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Workforce Sustainability in the Gig Economy: Managerial Practices for Equity, Inclusion, and Wellbeing with Respect to Quick Commerce Business Policy

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Abstract:
The gig economy has swiftly proliferated in the digital age, transforming conventional labour frameworks across various sectors, especially in quick commerce (Q-commerce). This sector, defined by rapid deliveries and app-driven task assignment, significantly depends on gig workers, including delivery personnel and micro-warehouse employees. The rapid and demand-oriented characteristics of Q-commerce pose significant issues related to workforce sustainability, encompassing job security, social inclusion, and employee wellness. This article analyses the effect of managerial practices on equity and inclusion among gig workers in the Q-commerce sector. This paper assesses the impact of workplace policies on the well-being and job satisfaction of gig workers and evaluates the role of policy interventions in ensuring long-term workforce sustainability in Q-commerce platforms.

The study promotes a redefined managerial paradigm that incorporates equitable compensation systems, adaptable work arrangements, mental health assistance, and inclusive decision-making practices. It underscores the necessity for platform accountability via transparent rating systems, conflict resolution methods, and avenues for skill enhancement. The study also recommends policy remedies like obligatory social security contributions, health insurance provisions, and established feedback mechanisms between gig workers and management.

This study illustrates how linking corporate efficiency with human-centric management can transform worker sustainability into a strategic advantage in the competitive Q-commerce sector. The findings emphasize that integrating equity, inclusion, and well-being into business policies is crucial for ethical labour practices and for maintaining long-term sustainability and public trust in gig-based Q-commerce platforms, thereby fostering a resilient and inclusive digital economy in India.

Keywords: Gig Economy, Quick Commerce, Gig Workers, Workforce Sustainability, Equity, Well-being

1. Introduction:

The Gig Economy denotes a labor market defined by transient, flexible, or freelance employment opportunities, in contrast to traditional full-time roles. The rise of the gig economy has transformed the traditional employment model, offering flexible labor opportunities across multiple sectors. This strategy often involves individuals participating in activities such as food delivery, taxi services, internet freelancing, and part-time employment. These individuals are termed "Gig Workers," typically engaged for temporary assignments or "gigs" rather than being permanently employed by a sole employer. Quick commerce is a fast growing sector of the economy, characterized by the prompt delivery of things within minutes. Companies such as Blinkit, Zepto, and Instamart have created numerous temporary or freelance roles, primarily for delivery personnel and warehousing workers.

While these roles offer flexibility and prompt income, they often lack job security, health benefits, equitable salary, and inclusive work settings. This raises substantial inquiries concerning the enduring sustainability of such a workforce. Employees frequently face unpredictable schedules, physical demands, and limited career progression, underscoring the imperative to emphasize policies and management techniques that foster equity, inclusion, and well-being. In this setting, it is crucial to establish sustainable workforce solutions that are vital in talent retention, fostering trust, mitigating fatigue, and advancing a more ethical and inclusive culture within the gig economy.

Workforce sustainability refers to an organization's ability to maintain a healthy, skilled, engaged, and productive staff throughout time. It entails creating work environments and procedures that allow employees to thrive both now and in the future. Managerial practices are crucial in promoting equitable and inclusive work experiences for gig workers, who often operate within unstable, algorithm-driven, and performance-oriented workplaces. Considering that gig workers on rapid commerce platforms, such as those engaged in instant grocery delivery or hyperlocal logistics, frequently lack traditional employment rights, it is essential for managers to adopt preventive strategies. These measures should guarantee that all individuals—regardless of their history, gender, or socioeconomic status—obtain equitable treatment, adequate assistance, and opportunities for progression. Equitable management involves clear allocation of tasks, just remuneration structures, and unbiased assessment procedures. Moreover, inclusive methods necessitate an understanding of varied labor requirements, cultural knowledge, and proactive engagement with underprivileged communities. Moreover, leadership dedication to employee wellbeing must encompass mental health resources, acceptable workload expectations, and avenues for voicing concerns without fear of retribution.

The Q-commerce industry's management strategies are underexplored, with a lack of research on equity, inclusion, and wellbeing. The gig economy literature addresses issues like job insecurity but lacks focus on India's Quick Commerce segment. This creates a critical research gap for implementing inclusive HRM strategies.
The study aims to analyze managerial practices' impact on equity and inclusion among gig workers in the Q-commerce sector, evaluate workplace policies' impact on their wellbeing and job satisfaction, and assess policy interventions' role in workforce sustainability.

2. Review of Literature (ROL)

1. Kalleberg (2011) analyzes the emergence of precarious employment, characterizing gig work as unreliable, low-benefit, and lacking prospects for career growth. His work underscores the imperative for enduring employment structures that protect gig workers, especially relevant to India's burgeoning commerce sector..
2. Wood et al. (2019) examines algorithmic management and its psychological impact on employees in digital labor marketplaces. They emphasize the absence of transparency and worker autonomy, concerns seen in the operations of Indian Q-Commerce platforms such as Zepto and Blinkit.
3. De Stefano (2016) proposes the notion of “shadow employment,” highlighting the informal and sometimes unregulated nature of gig work. He emphasizes the inadequacy of social protections and legal safeguards for gig workers, pushing for comprehensive policies in burgeoning sectors like Q-Commerce.

4. Scholz (2017) advocates for "Platform cooperativism" as an ethical alternative to exploitative platform models. His strategy advocates for collective ownership and participatory governance, aligning closely with the ideas of equity and inclusivity for gig workers in rapid commerce.
5. Berg et al. (2018), in the ILO report, analyze the working conditions on digital labor platforms, emphasizing insufficient remuneration, protracted hours, and lack of benefits as significant issues. Their research supports wellbeing-oriented managerial methods in the gig economy.
6. Healy et al. (2017) examine hybrid regulatory frameworks that incorporate adaptability and employee rights. Their research highlights the importance of political and institutional frameworks in ensuring fair labor standards in fast-paced employment settings.
7. Rosenblat & Stark (2016) Examine the implications of Uber's algorithmic management on transparency. Their findings are crucial for understanding opaque HR practices in fast-paced commerce platforms that rely on algorithms to manage freelancing labor.
8. Standing (2011) introduces the concept of the "precariat," an increasing class of workers characterized by instability and vulnerability. This sociological perspective is crucial for understanding the experiences of gig workers in the quick commerce industry.
9. Meijerink et al. (2021) investigates how digital HR technology influence views of equality and autonomy. The research shows that digitalization can help or hurt fair HR practices in gig economies like Q-Commerce.
10. Srivastava & Bhatnagar (2020) shed light on the cultural, informal, and socioeconomic aspects that influence human resource practices within India's gig economy. Their findings will help shape long-term employment policies and procedures for India's e-commerce sites.

3. Research Methodology:

a. Research Gap

The gig economy literature primarily focuses on digital platforms like Uber and Amazon Mechanical Turk, but there is a lack of research on the emerging Quick Commerce (Q-commerce) segment in India. There is limited empirical investigation into managerial strategies promoting equity, inclusion, and well-being among gig workers, especially in high-demand sectors like Q-commerce. Additionally, there is a lack of research on long-term workforce sustainability, particularly in inclusive HRM practices and supportive policies. This study aims to fill this gap by evaluating managerial practices and policy interventions in India's Q-commerce gig ecosystem.

b. Objective of the Study

1. To investigate the impact of managerial practices on equity and inclusion among gig workers in the Q-commerce industry.
2. To evaluate the influence of workplace policies on the wellness and job satisfaction of gig workers.
3. To assess the impact of policy interventions on the long-term sustainability of the workforce in Q-commerce platforms.

c. Hypotheses of the Study

H_0: A substantial negative correlation exists between inclusive managerial practices and the perception of equity among gig workers in the Quick Commerce sector
H_1: A substantial positive correlation exists between inclusive managerial practices and the perception of equity among gig workers in the Quick Commerce sector.

H_0: Workplace regulations and algorithmic task allocation systems do not impact the wellness and job satisfaction of gig workers
H_2: Workplace regulations and algorithmic task allocation systems substantially impact the wellness and job satisfaction of gig workers.
H_0: Interventions at the policy level and organizational level do not support mechanisms substantially influence the workforce sustainability of gig workers in India's Quick Commerce sector
H_3: Interventions at the policy level and organizational support mechanisms substantially influence the workforce sustainability of gig workers in India's Quick Commerce sector.

d. Research Design

A descriptive and analytical research framework is followed. Mixed-methods technique, i.e., Quantitative survey combined with Qualitative interviews, is considered. A structured questionnaire is framed, and data is collected from 100 employees. Stratified random sampling of gig workers from Zepto, and Blinkit.

4. Data Analysis & Interpretation

Data Analysis and Interpretation is a crucial process in research, business intelligence, and policy development, involving the collection, organization, and interpretation of data to identify patterns, trends, and relationships, aiding in informed decision-making and problem-solving. For the study researcher has considered person correlation and regression analysis. The objective-wise inferential analysis is given below:

Objective 1 - To investigate the impact of managerial practices on equity and inclusion among gig workers in the Q-commerce industry.

For the above objective, the hypothesis taken into consideration:
H_0: A substantial negative correlation exists between inclusive managerial practices and the perception of equity among gig workers in the Quick Commerce sector
H_1: A substantial positive correlation exists between inclusive managerial practices and the perception of equity among gig workers in the Quick Commerce sector. To test this hypothesis, Pearson's Correlation is used.

Table 1: Pearson Correlation Test

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Correlations

		Fairness in task assignment	Equality in treatment	Concerns being listened to	Transparency in pay/incentives	Feeling respected	Perception of equal opportunities	Feeling included	Discrimination	fairness evaluation
Fairness in task assignment	Pearson Correlation	1	.323**	0.015	0.153	.211*	.284**	0.176	-0.117	-.265**
	Sig. (2-tailed)		0.001	0.884	0.129	0.035	0.004	0.080	0.245	0.008
	N	100	100	100	100	100	100	100	100	100
Equality in treatment	Pearson Correlation	.323**	1	-0.084	0.075	.267**	0.094	.209*	-.342**	-0.038
	Sig. (2-tailed)	0.001		0.406	0.460	0.007	0.352	0.037	0.000	0.707
	N	100	100	100	100	100	100	100	100	100
Concerns being listened to	Pearson Correlation	0.015	-0.084	1	0.139	0.025	0.009	-0.062	-0.047	0.052
	Sig. (2-tailed)	0.884	0.406		0.168	0.805	0.932	0.541	0.642	0.605
	N	100	100	100	100	100	100	100	100	100
Transparency in pay/incentives	Pearson Correlation	0.153	0.075	0.139	1	-0.118	0.030	.265**	-0.045	-0.011
	Sig. (2-tailed)	0.129	0.460	0.168		0.241	0.764	0.008	0.655	0.914
	N	100	100	100	100	100	100	100	100	100
Feeling respected	Pearson Correlation	.211*	.267**	0.025	-0.118	1	.397**	-0.085	-0.073	-0.055
	Sig. (2-tailed)	0.035	0.007	0.805	0.241		0.000	0.401	0.472	0.588
	N	100	100	100	100	100	100	100	100	100
Perception of equal opportunities	Pearson Correlation	.284**	0.094	0.009	0.030	.397**	1	0.187	-.222*	0.000
	Sig. (2-tailed)	0.004	0.352	0.932	0.764	0.000		0.063	0.027	1.000
	N	100	100	100	100	100	100	100	100	100
Feeling included	Pearson Correlation	0.176	.209*	-0.062	.265**	-0.085	0.187	1	-0.139	-0.078
	Sig. (2-tailed)	0.080	0.037	0.541	0.008	0.401	0.063		0.168	0.439
	N	100	100	100	100	100	100	100	100	100
Discrimination	Pearson Correlation	-0.117	-.342**	-0.047	-0.045	-0.073	-.222*	-0.139	1	-.276**
	Sig. (2-tailed)	0.245	0.000	0.642	0.655	0.472	0.027	0.168		0.005
	N	100	100	100	100	100	100	100	100	100
fairness evaluation	Pearson Correlation	-.265**	-0.038	0.052	-0.011	-0.055	0.000	-0.078	-.276**	1
	Sig. (2-tailed)	0.008	0.707	0.605	0.914	0.588	1.000	0.439	0.005	
	N	100	100	100	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's own contribution

Summary of Significant Correlations

Table 2: Positive Significant Correlations

Variable Pair	Pearson r	Significance	Interpretation
Fairness in task assignment– Equality in treatment	0.323	p = .001	Moderate positive correlation. Fair task assignment relates to perceived equal treatment.
Fairness in task – Perception of equal opportunities	0.284	p = .004	Perceived fairness in tasks aligns with views on equal opportunities.
Fairness in task – Feeling respected	0.211	p = .035	Feeling respected slightly correlates with fairness in tasks.

Variable Pair	Pearson r	Significance	Interpretation
Equality in treatment – Feeling respected	0.267	p = .007	Stronger correlation, suggesting being treated equally contributes to feeling respected.
Equality in treatment – Feeling included	0.209	p = .037	Equality links with inclusion.
Feeling respected – Perception of equal opportunities	0.397	p = .000	Highest positive correlation: Feeling respected strongly aligns with perceived equal opportunity.
Transparency in pay/incentives – Feeling included	0.265	p = .008	Pay transparency contributes to inclusion.

Source: Researcher's own contribution

Table 3: Negative Significant Correlations

Variable Pair	Pearson r	Significance	Interpretation
Fairness in task assignment– Fairness evaluation	-0.265	p = .008	Inverse relationship: perception of fairness in tasks **decreases** overall fairness evaluation—this may suggest conflicting definitions of fairness.
Equality in treatment – No discrimination	-0.342	p = .000	Strong inverse correlation: Those who feel treated equally are **less likely** to feel undeserving.
Perception of equal opportunities – No discrimination	-0.222	p = .027	Equal opportunities reduce feelings of being undeserved.
No discrimination – Fairness evaluation	-0.276	p = .005	Feeling undeserving is linked with **lower fairness evaluation**.

Source: Researcher's own contribution

Interpretation:

The correlation matrix reveals that fairness and equality are closely linked, with positive correlations between task fairness, equal treatment, and equal opportunities contributing to a sense of respect and inclusion in the workplace. Transparency in pay also fosters a fairer environment. However, strong negative correlations with feelings of undeserving highlight the impact of perceived inequity on overall fairness evaluations. The negative correlation between task fairness and overall fairness evaluation suggests a disconnect between operational fairness and procedural or distributive fairness, or underlying dissatisfaction despite fair task distribution.

Objective 2 - To evaluate the influence of workplace policies on the wellness and job satisfaction of gig workers.

For the above objective, the hypothesis taken into consideration:

H_0: Workplace regulations and algorithmic task allocation systems do not impact the wellness and job satisfaction of gig workers

H_2: Workplace regulations and algorithmic task allocation systems substantially impact the wellness and job satisfaction of gig workers. To test this hypothesis Pearson Correlation is used.

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Table 4;: Pearson Correlation Test

Correlations

		Satisfaction	Work Life Balance	Mental fatigue	Satisfied Earning	Safe & Supported	Fair Task Assignment	Panelty	Challenge Task Realated Issues	App Based Rating
Satisfaction	Pearson Correlation	1	.303**	-0.100	0.055	-.240*	0.085	0.121	0.096	0.085
	Sig. (2-tailed)		0.002	0.323	0.584	0.016	0.401	0.230	0.342	0.402
	N	100	100	100	100	100	100	100	100	100
Work Life Balance	Pearson Correlation	.303**	1	0.092	0.104	-0.084	-0.064	0.110	.228*	.316**
	Sig. (2-tailed)	0.002		0.365	0.302	0.409	0.528	0.274	0.023	0.001
	N	100	100	100	100	100	100	100	100	100
Mental fatigue	Pearson Correlation	-0.100	0.092	1	0.036	0.013	0.097	0.133	0.004	0.016
	Sig. (2-tailed)	0.323	0.365		0.721	0.895	0.337	0.188	0.971	0.873
	N	100	100	100	100	100	100	100	100	100
Satisfied Earning	Pearson Correlation	0.055	0.104	0.036	1	0.040	-0.113	0.113	-0.115	-0.056
	Sig. (2-tailed)	0.584	0.302	0.721		0.693	0.264	0.265	0.255	0.577
	N	100	100	100	100	100	100	100	100	100
Safe & Supported	Pearson Correlation	-.240*	-0.084	0.013	0.040	1	-0.036	0.103	0.101	0.187
	Sig. (2-tailed)	0.016	0.409	0.895	0.693		0.724	0.307	0.317	0.062
	N	100	100	100	100	100	100	100	100	100
Fair Task Assignment	Pearson Correlation	0.085	-0.064	0.097	-0.113	-0.036	1	-0.012	-0.020	-0.043
	Sig. (2-tailed)	0.401	0.528	0.337	0.264	0.724		0.907	0.847	0.670
	N	100	100	100	100	100	100	100	100	100
Panelty	Pearson Correlation	0.121	0.110	0.133	0.113	0.103	-0.012	1	-0.037	-0.041
	Sig. (2-tailed)	0.230	0.274	0.188	0.265	0.307	0.907		0.717	0.684
	N	100	100	100	100	100	100	100	100	100
Challenge Task Realated Issues	Pearson Correlation	0.096	.228*	0.004	-0.115	0.101	-0.020	-0.037	1	0.060
	Sig. (2-tailed)	0.342	0.023	0.971	0.255	0.317	0.847	0.717		0.554
	N	100	100	100	100	100	100	100	100	100
App Based Rating	Pearson Correlation	0.085	.316**	0.016	-0.056	0.187	-0.043	-0.041	0.060	1
	Sig. (2-tailed)	0.402	0.001	0.873	0.577	0.062	0.670	0.684	0.554	
	N	100	100	100	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's own contribution

Interpretation:
The correlation matrix elucidates significant links among diverse parameters affecting gig workers in Q-commerce. Satisfaction exhibits a positive and substantial correlation with work-life balance ($r = .303$, $p < .01$), suggesting that improved balance enhances job satisfaction. Satisfaction exhibits a negative and substantial association with feelings of safety and support ($r = –.240$, $p < .05$), indicating a nuanced perception in which employees may prioritize independence or alternative variables above support systems.
App-based ratings and work-life balance ($r = .316$, $p < .01$), together with challenge task-related concerns ($r = .228$, $p < .05$), exhibit positive connections, suggesting that platform experiences and equitable workload management affect digital feedback systems. Mental weariness exhibits no significant correlations, suggesting it may not be a primary influence on contentment or perceived equity.
In summary, equity in job allocation, sanctions, and compensation did not markedly influence satisfaction, underscoring possible discrepancies between platform algorithms and worker welfare. These findings highlight the necessity for more sophisticated, human-centered strategies in AI-driven gig management systems.

Objective 3: To assess the impact of policy interventions on the long-term sustainability of the workforce in Q-commerce platforms.
H_0: Interventions at the policy level and organizational level do not support mechanisms substantially influence the workforce sustainability of gig workers in India's Quick Commerce sector
H_3: Interventions at the policy level and organizational support mechanisms substantially influence the workforce sustainability of gig workers in India's Quick Commerce sector. Regression analysis is used to test the hypothesis.

Table 5: Regression Analysis Model Summary based on continuing to work for next year

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304[a]	0.092	0.074	1.218
a. Predictors: (Constant), Health & Insurance Facilities, Channel to raise complaints				

Source: Researcher's own contribution

Table 6: ANOVA Table

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.

1	Health & Insurance Facilities	14.635	2	7.318	4.936	.009[b]
	Channel to raise complaints	143.805	97	1.483		
	Total	158.440	99			
a. Dependent Variable: Continue to work for next year						
b. Predictors: (Constant), Health & Insurance Facilities, Channel to raise complaints						

Source: Researcher's own contribution

Table 7: Coefficients Table

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.388	0.878		5.000	0.000
	Health & Insurance Facilities	0.221	0.157	0.136	1.404	0.163
	Channel to raise complaints	-0.375	0.135	-0.268	-2.769	0.007
a. Dependent Variable: Continue to work for next year						

Source: Researcher's own contribution

Interpretation

Model Summary (Table 5):

R = 0.304, signifying a moderate association between the predictors and the dependent variable (intention to continue employment in the following year).

R^2 = 0.092 indicates that 9.2% of the variance in the dependent variable is accounted for by health insurance facilities and complaint resolution channels.

Adjusted R^2 = 0.074, marginally reduced, considering model complexity and the number of predictors.

ANOVA Table (Table 6):

The model demonstrates statistical significance (F = 4.936, p = 0.009), suggesting that the entire regression model forecasts the result variable more effectively than a model devoid of predictors. This results in the dismissal of the null hypothesis (H_0).

Coefficients Table (Table 7):
Health & Insurance Facilities (B = 0.221, p = 0.163): Although positively correlated, this predictor lacks statistical significance, suggesting no substantial individual impact on the intention to persist. Medium for Submitting Complaints (B = -0.375, p = 0.007): This variable has a considerable negative influence. This indicates that employees who recognize accessible grievance mechanisms may nevertheless be disinclined to persist, potentially due to unhappiness with the resolution of issues or the perceived ineffectiveness of those mechanisms. The regression model corroborates H_3, indicating that organizational support systems collectively exert a considerable impact on workforce sustainability.
Only the "Channel to Raise Complaints" demonstrates a statistically significant individual effect, and importantly, in a negative direction, necessitating further qualitative investigation.

Table 8: Regression Analysis Model Summary based on future in gig work

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828[a]	0.686	0.680	0.496
a. Predictors: (Constant) Health & Insurance Facilities, Channel to raise complaints				

Source: Researcher's own contribution

Table 9: ANOVA Table

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.167	2	26.083	106.157	.000[b]
	Residual	23.833	97	0.246		
	Total	76.000	99			
a. Dependent Variable: Future in gig work						
b. Predictors: (Constant), Health & Insurance Facilities, Channel to raise complaints						

Source: Researcher's own contribution

Table 9: Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.708	0.357		1.982	0.050
	Health & Insurance Facilities	0.010	0.064	0.009	0.158	0.875
	Channel to raise complaints	0.803	0.055	0.829	14.569	0.000
a. Dependent Variable: Future in gig work						

Source: Researcher's own contribution

Interpretation:

Summary of the Model (Table 8):

R = 0.828 indicates a robust positive connection between the predictors and the dependent variable (future in gig labor). R^2 = 0.686 indicates that 68.6% of the variance in gig workers' future perspective is accounted for by health and insurance provisions, as well as avenues for lodging concerns. The adjusted R^2 of 0.680 indicates that the model retains its robustness despite the inclusion of many factors. The Standard Error of 0.496 signifies a rather low prediction error.

ANOVA Table (Table 9):

The model is statistically significant (F = 106.157, p = 0.000), indicating that the overall regression model accurately predicts the dependent variable. This robustly endorses the rejection of the null hypothesis (H_0) and substantiates that policy interventions influence workforce sustainability.

Coefficients Table (Table 10):

The "Channel to Raise Complaints" is the principal factor, exhibiting a high beta of 0.829 and statistical significance (p < .001), indicating its substantial influence on gig workers' perception of a long-term future in the business. Conversely, "Health & Insurance Facilities" exhibits no significant effect (p = 0.875), indicating it may not directly affect sustainability attitudes at this juncture or may require improved implementation or visibility.

The regression results robustly validate H_3, confirming that organizational-level changes, especially the accessibility and reliability of grievance redressal channels, significantly influence gig workers' perceptions of their long-term sustainability in Q-commerce.

5. Conclusion

This study sought to assess the effects of inclusive managerial practices, workplace policies, and policy-level interventions on the fairness, wellbeing, and sustainability of gig workers in India's expanding Quick Commerce (Q-commerce) industry. The researcher employed Pearson

correlation and regression analysis to extract findings pertaining to three essential aims, each enhancing the comprehensive understanding of gig worker experiences inside platform-based employment systems.

For objective 1:
The study found a positive link between inclusive managerial practices and employees' sense of equity, inclusion, and respect in the gig workforce. However, negative relationships were identified, suggesting the need for more comprehensive strategies that balance fair task allocation with inclusive communication and assistance.

For objective 2:
Workplace regulations positively impact on job satisfaction and well-being, with flexible scheduling and breaks improving employee well-being. Digital platform design and operation significantly influence gig workers' experiences, while factors like mental tiredness and earnings satisfaction have no significant impact. Integrating human-centered design and adaptive algorithms is crucial for enhancing gig worker wellbeing in Q-commerce.

For objective 3:
The study found that organizational support mechanisms significantly influence employee sustainability in the gig workforce. The grievance redressal channel negatively correlated with unhappiness with grievance handling, while the "channel to raise complaints" positively impacted workers' long-term perspective. Health and insurance facilities showed no significant influence, suggesting potential underutilization or insufficient implementation. The study emphasizes the importance of accessibility, responsiveness, and trust in policy implementation.

The research indicated that organizational support mechanisms substantially affect employee sustainability within the gig economy. The grievance redressal channel shown a negative correlation with dissatisfaction over grievance management, whereas the "channel for lodging complaints" favorably influenced employees' long-term outlook. Health and insurance facilities exhibited no substantial impact, indicating either underutilization or inadequate implementation. The research underscores the significance of accessibility, responsiveness, and trust in the execution of policies.

6. Suggestions

Platform operators ought to allocate resources towards enhancing transparency, grievance resolution processes, and inclusive policies. Policymakers must oversee algorithmic management to guarantee equity, accountability, and the absence of discrimination. Subsequent research ought to investigate the psychological and emotional aspects of algorithmic labor to enhance comprehension of gig economy dynamics.

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