers' abilities, experience, and adaptability to workforce needs. Speed in decision-making is crucial. In addition, temporary employment relationships pose unique challenges for organizations. Gig economy and freelance work tend to have minimal emotional ties to the organization. High mobility makes it difficult for organizations to maintain consistent work quality.

Many individuals in this sector lack the flexibility and choice of work options available to them, and this uncertainty is often a major cause of stress and mental exhaustion. This pressure is further exacerbated when workers are required to juggle multiple projects simultaneously to meet their needs. Unpredictable work patterns, excessive hours, and constant deadline demands increase the likelihood of burnout. This highlights the importance of effective stress

management strategies, both for individuals and organizations. This way, uncertainty about future challenges can be managed, and employee well-being can be maintained. Mindfulness is an approach that can provide mental stability amidst the challenges of modern work. Training employees to be aware of their own state, emotions, and surroundings can improve calmness, clarity of thought, and the ability to manage the development of mindfulness programs or tailored programs to improve employee performance. In the context of the gig economy, mindfulness helps workers maintain their work rhythm, reduces anxiety caused by income uncertainty, and improves decision-making. For freelancers who often work independently, mindfulness is a useful tool for maintaining mental balance when social support is limited. Organizations that integrate mindfulness into their human resource policies experience greater benefits. The work environment becomes more inclusive, communicative, and avoids stress-induced conflict. Mindfulness training through workshops, short meditation sessions, or regular reflection has proven to be a powerful strategy for maintaining employee mental health.

The impact of the gig economy's flexibility, the characteristics of freelance work, and the mindfulness approach open up opportunities for organizations to develop more modern HR management models. Organizations can competitively understand that the workforce requires not only flexible space, but also emotional support and a humane work structure. The use of digital science and technology as the main foundation of system integration can support mental well-being, providing a strong foundation for managing a hybrid workforce. By digitizing processes, organizations are able to objectively monitor performance, maintain smooth communication, and provide access to well-being programs whenever needed. The implementation of the Gig Economy, Freelance, and Mindfulness in Human Resource Management from the flexibility of the gig economy, the nature of freelance work, and the mindfulness approach opens up opportunities for organizations to create a more contemporary HR management model. Organizations can competitively recognize that the workforce expects not only flexible space, but also emotional support and a more humane work environment. The use of digital science and technology is an important foundation in system integration that can support mental well-being, providing a solid foundation for workforce management.

4. CONCLUSION

Based on the results of the literature that has been reviewed from 250 data articles, 16 articles remain that meet the criteria from 2019 to 2024 with the research method used Systematic Literature Review of SLR approach by analyzing the gig economy, freelance workers, and mindfulness towards human resource management practices. Structural changes in the workforce require organizations to develop new approaches to human resource management. The gig economy and freelance work create beneficial flexibility but also bring challenges such as job uncertainty, low emotional engagement, and high levels of mental stress. Mindfulness offers a solution that not only improves performance but also supports the long-term well-being of workers. Integrating these three elements enables organizations to build adaptive, sustainable, and healthy work systems. Organizations that respond effectively to these changes will excel in global competition. The transformation of work patterns within organizations requires designing competency development strategies that are more responsive to the dynamics of the modern labor market. Workers in the gig and freelance ecosystem require support that enables continuous skill development and collaboration mechanisms that remain effective despite their unstable work structures. In this context, mindfulness practices serve as an approach that can maintain stable focus, clear decision-making, and psychological resilience in the workforce. The research results concluded that the gig economy and freelance can significantly influence human resource management (HRM) practices by encouraging the need for more flexible and adaptive policies for the non-permanent workforce. Organizations need to adapt recruitment strategies, training, performance appraisals, and compensation systems to address the characteristics of the gig economy and freelancers, who have different work patterns than the workforce. Furthermore, the application of mindfulness can contribute to improving psychological well-being and workforce productivity, while strengthening the effectiveness of HR management in facing the pressures and uncertainties of the modern work environment. Mindfulness as a human resource management approach can be an innovative solution to improve work-life balance and increase employee engagement in both permanent and flexible employment models. Overall, the combined impacts of the gig economy, freelancing, and mindfulness require HR management to adopt a new paradigm that is more responsive, inclusive, and oriented towards workforce well-being. This research provides an empirical basis for organizations and policymakers in designing HR management systems capable of addressing the dynamics of the labor market in the increasingly unstable digital economy era.

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