

Motivation and commitment of gig workers on knowledge-sharing platforms in China: The moderating roles of having a full-time job

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*Liqian Yang^{*1}*

Abstract

This research investigated the intrinsic motivation and extrinsic motivation associated with gig workers' commitment to knowledge-sharing platforms. The study also explored whether gig workers with or without a full-time job play a moderating role. To collect data, an online self-administered survey was used, and the respondents are gig workers from China's six largest knowledge-sharing platforms. The study ultimately received 816 valid responses. The partial least squares structural equation modeling regression was applied for data analysis. The results found that both intrinsic and extrinsic motivation are positively associated with gig workers' commitment to knowledge-sharing platforms. Moreover, it found an interesting result that gig workers who do not have a full-time job have a negative moderating effect on intrinsic motivation and commitment. It was also found that gig workers who do not have a full-time job have a stronger positive moderating effect between extrinsic motivation and commitment.

Keywords: Intrinsic motivation, Extrinsic motivation, Commitment, Knowledge-sharing platforms, Gig workers

¹ **Affiliations:** Faculty of Business and Technology, Stamford International University, Rama 9 Campus, 16, Motorway Road – Km2, Prawet, Bangkok 10250 Thailand. Email: liqianyanglee@hotmail.com

แรงจูงใจและความผูกพันของคนทำงานแบบชั่วคราว บนแพลตฟอร์มแบ่งปันความรู้ในประเทศจีน: บทบาทตัวแปรกำกับของการมีงานแบบเต็มเวลา

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ลีเจียน หยาง*¹

บทคัดย่อ

งานวิจัยนี้ได้สำรวจแรงจูงใจภายในและแรงจูงใจภายนอกที่เกี่ยวข้องกับการมีความผูกพันของคนทำงานแบบชั่วคราวในการแบ่งปันความรู้ผ่านแพลตฟอร์ม นอกจากนี้ยังสำรวจคนทำงานแบบชั่วคราวทั้งที่มีและไม่มีการมีงานแบบเต็มเวลาในฐานะของตัวแปรกำกับ การเก็บรวบรวมข้อมูลวิจัยใช้แบบสอบถามผ่านวิธีการสำรวจออนไลน์จากกลุ่มตัวอย่างของคนทำงานแบบชั่วคราวจากแพลตฟอร์มการแบ่งปันความรู้ 6 แห่งของประเทศจีน ได้รับแบบสอบถามที่สมบูรณ์กลับมาจำนวน 816 ฉบับ โดยใช้โมเดลสมการโครงสร้างในการวิเคราะห์ ผลการวิจัยพบว่าทั้งแรงจูงใจภายในและแรงจูงใจภายนอกมีความสัมพันธ์เชิงบวกกับการมีความผูกพันของคนทำงานแบบชั่วคราวในการแบ่งปันความรู้ผ่านแพลตฟอร์ม นอกจากนี้ยังพบว่าผลการทดสอบตัวแปรกำกับของคนทำงานแบบชั่วคราวที่ไม่มีงานแบบเต็มเวลา มีผลกระทบเชิงลบต่อความสัมพันธ์ระหว่างแรงจูงใจภายในและความผูกพัน ในขณะที่ คนทำงานแบบชั่วคราวที่ไม่มีงานแบบเต็มเวลา มีผลกระทบเชิงบวกต่อความสัมพันธ์ระหว่างแรงจูงใจภายนอกและความผูกพัน

คำสำคัญ: แรงจูงใจภายใน, แรงจูงใจภายนอก, ความผูกพัน, การแบ่งปันความรู้บนแพลตฟอร์ม, คนทำงานแบบชั่วคราว

¹ หน่วยงานผู้แต่ง: คณะบริหารธุรกิจและเทคโนโลยี มหาวิทยาลัยนานาชาติแสตมฟอร์ด วิทยาเขตพระรามเก้า 16 กม 2

ถนนมอเตอร์เวย์ แขวงประเวศ เขตประเวศ กรุงเทพฯ 10250 อีเมล liqianyanglee@hotmail.com

Introduction

The gig economy is also known as the freelancer economy (Ashford et al., 2018). The gig economy has been widely discussed in recent years, especially after the COVID-19 pandemic (Vallas & Schor, 2020; Wheelahan & Moodie, 2022). Independent contract workers, part-time workers, freelancers, temporary workers, and project-based workers are all categorized as gig workers (Marquis et al., 2018). In general, gig workers are those who temporarily provide services to organizations or individuals. In modern human resource management, the managers need to accept and adopt the new system of employment and recruitment in the gig economy, as well as cope with frequent hires and exit contingency plans for the gig workers who work for the organization on a short-term basis (Duggan et al., 2020). Organizational structures, managerial practices, and methods of motivation in the gig economy are distinct from those in full-time jobs. Therefore, organizations or platforms cannot use the management style for full-time employees to manage gig workers, as the motivation approaches are also different.

According to Yanle (2023), up to 2022, China has an estimated 200 million gig workers, with about 25.6% of gig workers working in the first-tier cities in China. Meanwhile, based on Daolin (2022), in 2022 about 880 million labor force in China, thereinto 200 million gig workers. Eighty-four million gig workers work in the internet industry, about 1 million gig workers work as online ride-hailing, five million gig workers work as food delivery drivers, and 2.5 million gig workers work as couriers.

Motivation and commitment of employees are vital and essential factors for management in every organization. Managers must utilize several strategies to encourage their employees to create greater performance while also promoting the employees' commitment to the organization. However, a full-time employee might have more commitment and loyalty to the organization compared with a gig worker (Kuhn & Galloway, 2019). Organizations have a motivation system to encourage better performance from full-time employees, including KPIs, promotions, job tenure rewards, position rewards, and training. Organizations prefer to invest more and put more trust in their full-time employees (Jabagi et al., 2019). In contrast, gig workers have fewer resources from the organizations and do not have the benefit packages that full-time employees have. This causes motivation systems, commitment, and working satisfaction

for gig workers to differ from those of full-time workers (Friedman, 2014). Most of the previous studies focused on the motivation and commitment of full-time employees in different industries and organizations (Demir, 2020; Fernet et al., 2012; Jufrizen et al., 2021). Former scholars have studied gig work, such as Wu et al. (2019) studied gig workers work at Uber in China. Mukhopadhyay and Chatwin (2021) studied Didi drivers' motivation and commitment. Lutz and Newlands (2018) studied the effect of the gig economy on Airbnb. Despite that, there is limited research on gig workers' motivation and commitment, especially on knowledge-sharing platforms. Moreover, some gig workers who work on the knowledge-sharing platforms have their own full-time jobs, whereas some gig workers do not. Hence, this study applied gig workers with or without a full-time job as a moderator factor to test the moderation effect between intrinsic and extrinsic motivation towards commitment. It can fill out another research gap on gig workers' motivation and commitment that applies to the knowledge-sharing industry.

Literature review

Knowledge-sharing platforms

Knowledge payment platform refers to knowledge providers who supply knowledge and information to individuals in need of a price, with e-commerce characteristics (Pang et al., 2020). Massive Open Online Courses (MOOC) and language learning platforms are examples of knowledge-sharing platforms available online. There are also other techniques for providing information services, including text, audio, video, and comprehensive.

Intrinsic motivation and commitment

Many psychologists began working on empirical psychology in the 1970s to investigate and explore intrinsic motivation based on theory (Deci, 1971; Wiersma, 1992). Intrinsic motivation was defined as a person's enjoyment of an activity's interesting, enjoyable, self-selected, engaging process that has no separate consequences (Deci, 1971). Furthermore, the scholars also found that intrinsic motivation affects innovation commitment in the organization (Qomatish, 2022). Intrinsic motivation also includes proactive behavior and a willingness to participate in an activity. Many studies have

found that having a high level of intrinsic motivation leads to improved performance, faster learning, and overall well-being (Alamri et al., 2020; Gerhart & Fang, 2015). Kim et al. (2023) found that the calling-orientation employees' intrinsic motivation is significantly positively related to their commitment to their organization, however, the authors also found that micro-monitoring could weaken the employees' intrinsic motivation and commitment. Süß and Kleiner (2010) discovered that freelancers' commitment to the organization is related to their enjoyment of work and flexible employment forms in a study of German IT freelancers. Gig workers have more freedom to choose the work climate, environment, working conditions, and working hours that will best suit their work-life balance in the context of the gig economy. Therefore, the following hypothesis is proposed:

Hypothesis 1: Gig workers' intrinsic motivation positively influences their commitment to knowledge-sharing platforms.

Extrinsic motivation and commitment

Extrinsic motivation consists of many different reasons and factors. Based on the self-determination theory (SDT), there are four regulations in extrinsic motivation, which are external regulation, introjected regulation, identified regulation, and integrated regulation (Ryan & Deci, 2000). External regulation is the most extrinsic motivation in the spectrum of self-determination, characterized by people's behavior being remarkably controlled by specific external events. People's actions are strongly linked to tangible rewards, such as the desire for a prize, bonuses, and actual benefits (Deci et al., 2017). Whereas introjected regulation occurs after a series of behaviors and actions, the outcome of results is determined by internal individuals, such as whether they feel pride, guilt, or shame (Deci & Ryan, 2000). According to Holtbrügge and Engelhard (2016), identified regulation prompts individuals to self-decide or self-select goals that identify themselves with the value of attitude and behavior. According to Pelletier et al. (2001), if someone's regulations are integrated, that person will accept him or her completely by bringing integrated regulations into consistency or concordance with other appearances of identity and values. Gunawan and Haryadi (2022) in their research found that extrinsic motivation is one of the main factors that influence employees' performance and commitment. Based on Burke and Cowling

(2020), gig economy adds value to businesses, and gig workers are self-aware of their contribution to society. In the context of the gig economy, gig workers have an easier time finding work because the job entry qualification requirements are not as stringent as they are for full-time jobs. Additionally, gig workers can control their own work schedules in order to devote more time to their personal interests or spend more time with their families. Gig workers may have a variety of objectives, such as improving their skills, expanding their social networks, achieving a work-life balance, and so on. Furthermore, gig workers have more opportunities to work multiple gig jobs, meet more people, and form wider social connections with others, allowing them to achieve their goals on multiple levels. According to this viewpoint, when the knowledge-sharing platforms satisfied the gig workers' extrinsic motivation, their commitment to the organizations may be strengthened. As a result, the following hypothesis is proposed:

Hypothesis 2: Gig workers' extrinsic motivation positively influences their commitment to knowledge-sharing platforms.

Moderating effect of with/without full-time job

This research also tests the moderating effect of gig workers who have a full-time job or do not have a full-time job. Gig workers who have their own full-time jobs might not have enough energy and time to engage the knowledge-sharing platforms. Whereas gig workers do not have their own full-time job, they might have more flexibility and time to work on the platforms. Gupta et al. (2023) studied the differences between full-time and part-time motivation models for knowledge workers. It found that after changing full-time or part-time roles, the social environment, work motivation, and commitment also changed. Allen and Russell (1999) found that part-time employees have fewer organizational rewards and advancement opportunities, which leads to decreased organizational commitment. On the other hand, Ingvar Jacobsen (2000) found that part-time workers have more participation, and their affective commitment is increased. Moreover, gig workers without a full-time job do not have a stable income, which might make them think more carefully before they decide to leave the organization. It makes differences between gig workers with and without full-time jobs. Therefore, the following hypothesis is proposed:

Hypothesis 3: The positive association between intrinsic motivation and commitment is likely to be stronger among gig workers without a full-time job than among gig workers with a full-time job.

Hypothesis 4: The positive association between extrinsic motivation and commitment is likely to be stronger among gig workers without a full-time job than among gig workers with a full-time job.

Research Methodology

Sample and data collection procedures

This study selected the six well-known knowledge-sharing platforms that can represent the overall general knowledge-sharing platforms in China. The six platforms are Tencent Classroom, Netease Classroom, Dedao Application, Himalaya FM, Zhihu Live, and Dragonfly FM. These platforms have the most daily active users. The respondents and participants are gig workers who work for these six knowledge-sharing platforms, due to the gig workers working distance and different times based on the tasks. It’s difficult for the researchers to collect data face-to-face. Therefore, the researchers decided to use an online survey to collect data. Wenjuanxing, an extensive survey collection application in China, has been used. The researchers generated a QR code for the questionnaire to distribute to the targeted participants. A snowball technique has been applied. The researchers contacted the platforms and also spread the questionnaires to the informants, and the informants helped distribute them to their work communities. It received 1,113 respondents; finally, 816 are valid, yielding 73.3% of valid respondents, and others have missing data or invalid data. The demographics and characteristics of the valid respondents are shown in Table 1 below.

Table 1: Demographics of Respondents

Control Variables	Items	Frequency	Percentage
Gender	Male	325	39.8%
	Female	491	60.2%
Age	18-25 years old	236	28.9%
	26-35 years old	305	37.4%
	36-45 years old	178	21.8%
	46-55 years old	71	8.7%

Control Variables	Items	Frequency	Percentage
Education	More than 56 years old	26	3.2%
	High school	107	13.1%
	College	204	25.0%
	Bachelor	404	49.5%
	Master	75	9.2%
	Ph.D. / Doctoral	26	3.2%
Experience in gig work	Less than 6 months	123	15.1%
	6 month-1 year	210	25.7%
	1-2 years	247	30.3%
	3-4 years	194	23.8%
	More than 4 years	42	5.1%
Gig work income (Monthly)	Less than 5,000 CNY	422	51.7%
	5,001-10,000 CNY	291	35.7%
	10,001-15,000 CNY	75	9.2%
	15,001-20,000 CNY	19	2.3%
	More than 20,000 CNY	9	1.1%
Knowledge sharing formats	Text	115	14.1%
	Audio	199	24.4%
	Video	240	29.4%
	Comprehensive	262	32.1%

Measures and data analysis

To ensure the validity and reliability of the research, the researcher decided to adopt the well-developed questions that were tested by the previous scholars as measurement scales. The intrinsic motivation measurement scale was developed based on Altindis (2011), which includes 4 items. Penttinen et al. (2019) also developed and applied the measurement scale in the gaming platforms based on Altindis (2011) study. Sample items included "I found it a lot of fun working on this platform" and "I enjoy this gig work very much on this platform". The extrinsic motivation measurement scale was developed according to Haivas et al. (2012). There are four regulations in extrinsic motivation, which are external regulations, introjected regulations, identified regulations, and integrated regulations. External regulations contained three items. Sample items included "I joined this platform as a gig worker because of monetary

incentives". Introjected regulations include two items. Sample items like "I joined this platform as a gig worker because it makes me feel good about myself". Identified regulations contain three items. Sample items included "I joined this platform as a gig worker because I think it helps my personal growth". Integrated regulations comprised three items. Sample items such as "I joined this platform as a gig worker because this work is a career for me". Additionally, there were 5 items on the measurement scale of gig workers' commitment toward the knowledge-sharing platforms. Sample items like "This organization that operates the platform inspires me to perform at high levels" and "My values and the organization that operates the platform's values are very similar".

Intrinsic motivation, extrinsic motivation, and commitment to the knowledge-sharing platforms were all measured using a five-point Likert scale. The measurement scale ranged from 1 to 5, with 1 representing strongly disagree and 5 representing strongly agree. Additionally, the control variables might also be associated with gig workers' commitment to the knowledge-sharing platforms, including gender, age, education level, experience in gig work, gig work income, and knowledge sharing formats. The reason to choose gender and age to be one of the control variables is to test and know whether the basic demographic characteristics affect the gig workers' commitment or not. Since this study focused on knowledge sharing, education level is one part of the important factors to test. Moreover, experience in gig work might also influence the gig workers' motivation and commitment. Gig work income also be a crucial element that might influence commitment (Kowalczyk & Kucharska, 2020). Finally, Knowledge-sharing formats might also influence the gig workers' commitment since some workers prefer using different forms to deliver their knowledge, such as text, audio, video, and comprehensive.

This research used SmartPLS 4.0 to analyze the descriptive statistics, examine the normality test, reliability test, validity test, multicollinearity test, and finally conduct the structural regression analysis. In the study, a convergent validity test and a discriminant validity test were applied to process and perform the validity test. Cronbach's alpha coefficients and composite reliability to measure the quality of the questionnaire items and process the reliability test. Lastly, a full collinearity test was

used to test and detect if it has the multicollinearity problem of the latent variables in the model.

Findings

The research first tested the normal distribution of the data analysis. Skewness and kurtosis values are used to examine the normality distribution in statistics; the values should be between -1 and +1, indicating that the values of the variables are normal distributed (Hair et al., 2019). Skewness values range from -0.78 to -0.57, whereas kurtosis values range from -0.64 to -0.312. All multivariate and univariate variables skewness and kurtosis ranged between -1 and +1, which indicates that the response data are normally distributed. The next step tested sampling adequacy. Based on the suggestion of Cooper et al. (2006), Kaiser-Meyer-Olkin (KMO) was used to measure the validity of the confirmatory factor analysis (CFA). When the KMO value is above 0.7 and Bartlett's test p-value is less than 0.05, it indicates that the validity of the CFA is established. In this research, the KMO value is 0.922, and Bartlett's test p-value is 0.000. Which means the CFA is acceptable and established.

Moreover, convergent validity and discriminate validity also need to be tested. Hair et al. (2019) suggested that the multi-indicator constructs' values should be greater than 0.5 to reach the requirements of satisfactory convergent validity. All factor loadings for each indicator are greater than 0.5, which means the convergent validity is confirmed and accepted. Meanwhile, discriminate validity also should be tested. Farrell (2010) recommended that the average variance extracted (AVE) for each latent variable should be greater than the squared correlations for the other latent variables. As shown in Table 2, all the results indicate that the discriminate validity test has met the requirement. The next step is to test the samples' reliability. Cronbach's alpha coefficients and composite reliability coefficients are the two main indexes to measure reliability. According to Kock and Lynn (2012), Cronbach's alpha coefficients should be greater than 0.7. Meanwhile, the composite reliability coefficients should also be greater than 0.7 to ensure reliability (Hair et al., 2019). In Table 2, indicates that all latent variables' Cronbach's alpha and composite reliability coefficients are greater than 0.7, which means the reliability of the samples is satisfied.

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The multicollinearity test is another main indicator that needs to be examined. The Variance Inflation Factor (VIF) was used to measure multicollinearity. According to Lieberman and Morris (2014), when VIF is over 10, it indicates that there are collinearity problems. However, Kock and Lynn (2012) suggested the VIF value should be below 5. In this research, the VIF value ranged from 1.009 to 8.505. The VIF is higher than Kock and Lynn (2012) suggestion but lower than Lieberman and Morris (2014) suggestion. Latent variable intrinsic motivation and extrinsic motivation somehow have a high similarity and are correlated, and extrinsic motivation could be internalized intrinsic motivation. Therefore, the researcher will follow the suggestion that VIF be below the threshold of 10. In that case, there is no major problem with collinearity in this study.

Table 2: Correlation among variables and square root of AVE

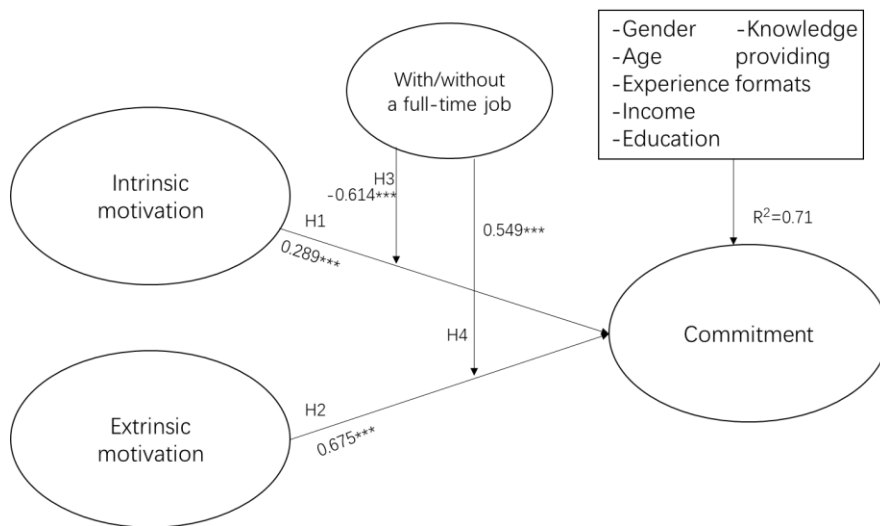
VARIABLES	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	AGE	GED	EDU	EXP	INC	KPF	IM	EM	COMT	INT_FT_IM	INT_FT_EM
AGE	n/a	n/a	1	-0.009	0.025	-0.011	0.058	-0.041	0.033	0.020	0.021	0.041	0.027
GED	n/a	n/a		1	0.003	-0.004	0.003	-0.006	-0.017	0.022	-0.003	0.007	0.007
EDU	n/a	n/a			1	-0.107**	0.126**	-0.026	0.092**	0.061*	0.075	-0.075**	-0.056
EXP	n/a	n/a				1	0.027	0.116**	-0.007	-0.007	-0.034	0.128**	0.096**
INC	n/a	n/a					1	0.025	0.080*	0.063	0.069*	-0.002	-0.040
KPF	n/a	n/a						1	0.008	0.022	0.024	0.036	0.022
IM	0.928	0.949							(0.937)	0.907**	0.917**	-0.025	-0.042
EM	0.969	0.973								(0.942)	0.875**	-0.040	-0.048
COMT	0.941	0.955									‘(0.899)	-0.068*	-0.057
INT_FT_IM	n/a	n/a										1	0.910**
INT_FT_EM	n/a	n/a											1

Notes: **p<0.01, *p<0.05 Square roots of average variance extracted of the latent variables are displayed in parentheses.

GED=Gender, EDU=Education level, EXP=Experience in gig work, INC=Gig work income (Monthly), KPF=Knowledge providing formats, IM=Intrinsic motivation, EM=Extrinsic motivation, COMT=Commitment, INT_FT_IM= Interaction moderate effect of with/without full-time job to intrinsic motivation and commitment, INT_FT_EM=Interaction moderate effect of with/without full-time job to extrinsic motivation and commitment

After the validity, reliability, and multicollinearity tests, the next step is to examine the regression analysis and hypotheses testing. The results are displayed in Figure 1.

Figure 1: PLS results

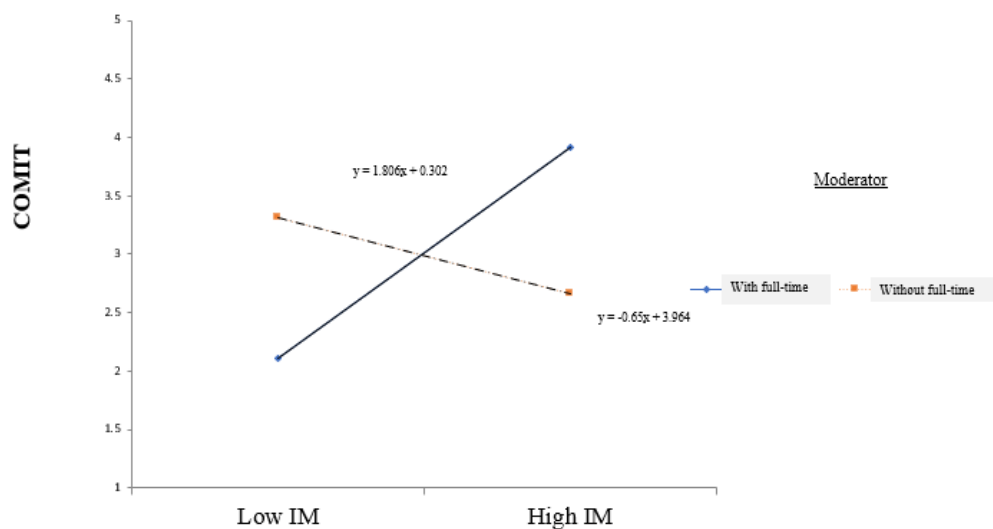


Note: * $p < 0.05$ *** $p < 0.001$

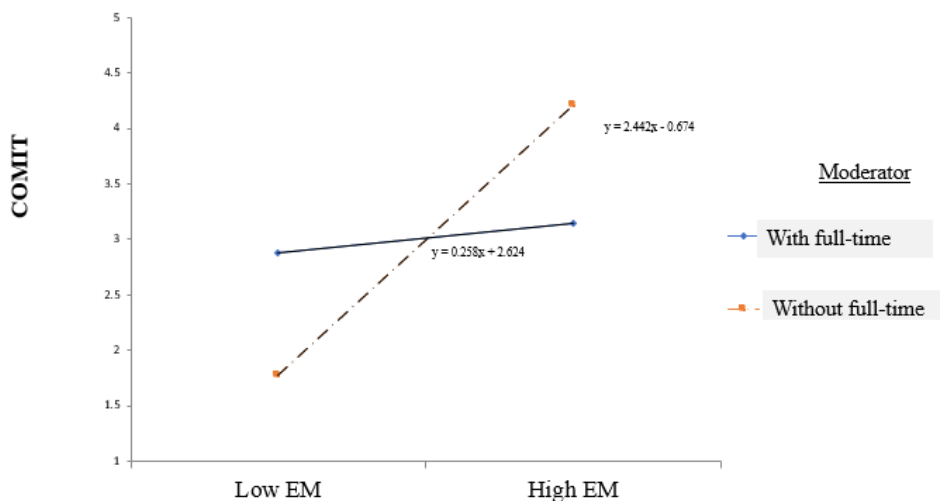
Hypothesis 1 predicted that intrinsic motivation is positively associated with gig workers' commitment to knowledge-sharing platforms. The results indicated a positive relationship ($\beta = 0.289$) and were also statistically significant ($p < 0.001$). Which means hypothesis 1 was supported. Hypothesis 2 proposes that extrinsic motivation is positively associated with gig workers' commitment. The results showed a positive relationship between the two variables, while also being statistically significant ($\beta = 0.675$, $p < 0.001$). Therefore, hypothesis 2 was accepted. Hypothesis 3 predicted that there is a positive association between intrinsic motivation and commitment that is likely to be stronger among gig workers without a full-time job than among gig workers with a full-time job. The result interestingly indicates that gig workers with a full-time job positively moderate the relationship between intrinsic motivation and commitment, whereas gig workers without a full-time job negatively moderate the relationship between two variables ($\beta = -0.614$). Moreover, it was also statistically significant

($p < 0.001$). Therefore, hypothesis 3 was not supported. The results from the moderating effect analysis are displayed in Figure 2. Hypothesis 4 predicted that there is a positive association between extrinsic motivation and commitment that is likely to be stronger among gig workers without a full-time job than among gig workers with a full-time job. The results indicated that gig workers with a full-time job and gig workers without a full-time job are both positively moderating the relationship between extrinsic motivation and commitment. It was also statistically significant ($\beta = 0.594$, $p < 0.001$). Therefore, hypothesis 4 was supported. The results from the moderating effect analysis are displayed in Figure 3. The adjusted R squared is equal to 0.71, it means that the intrinsic motivation, extrinsic motivation, and control variables can explain commitment 71 percent.

Figure 2: Moderating effect analysis (IM and COMIT)



Note: IM=Intrinsic motivation, COMIT=Commitment

Figure 3: Moderating effect analysis (EM and COMIT)

Note: EM=Extrinsic motivation, COMIT=Commitment

Discussion and Recommendation

Discussion and Conclusion

This study focuses on investigating how gig workers' intrinsic motivation and extrinsic motivation influence their commitment to knowledge-sharing platforms. It also discussed the moderating effects of with or without a full-time job. Previous research studied gig workers' motivation, satisfaction, and commitment in the food delivery industry, online car-hailing industry, and internet industry. There is limited research focused on gig workers who work on knowledge-sharing platforms. This study provides more evidence and practical uses of self-determination theory in the gig economy. It also filled the gap in gig workers' motivation and commitment to knowledge-sharing platforms. Moreover, this research applied gig workers with or without a full-time job as a moderator factor to figure out how differences between those with or without a full-time job affect the relationship between intrinsic and extrinsic motivation to commitment. Additionally, this study also can provide some advice to the knowledge-sharing platforms when they recruit gig workers on what issues HR should be concerned with and how the platforms boost the gig workers' motivation and commitment.

In this study, it found that gig workers' intrinsic motivation was positively associated with their commitment to the knowledge-sharing platforms. Kim et al. (2023) studied the role of supervisory monitoring, intrinsic motivation, and commitment in the Republic of Korea Army. They found that intrinsic motivation is important to maintain the employees' commitment to the organization. Additionally, Setrojoyo et al. (2023) also found that intrinsic motivation and organizational culture are positively related to employees' commitment and performance. As a result, from this perspective, the findings of this study and the earlier investigations point in the same direction.

This research also found that extrinsic motivation is positively related to gig workers' commitment. Extrinsic motivation consists of four regulations: external regulation, introjected regulation, identified regulation, and integrated regulation. It indicates that external regulation is the most impactful factor in extrinsic motivation. Gunawan and Haryadi (2022) studied the relationships among extrinsic motivation, interpersonal trust, organizational commitment, and performance in sales agencies in Indonesia. They found that extrinsic motivation is positively related to organizational commitment. The results are consistent, which means this research provided more evidence to support this point.

This research also found an interesting result that is opposite to the hypothesis. Hypothesis 3 proposes that the positive association between intrinsic motivation and commitment is likely to be stronger among gig workers without a full-time job than among gig workers with a full-time job. However, the results found that gig workers with a full-time job positively moderated the relationship between intrinsic motivation and commitment. Surprisingly, gig workers without a full-time job negatively moderate the relationship between the two variables. It means that gig workers who have their own full-time jobs, when their intrinsic motivation increases, their commitment to knowledge-sharing platforms also increases. However, for gig workers who do not have a full-time job, when their intrinsic motivation increases, their commitment to the platforms recedes. It might be because intrinsic motivation is more related to enjoyment and pure interest. It might lead gig workers without a full-time job to try different knowledge-sharing platforms to see which platforms can fulfill their enjoyment and help them improve their skills. Meanwhile, they can work on different platforms at

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the same time. Gig workers who do not have a full-time job also have more flexibility to manage their working hours and working time, which makes the switching cost less than for gig workers who have a full-time job. It might be a reason to explain why the gig workers who do not have a full-time job when their intrinsic motivation increases, their commitment to the specific knowledge-sharing platforms decreases.

Finally, the study found that gig workers without a full-time job have a positively stronger moderate effect between extrinsic motivation and commitment. This means gig workers without a full-time job are motivated by external rewards more than gig workers who have a full-time job. This is because gig workers without a full-time job do not have a stable salary. A high reward from the platform is more important to them. The results are consistent with Moon (2000)'s study, which found that performance-oriented and high-return work is positively related to organizational commitment.

Recommendations and Implications

This study is also able to provide some suggestions and recommendations for knowledge-sharing platforms. With rapid technology development. Knowledge could be spread and delivered faster through knowledge-sharing platforms. Many kinds of knowledge-sharing platforms have been established in recent years. The key to survival from the fierce competition is to select the correct teachers and knowledge delivery.

When the platforms Human Resources recruit the gig workers might need to know whether the candidates have their current full-time jobs or not, and how many gig jobs they currently have. To better understand the gig workers' overall working load, to understand how much time and energy they can contribute to the platforms. Meanwhile, the platforms could also collect information from the gig workers about other knowledge-sharing platforms that they are using or teaching. How long and how frequently do they teach and share on the different platforms? To better understand other knowledge-sharing platforms' operation models and how to improve the management strategy and provide better service to the customers. Additionally, the platform HR could arrange different topic seminars to invite the gig workers to communicate and cooperate, it might intrinsically motivate their commitment to the platforms. Meanwhile, the platforms might be able to arrange rewards for the gig

workers each year, such as the most popular course reward, the most popular teacher rewards, and the highest rating from the students' rewards, etc.

Moreover, gig workers have full-time jobs and do not have a full-time job. The working time and working hours on the platforms also might be different since some knowledge platforms provide online real-time teaching. Therefore, gig workers without full-time jobs might have more flexible time to deliver real-time teaching online. Based on the different knowledge-sharing models, the payment system might also differ. It is another vital factor the HR of the platforms needs to be considered. Moreover, providing incentive rewards could also be a good way to motivate gig workers and improve their commitment to knowledge-sharing platforms.

Limitation and Future Research

This study also has several limitations. First, gig workers with or without a full-time job could be changed at different times. When the researchers collected the survey from the participants, the information might have changed too. This causes some bias in this research. Therefore, the research can only be examined in the limited timeliness. Secondly, an online self-reported survey has been applied to this study. Some social desirability bias might happen and affect the results. Thirdly, only using quantitative research methods could not deeply understand the insight into the gig workers' thoughts. Additionally, this study did not categorize the different fields or subjects that the gig workers taught on the knowledge-sharing platforms. Finally, due to this study applying the cross-sectional nature and based on self-report surveys, proving a causal association is not feasible. Further study ought to utilize a longitudinal design to collect data and determine whether a causal relationship among the variables exists.

Consequently, it is advised that future research utilizes qualitative research techniques, in-depth interviews with gig workers, and a greater comprehension of how they view their jobs on the platforms. Further research may also help to categorize and clarify the many academic disciplines taught by gig workers on knowledge-sharing platforms. including job development, language proficiency, and general education, etc. Additionally, different countries have different knowledge-sharing platforms. Meanwhile, gig work is also spreading and developing fast in many countries. This research model

might be able to be applied to test other countries' gig workers' motivations and commitment to knowledge-sharing platforms.

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