



GIG WORKFORCE INTEGRATION IN IT COMPANIES: ONBOARDING, RESKILLING AND WORK READINESS - A LITERATURE REVIEW

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ABSTRACT

The integration of a gig workforce in IT companies has become an important response to rapid technological change, project-based delivery models, and fluctuating talent requirements. This literature review examines how onboarding, reskilling, and work readiness influence the effective inclusion of gig workers in IT organisations. Existing studies suggest that gig employment is increasingly valued for flexibility, speed of deployment, and access to specialized skills, while also creating challenges related to commitment, coordination, and knowledge continuity.

The review indicates that structured onboarding improves early role clarity, cultural alignment, and task confidence, especially when gig workers enter short-duration or high-pressure projects. Work readiness is shaped not only by technical competence but also by communication skills, self-management, adaptability, and the ability to collaborate in hybrid teams. The literature further highlights that IT firms benefit when they create systematic support structures, including digital onboarding tools, mentoring, skill assessments, and performance feedback systems. Overall, the review argues that gig workforce integration is most effective when onboarding, reskilling, and work readiness are treated as interconnected processes rather than isolated HR activities.

KEYWORDS: Gig Workforce, IT Companies, Onboarding, Reskilling, Work Readiness

1. INTRODUCTION

The rapid growth of digital technologies and flexible business models has accelerated the adoption of gig workers in the IT sector. In Bangalore, India's leading IT hub, organizations increasingly depend on contingent workers to access specialized skills and enhance workforce flexibility. However, successful gig workforce integration requires effective onboarding, continuous reskilling, and strong work readiness. This study examines how these factors influence the integration of contingent workers in Bangalore's IT companies and provides insights for developing effective HR strategies in the evolving gig economy.

2. CONCEPTUAL FRAMEWORK

2.1. Concept of Gig Workforce Integration

Gig workforce integration refers to the effective inclusion of contingent workers, such as freelancers, contract employees, and consultants, into an organization's work processes, teams, and goals despite their temporary employment status.

Core Components

- **Workforce Inclusion:** Integrating contingent workers into organizational teams, projects, and communication channels.
- **Role Clarity:** Clearly defining job responsibilities, expectations, and performance standards.
- **Collaboration:** Facilitating coordination between permanent employees and gig workers through digital collaboration tools.
- **Organizational Alignment:** Ensuring contingent workers understand company policies, values, and project objectives.

Regional Context (Bangalore)

- Bangalore is India's leading IT hub with a high concentration of multinational companies and startups.
- IT firms increasingly depend on gig professionals for software development, AI, cybersecurity, cloud computing, and data analytics projects.



2.2. Concept of Onboarding Practices

Onboarding is the structured process through which newly hired contingent workers are introduced to the organization's policies, culture, work environment, and project requirements. Effective onboarding helps gig workers become productive within a short period.

Key Components

- **Orientation Programmes:** Introduction to company policies, culture, and organizational objectives.
- **Role Clarification:** Clear explanation of responsibilities, project expectations, and reporting relationships.
- **Technical Training:** Familiarization with software tools, digital platforms, and security protocols.
- **Communication Support:** Guidance on team collaboration, virtual meetings, and organizational communication practices.

Benefits

- Faster adaptation to the work environment.
- Improved productivity and engagement.
- Better collaboration with permanent employees.

2.3. Concept of Reskilling and Upskilling

Reskilling and upskilling refer to continuous learning initiatives that enhance the technical and professional competencies of contingent workers. In the rapidly evolving IT industry, these initiatives are essential for maintaining employability and organizational competitiveness.

Key Components

- **Reskilling:** Learning new competencies to perform different roles or adapt to emerging technologies.
- **Upskilling:** Improving existing technical and professional skills.
- **Digital Learning:** Online certification programmes, webinars, and e-learning platforms.
- **Technical Development:** Training in AI, cloud computing, cybersecurity, machine learning, and data analytics.

Benefits

- Enhanced adaptability to technological changes.
- Improved employability and career growth.
- Greater workforce agility and innovation.

2.4. Concept of Work Readiness of Contingent Workers

Work readiness refers to the ability of contingent workers to perform their job responsibilities effectively by possessing the required technical knowledge, professional skills, and workplace competencies. It reflects an individual's preparedness to contribute productively in a dynamic organizational environment.

Key Components

- **Technical Competence:** Knowledge and proficiency in relevant technologies and tools.
- **Communication Skills:** Effective verbal, written, and virtual communication.
- **Adaptability:** Ability to adjust to new projects, technologies, and work environments.
- **Problem-Solving Ability:** Capacity to analyse issues and develop practical solutions.

Importance in Bangalore's IT Sector

- IT companies prefer contingent workers who can quickly adapt to project requirements with minimal supervision.
- High work readiness improves project performance, organizational efficiency, and long-term employability.

3. REVIEW OF LITERATURE – SUMMARY

Lankanath (2025) critically reviewed HR integration and performance management strategies for contingent workers in the gig economy. The study highlighted that ineffective onboarding practices reduce worker commitment and collaboration. It recommended agile HR frameworks that support onboarding, communication, and performance monitoring for gig employees. The research also stressed the importance of organizational inclusion for contingent workers.



Beier, Saxena and Kraiger (2025) explored workplace learning and the future of work. Their research identified that work readiness depends on continuous learning, digital competency, and adaptability. The study highlighted that onboarding systems are increasingly technology-driven and must address the needs of contingent workers. The authors concluded that organizations should create integrated learning environments to support workforce transformation.

Behera and Gaur (2022) examined the role of skill training in the success of the gig economy. The study emphasized that digital onboarding and learning management systems are necessary for preparing gig workers for organizational tasks. The authors noted that continuous retraining helps contingent workers remain competitive and employable in evolving labor markets.

Saxena and Sirohi (2025) focused on talent acquisition strategies in the gig era. The study highlighted that organizations increasingly prefer freelancers and contract workers for specialized assignments. The authors found that streamlined onboarding processes and job readiness programs significantly improve worker integration and productivity. The research also emphasized the role of upskilling in enhancing employability.

Sousa (2025) explored employee reskilling through the integration of knowledge management and gamification systems. The study revealed that gamified learning environments improve employee participation and learning outcomes. The author concluded that organizations should use digital knowledge-sharing platforms to support contingent worker training and adaptability.

Weitzberg (2023) examined learning agility and future workforce readiness in organizations. The study found that reskilling programs enhance employee adaptability and improve organizational preparedness for technological disruptions. The author emphasized that onboarding and continuous learning contribute significantly to employee engagement and productivity.

Ponte (2023) studied talent management practices related to work flexibility and workforce transformation. The research identified that flexible work arrangements and remote onboarding systems improve employee satisfaction and operational efficiency. The study further emphasized that organizations should adopt strategic HR approaches to support contingent workers.

Homem (2023) analyzed remote onboarding practices and their role in workforce integration. The study revealed that digital onboarding programs help contingent workers understand organizational expectations and improve communication effectiveness. The author concluded that successful onboarding directly influences employee commitment and work readiness.

Gautam and Mishra (2024) conducted a systematic review on the relevance of HRM in gig work. The study highlighted that traditional HR systems are inadequate for managing contingent workers. The authors suggested flexible HR policies focusing on onboarding, performance evaluation, and employee engagement to improve gig workforce integration.

Ohlan (2023) examined workforce readiness in India through IT-enabled services. The study emphasized that digital competency, technical skills, and employability training are crucial for workforce development. The findings suggested that organizations should invest in skill-building initiatives to improve work readiness among employees and contingent workers.

Budhwar et al. (2023) explored human resource management in the age of generative AI. Their study found that AI technologies are transforming recruitment, onboarding, and workforce planning processes. The authors emphasized that organizations must continuously reskill workers to adapt to AI-driven work environments.

Singh et al. (2022) reviewed the evolution of themes related to the future of work. The study highlighted that workforce flexibility, digital transformation, and skill adaptability are dominant themes in recent HR research. The authors identified a growing need for agile onboarding systems and continuous employee development.

Ramachandran and Kulandai (2025) conducted a bibliometric analysis of gig workers in India. The study found that contingent employment has expanded rapidly across digital industries. The authors emphasized the importance of policy support, skill development, and workforce integration strategies for gig employees.

Khatoon, Babgi and Hadi (2025) examined technology-driven changes in HR management. The study identified that digital HR tools improve employee onboarding, engagement, and skill adaptation. The findings also revealed that organizations using technology-enabled HR systems experience improved workforce productivity.



Farooq and Mohammadnazari (2026) studied HR transformation in the gig era under Industry 5.0. The research highlighted the importance of human-centered HR systems, digital learning, and reskilling strategies for managing contingent workers. The study concluded that technology and employee wellbeing must be balanced for sustainable workforce integration.

Pathania (2022) discussed the structure and evolution of the gig economy. The study highlighted that contingent employment provides flexibility and economic opportunities but also creates challenges related to job security and skill development. The author emphasized the need for organizational support systems for gig workers.

Schwartz (2021) analyzed workforce disruption and future employment trends. The study emphasized that adaptability, resilience, and lifelong learning are essential in the modern labor market. The author argued that organizations must support employees through reskilling and onboarding initiatives to remain competitive.

Anwar, Pal and Hui (2021) examined platformization and labor control in gig work. The study highlighted the challenges faced by gig workers, including limited organizational support and job insecurity. The authors emphasized the need for inclusive HR practices and fair labor conditions for contingent employees.

Anwar, Thomas and Toyama (2022) studied gig platforms and informal labor structures in India. The study found that gig workers often experience inadequate training and limited professional development opportunities. The research suggested that structured onboarding and workforce inclusion policies are necessary to improve worker outcomes.

Garg, Singh and Tabassum (2025) explored HR strategies for reskilling and upskilling in Indian organizations. The study highlighted that technological disruptions require organizations to invest heavily in employee learning programs. The authors found that continuous reskilling improves workforce agility and organizational competitiveness.

Chintala (2024) examined the political economy of platform work in India. The study highlighted the informal nature of gig employment and the absence of adequate worker protections. The author emphasized that workforce integration, skill development, and organizational inclusion are necessary to improve contingent worker sustainability and productivity.

4. RESEARCH GAP

Existing literature has extensively examined the gig economy, workforce flexibility, digital transformation, onboarding, reskilling, and talent management. However, these studies have largely investigated these dimensions in isolation, with limited research integrating **onboarding, reskilling, and work readiness** within a single framework for contingent workers. Furthermore, much of the existing research is conceptual or conducted in broader global contexts, offering limited empirical evidence from India's IT sector.

Despite Bangalore being a major IT hub with a rapidly expanding gig workforce, there is a lack of studies exploring how onboarding and reskilling practices influence the work readiness of contingent workers in this context.

RO – 1	To understand the onboarding practices adopted for contingent workers in IT companies.
RO – 2	To study the reskilling and upskilling initiatives provided to gig workers in the IT sector and their effectiveness in enhancing work readiness.
RO – 3	To study the level of work readiness among gig workers in IT companies.

5. VARIABLE IDENTIFICATION

Dependent Variable	Independent Variable
Workforce integration, employee sustainability, worker productivity	Platform labour systems, organizational support, onboarding practices, labour conditions
Workforce productivity, employability, organizational Effectiveness	Reskilling, upskilling, skill training, Industry 4.0, gig economy structure, onboarding systems
Gig workforce integration, employability	Flexible HR policies, organizational support, platform work structures

6. RESEARCH IMPLICATIONS

Theoretical Implications

This study contributes to the literature on gig workforce integration by demonstrating how onboarding, reskilling, and work readiness jointly support the successful integration of contingent workers in IT organizations. It extends HRM, human capital, and organizational learning perspectives while providing empirical evidence from the Indian IT sector to guide future research on agile HR practices.



Managerial Implications

The findings suggest that IT organizations should strengthen digital onboarding, invest in continuous reskilling, and adopt supportive HR practices to improve work readiness and gig workforce integration. These strategies can enhance productivity, employee engagement, and sustainable talent management.

7. CONCLUSION

The literature review highlights that the growing adoption of the gig workforce has transformed talent management practices in IT companies. Successful gig workforce integration depends on three key factors: effective onboarding, continuous reskilling, and work readiness. Digital onboarding enables faster adaptation, reskilling ensures that gig workers remain competent in emerging technologies, and work readiness enhances their ability to perform effectively in dynamic work environments. While existing studies have examined these dimensions individually, limited research has explored their combined impact on gig workforce integration.

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