

Motivational Factors for eLancing: Evidence From Turkey

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ABSTRACT

This study aims to explore the motivational factors for Turkish internet freelancers (eLancers) to engage in internet freelancing (eLancing). eLancing is a new phenomenon which has started in the 21st century. It is a networked online platform used for distributive problem-solving, economic production and service delivery. eLancing includes websites where eLancers are interested in being employed, and employers looking for eLancers to perform some types of work on the web.

Forty eight semi-structured interviews conducted online with Turkish eLancers on elance.com. As a result, ten (10) primary motivations for participation have emerged. They are namely: (1) Work-family balance, flexibility and autonomy, (2) Economic incentives, (3) Skills development, (4) Trust and transparency, (5) Geographical location, (6) Unemployment, equality and disability, (7) Higher returns, (8) Reputation, (9) Passion and enjoyment of problem-solving, and (10) Revenge. The current study has added rich qualitative data to the scanty eLancing literature. Implications for policy makers, limitations and future studies are discussed.

Keywords: eLancers, eLancing, motivations, Turkey.

ÖZ

Bu çalışmanın temel amacı Türk internet serbest meslek erbabılar'ın (eLancers) motivasyon kavramının incelemektir. eLancing 21. yüzyılda yeni bir olgudur ve dağınık problem çözme, ekonomik üretim ve hizmet sunumu için kullanılan çevrimiçi bir ağ platformudur. eLancing çeşitli iş türlerini gerçekleştirmek için işverenleri ve iş arayanları bir araya getiren bir pazar ve sitedir.

Elance.com da 48 Türk eLancer ile yapılan yarı yapılandırılmış mülakat sonucunda elde edilen 10 temel motivasyonu ortaya çıkmıştır. Bunlar, (1) İş-aile dengesi, esneklik ve özerklik; (2) Ekonomik teşvikler; (3) Beceri geliştirme; (4) Güven ve şeffaflık; (5) Coğrafi konum; (6) İşsizlik, eşitlik ve özürlülük; (7) Yüksek geliri; (8) İtibar; (9) Problem çözmedeki tutku ve keyif; ve (10) Hesaplaşmadır. Bu çalışmada, alanındaki çalışmaları yetersiz eLancing literatürüne zengin nitel veri eklemiştir. Toplumsal etkiler tartışılmıştır, ayrıca ek olarak araştırmanın kısıtları ve izleyen çalışmalar için öneriler ile son bulmaktadır.

Anahtar Kelimeler: eLancers, eLancing, motivasyonları, Türkiye.

DEDICATION

To My Family

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Chapter 1

INTRODUCTION

This section shows how the world has transformed from primordial organizations to purposive constructed organizations. This section also shows how the current century differs from those of previous centuries in terms of staffing models, impact of technological progress on the emergence of eLancing, and an overview about eLancing.

Before the industrial revolution that started in the 18th century, the organizations were described as primordial organizations (Coleman, 1993). The blood ties were more important than formal positions in these organizations. The European and American communities were agricultural in this period until the middle of the 18th century. The overwhelming majority of employees who were working during that period were independent contractors (Cappelli, 1999).

The industrial revolution transformed the organizations to be purposively constructed (Coleman, 1993). In purposive constructed organizations, formal positions are more important than family ties and that enabled the organizations to produce more in their factories and sell more in the markets that emerged in that period (Coleman, 1993).

The relationship between employees and employers has changed because of the advent of information technology which enabled employees to work remotely and even we started witnessing the emergence of new terms such as teleworkers in the

1970s of the last century (Nilles, 1975). The development in information technology and the internet continued in the 21st century.

Several scholars have noted that the twenty-first-century organizations differ in a number of important ways from those of the previous centuries (Cascio, 2006; Engardio, 2006; Hamm, 2006). Cascio and Aguinis (2008) reviewed the characteristics of the twenty-first-century organizations, they argued that the current staffing model and approaches are not consistent with the fast-paced global organizations. Inspired by the internet technology, organizations are experiencing a radical transformation that is nothing less than a new industrial revolution, and this transformation is felt across the globe (Cascio & Aguinis, 2008).

Schweyer reported that in 2009, about 850 million of the global workforce will work via remote access and/or mobile technology, according to research firm IDC (Schweyer, 2006). Therefore, organizations will be organized around networks, increased partnerships and cooptition, outsourcing and contracting rather than self-sufficiency. The long-held view of organizing labor and capital to deliver product and service in the same location appears to lose its strengths. HR generalists and academicians have begun turning their attention toward a hybrid business model that advocates distributed mobilization of labor and capital to deliver product and service (Dong & Pourmohamadi, 2014).

Dvorak (2007) proposed that future firms will seek intellectual capital (e.g. skills, talents, and resources) around the globe and leveraging the power of the Internet. Hence, the very notion of a headquarter country might not be applied anymore.

Perhaps, firms will be very specialized and their sizes will be decreased dramatically because they will depend on a network of "product and/or service" suppliers.

Intense competition has led IT firms to engage in offshoring and outsourcing, the primary motivation is to save production and labor costs, and to survive competition (Kumar & Sinha, 2003). These changes have reduced the hierarchy and coordination costs in organizations, and leveraging agile and flexible staffing models.

Conventional and large organizations find difficulties in hiring and firing employees due to initial costs and legal issues. Technological progress and breakthroughs have created a new market mechanism called eLancing. eLancing is a new market mechanism comprised of electronically connected freelancers join networks to provide IT (Malone & Laubacher, 1998) and other forms of services. These channels enable small firms to efficiently outsource small projects (Snir & Hitt, 2003). Stone and Dulebohn (2013) asserted that eLancing has created essential and fundamental changes in the nature of work, and that alters the employer–employee relationship.

Given the brief literature, firm's motivation to engage in eLancing activities include (a) profits and cost reduction, (b) decrease administrative burdens and management overhead, (c) enhance HR efficiency, (d) facilitate HR planning and (e) decrease training and development burden (e.g., Gueutal & Stone, 2005; Bartram, 2006, Kavanagh et al., 2011; Stone & Dulebohn, 2013).

UK alone has about 1,5million freelancers (Kitching & Smallbone, 2012), However, these scholars stated that the UK actually has more than this number. Freelancers

constitute of 33 percent of the world population (ILO, 2009); one in three workers in the United States (approx. 53 million) are freelancers (Freelancers union, 2015).

Most of the eLancers are from India and China (Aguinis & Lawal, 2012). The majority of freeLancers in the USA on Amazon Mechanical Turk are women, around half of them are less than 30 years old, more than 70 percent of freelancers on the same website earn at least \$40,000 per annum (Ipeirotis, 2008).

1.1 Purpose and Contribution of the Study

eLancing is one of the unnoted sub-sectors in the world as well as the republic of Turkey. The number of internet freelancers in world and Turkey is still unknown, and little is known about the motivations of eLancers. This is largely due to a lack of understanding about the concept and its value to employers and employees as well, and its impact on the economy. Further, Kitching and Smallbone (2012) stated that freelancers' motivations are issues of profound interest to researchers. Up to date, no study has examined eLancing motivations. Some might argue that economic benefit is the main reason for people to engage in eLancing; but that's not true, several factors may emerge. So, this study aims to explore the motivational factors for Turkish eLancers.

Freelancers share certain characteristics but also differ with regard to motivations (Kitching & Smallbone, 2012). A comprehensive and systematic model of how underlying factors shape eLancing behaviors has remained vague. The key contributions presented in this study will provide several managerial insights that would help in selecting, recruiting, hiring and even on how to design tasks. Perhaps, understanding motivation requires an understanding of the psychological dimensions

of motivation. Furthermore, scholars need these dimensions to be able to understand the role of a technology in an individual's life, organization and the society as a whole. The research's outcome will offer interesting findings for policy makers on how to better enhance eLancing platforms; categorization of motivations would help set the stage for more sophisticated research, theory development and social impact frameworks.

1.2 Outline

The thesis is organized as follows. The next section provides an introduction to the literature review, the most recent articles that have been published about the topic, some related theories that can be applied to eLancing motivations, differences between eLancing and crowdsourcing, outsourcing/offshoring, telework, temporary work, and independent contractors. Also, giving a brief about the impact of eLancing on HRM and development. Second, eCommerce and eLancing in Turkey are discussed. Third, methodological approaches will be outlined. Fourth, data analysis and themes will be displayed. The last section presents discussions, implications for policy makers, and possible future research directions.

Chapter 2

THEORETICAL UNDERPINNINGS

This chapter presents a theoretical background for eLancing, theories that are related to motivational factors for eLancing, impact of eLancing on HRM and development.

Etymologically the word free-lance was coined by Sir Walter Scott (1820), meaning "medieval mercenary warrior" (lance indicates non-allegiance to any lord's services). A few number of scholars have coined similar terms for freelancers such as independent contracting/worker and portfolio working (Kalleberg, 2000; Handy, 1984). But, the relationship with freelancing remained unclear because scholars failed to agree on a clear definition for freelancing (Kitching & Smallbone, 2012). Suß and Kleiner (2010) stated that the notion of freelancer is still unclear from economic and social law perspectives.

However, Kitching and Smallbone (2012) stated that the term “freelancer” refers to individuals who are genuinely in business on their own account, working alone or with co-owning partners or co-directors, responsible for generating their own work and income, but who do not employ others. Freelancing has emerged as a tendency toward a more flexible employment forms (Suß & Kleiner, 2010). Freelancing has changed the HR structures in many organizations and the tasks now are not fully accomplished within the organizations because they are outsourced to specialists who perform them efficiently (Suß & Kleiner, 2010). Outsourcing tasks to

specialists “freelancers” has forced companies to lay off permanent employees (Storey, Salaman & Platman , 2005).

The advent of the internet has led to the creation of a marketplace popularly known as e-commerce, which brings consumers and businesses together. Malone and Laubacher (1998) and Townsend et al. (1998) pointed out a new development that is different from business to consumer relationship called eLancing. It is the process by which an employer delegates work to an individual, group of individuals, or small sized firms interested in being hired online; the individual(s) may not be in the same country or region. As mentioned earlier, these types of employees are known as freelancers. eLancers are those who work online, they are interviewed and hired without meeting the employer in person.

In eLancing, potential employers bid for service at a specific price rate or hourly rate. In fact, the whole transaction takes place on the web ranging from recruitment, task assignments, monitoring, compensation, and dispute resolution in case of conflict. eLancing platform is the actual place in which potential employers and potential workers meet, it is similar to e-commerce websites; but designed to deal with recruitment, selection, monitoring, training, appraisal, disputes and compensation processes. eLancing platforms include elance-odesk.com, FreeLancer.com, Fiverr.com, Rentacoder.com and PeoplePerHour.com.

eLancers are contracted professionals who provide services on hourly, project or short-term basis for various clients. They also represent a distinct segment of professional self-employment where human capital is the most important resource (Arum & Müller, 2004; Shevchuk et al., 2015). eLancers’ skills and projects are

ordered into categories that represent conventionally recognized divisions of tasks (Leung, 2014). Common types of job posted on eLancing platforms include editing, writing & translation, website design and internal marketing, technology, mobile, software development and programming, copy editing and proofreading, marketing, advertisements, admin support, legal issues, design and multimedia, sales and PR, finance and accounting, and CAD and architecture (Thabassum, 2013). However, the growth rate of these jobs differs according to the freelance earnings as it is displayed in figure 1. The strongest growth rate in 2014 was achieved by customer service agents; it is almost doubled compared with 2013. It was followed by user interface designers, front-end web developers, iOS mobile developers, accountants, and finally video producers according to elance-odesk.com.

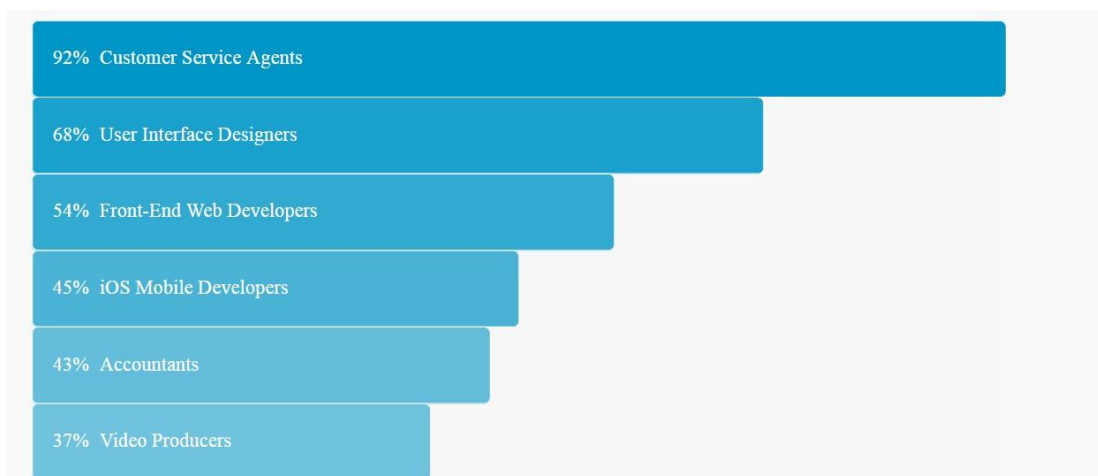


Figure 1: Growth rate of Jobs based on Internet freelance earnings in 2014 (Origin: elance-odesk.com)

e-Lancing emerged due to shortage of skilled employees in technology hubs and other forms of business functions. The system enables employers to review the performance of employees on a project and give feedback for employees and employers. The eLancing labor markets, constitutes a dynamic sector of the new economy (Agrawal et al., 2013; Shevchuk et al., 2015), that is aimed at outsourcing

work to developing countries (World Factbook, 2008); primarily due to cost and human capital. It has created a drastic shift regarding perception of work, the nature of work, the employer–employee relationship (Aguinis & Lawal, 2012). eLancing may not replace the conventional work settings but presents a challenge to the existing organization behavior theories. Aguinis and Lawal (2013) asserted that “HRM practices should be revisited to be aligned with eLancing work atmosphere”. The eLancing motivations may serve as the stepping stone to revisit HRM practice from eLancing perspective.

2.1 Human Capital Theory

Human capital represents the knowledge and skills carried by employees (Maijoor & Van Witteloostuijn, 1996). Human capital and social capital involves the amount of support that an entrepreneur receives through formal education and freelancing network respectively. While personal capital as a motivator consists of 3 elements namely; career insight, pro-activeness, and openness (Eby, Butts, & Lockwood, 2003). These measures represent internal locus of control, need for achievement and propensity toward risk-taking for freelancers (Born & VanWitteloostuijn, 2013), which might be applicable to eLancers. Career insight involves knowing which project/task to accept or reject and to build strong profile, which indicates career success for freelancers (Born & Witteloostuijn, 2013), this might also be applicable to eLancers.

Formal education may play an important role in the human capital formation of the freelance professionals (Shevchuk et al., 2015). Becker (1964) associated human capital theory with education and specific skills that determine productivity as well as potential wage. Further, Robst (2007) highlighted that the theory considers the

ability to transfer skills acquired from various field of practice. The study proposes that, the first motivation to participate in eLancing activity includes competences and skills to complete a job, grounding our arguments on human capital theory. In the sense that eLancers' human capital would grant them sustainable competitive advantages, which are rare, valuable and hard to be imitated, transferred, or substituted.

Gandia (2012) added that freelancers constitute of individuals with at least ten years of experience, who are laid-off and cannot find full-time jobs; as well as students trying to make ends meet during the semester. The Freelance Industry Report by Gandia also noted that personal passion is an important indicator for men to freelance, and scheduling freedom and flexibility for women (Gandia, 2012). Freelancing profession can be precarious work due to lack of job security, timely payment challenges and lack of constant streams of jobs. Freelancers have no employment benefits like health insurance, bonuses, pension, sick leave or paid holidays (Bornstein, 2011). Thanks to Sara Horowitz from Freelancers Union initiatives, the union was founded to help address the problems faced by eLancers in today's economy such as health insurance and compensations. In addition to that, the union has helped increase the visibility of eLancers.

2.2 Self-Determination Theory

Self-Determination Theory (SDT) is a macro-theory of human motivation, personality development and wellbeing (Deci & Ryan, 1985), which is widely used in reviewing why and how specific behaviors occur. SDT focal points include interactions among extrinsic forces e.g. potential environmental consequences and the individual's own intrinsic forces e.g. basic human needs of competence, passion,

internal incentives, self-reward, and autonomy (Dysvik & Kuvaas, 2012; Ebert, 2010; McCally, 2010; Ryan & Deci, 2000). Perhaps, monetary incentives and career success may reflect a viable extrinsic motivation for eLancers and intrinsic motivations reflect the desire for flexibility and autonomy. eLancing supports the rearrangement of work into open ecosystems to enhance greater cooperation and knowledge sharing among eLancers, which in turn, opens the organization for feedback, ideas, and innovation at all levels (Accenture, 2013, 2014).

2.3 Achievement Goal Theory

Dweck's (1986) Achievement Goal Theory posited that mankind engages in certain activities with an achievement orientation, which delineates the pattern of cognition and action that result from pursuing various goals (DeShon & Gillespie, 2005). Dweck (1986) propounded that people with mastery-orientation believe that self-attributes like skills and intelligence are developable entities. While, people with performance-orientation believe that self-attributes are fixed entities (Dweck, 1999; VandeWalle, 2003). Accenture's (2014) report shows that 44% of high-growth companies utilize temporary teams and task forces to tackle problems, these teams and forces encompass new talent pools and underutilized workers such as disabled, stay-at-homes, retirees, and people from other geographic locations.

In my opinion, this demographic breakdown is very close to that of typical eLancers because eLancing provides the opportunity for people who are excluded from local markets such as disabled people to be hired online (Lehdonvirta et al., 2014). The same report stated that 82% of organizations reported that they depend on "extended workforce" to fill skill gaps (Accenture, 2013, 2014). Mastery-orientated individuals are assumed to be motivated to either focus on the development of competence

through mastering tasks “Mastery- Approach” or to avoid leaving the task incomplete “Mastery-Avoid” (Elliot & McGregor, 2001; Baranik et al., 2007).

eLancing is rapidly reinventing the fundamental experience of people at work, from how work is organized, to the work people do, to the profile of the workforce (Accenture, 2013, 2014). For example, firms dealing with eLancers often use “horizontal leadership” that is, the ability to exercise influence without formal authority. Therein, eLancers decide how and when to work within the realm of their contracts. In addition, rewards are outcome based not behavior based. Thus, eLancers with limited skills relies on developing competence through mastering a specific kind of task.

Mastery-orientated eLancers may view their self-attribute as being developable and under their own control. Hence, they are more likely to derive enjoyment by exerting their efforts to increase competence. On the other hand, performance-orientated individuals are motivated to demonstrate superior competence relative to others “Performance- Approach”, or to avoid demonstrating inferior competence relative to others “Performance-Avoid” (Elliot, 1999). The study argues that eLancers with wide range of skills will display superior performance or tries to avoid displaying inferior performance relative to others, in order to gain the loyalty and receive a positive review from the employer, which will boost their resume and build their profile. However, few studies have been published regarding eLancing. Table 1 presents an overview of the relevant eLancing researches

Table 1: Overview of the relevant eLancing researches

Authors	Purpose	Method	Findings
Caraway (2010)*	uncovering the structures which work as both resources and constraints for oDesk providers	Qualitative study and online questionnaire	structures are transformed by users not just by oDesk.
Aguinis and Lawal (2012)*	Using elancing to conduct field experiments in order to create theoretical advancement and practical applications in the organizational sciences	Content analysis	Generalizability will be enhanced by using eLancing, operationalization of constructs will be improved, improving the confidence of causal relationships.
Aguinis and Lawal (2013)*	Introducing challenges and opportunities that eLancing creates for HRM	Conceptual paper	Scholars in HRM/OB can take the advantage of eLancing and make contribution to the knowledge.
Thabassum (2013)*	Discussing online labour markets that bring internet freelancers and employers together	Descriptive study	Most of the websites or online labor markets are in North America and most of the internet freelancers are from South- East Asia
Davis et al.,(2014)*	Examining satisfaction with work life balance among Russians eLancers	non-probability convenience sampling and standardized online surveys	Freelancers experience is not associated with work life balance. Workload is negatively associated with work life balance
Dong and Pourmohamadi (2014)*	Examining the characteristics of knowledge matching between providers and employers	Selecting records sequentially	Project-Knowledge network has high clustering coefficient and node degree. Employers typically request larger size of project knowledge modules.
Kokkodis and Ipeirotis (2014)**	Creating a hidden Markov model to estimate the dynamic and latent levels of expertise	Developing a mathematical model	Beginner, knowledgable, and expert worker. The average wage is higher for expert. The expert has a higher chance to be rehired.
Lehdonvirta et al., (2014)***	Examining the differences between external and local	Analyzing of a complete set of transactions via an	Most providers are from low income countries and demand comes from

	providers on an online market place	online labour market	rich countries. There is an earning gap between low and high income countries.
Kokkodis et al., (2015)****	Proposing probabilistic models that estimate the probability of hiring each worker (applicant)	Analyzing 630,000 applications that lead to around fifty thousand hiring decision on oDesk.	The attributes of the worker have the strongest effect on the hiring decision.
Lehdonvirta et al., (2015)***	What are the ways that online labor markets use to reconfigure the value chains of service trade? And How do they affect the nature of work?.	Qualitative study	Reintermediation, Disintermediation, bridging, horizontal collaboration, and local lengthening.
Shevchuk et al., (2015)*	The impacts of horizontal educational mismatch on perceived job mobility, job satisfaction, and earnings, among Russian language online freelancers	non-probability convenience sampling and standardized online survey	Negative relationship between horizontal educational mismatch and earning, and satisfaction. However, educational mismatch hasn't significant influence on job mobility of respondents.
Zheng et al., (2015)**	Examining empirically How can the byer's uncertainty affect the project common value?.	Dataset was obtained from freelancer. It included around 1.5 million bid level observations.	price dispersion negatively affect contracting decisions. But, if the number of bids increase, the effect will decrease.

* denotes articles published in journals, ** conference paper, *** working paper, **** chapter in a book

2.4 e-Lancing as a Different Term than Crowdsourcing, Outsourcing and Offshoring, Temporary work, Telework, and Independent Contractors

In this part, the study will display a brief introduction about e-commerce, crowdsourcing, outsourcing/offshoring, temporary work, teleworking, and independent contracting. After that, the study will show the difference between these terms and eLancing.

2.4.1 e-Lancing and Crowdsourcing

Crowdsourcing has been recognized as a significant tool that can be used by firms in order to perform their tasks (Schmidt & Jettinghoff, 2016). Organizations in order to get work done by using crowdsourcing, they hire non-employees and/or freelancers online. Crowdsourcing has received an important recent attention because of its ability to utilize internet freelancers to perform the organizations' tasks (Schmidt & Jettinghoff, 2016). Prpic et al., (2015) defined crowdsourcing as utilizing information technology to outsource business responsibilities and tasks to internet based crowds of persons. Schmidt and Jettinghoff (2016) stated that outsourcing includes crowdsourcing as a subcategory. Brabham (2010) defined crowdsourcing as an online, production, and/or distributed problem solving model. This model utilizes the collective intelligence of a crowd of individuals. However, Jeff Howe is considered to be the first scholar who coined "crowdsourcing" in June 2006 (Brabham, 2010).

Crowdsourcing utilizes the expertise and skills of internet freelancers to get involved in organizational functions or business related problems; a firm posts a problem online, the crowd (large number of freelancers) proposes solutions to that problem. The best ideas are awarded by the firm which uses the idea for its own benefit (Brabham, 2008). Crowdsourcing websites includes some websites such as mturk.com which is owned by Amazon, iStockphoto.com which belongs to microstock photography agency (Howe, 2008), and InnoCentive.com which belongs to corporate research and development clearing house (Lakhani, 2008).

Brabham (2010) conducted a study to explore the motivational factors for crowdsourcing on Threadless; an online community that was found in 2000 to create and choose designs by an online community. He found 5 motivations. They are

namely: making money, developing creative skills (receiving feedback from employers enable employees to develop their skills), freelance opportunities (some hobbies can be developed into freelance opportunities), the love of the community (they like the communal aspects of Threadless website), and addiction to Threadless (they spend most of their time on the website). Brabham (2010) stated that the first 4 motivations are outlined in other quantitative studies, and the fifth theme indicates the intensity of crowds to be a part of an online community.

Crowdsourcing seems to be related to elancing, both of them perform organizational activities that are outsourced by employers. elancing constitute of an individual or group of individuals who work independently for a client (Aguinis and Lawal, 2013); While in crowdsourcing, the work is done collectively (Prpic et al., 2015). The strength point in crowdsourcing is that the ideas are generated collectively (Brabham, 2010). This idea depends on Surowiecki's work (Surowiecki, 2004), Surowiecki noted that some groups are intelligent, and the group collectively is more intelligent than the smartest individual in that group. However, in eLancing, the ideas are generated individually.

2.4.2 e-Lancing and Outsourcing/Offshoring

Outsourcing transfers some resources and activities that have been done internally to external vendors (Heizer & Render, 2006; Wasner, 1999). Outsourcing represents a continuous trend that aims to utilize the efficiency that is generated from specialization (Heizer & Render, 2006). The outsourced service is performed by an expert who is specialist in that accurate specialty (Heizer & Render, 2006). Outsourcing lets firms focus on the critical factors of success. These critical factors enable the firm to get the competitive advantage (Broedner et al., 2009; Kroes and Ghosh, 2010).

According to Heizer and Render (2006) the outsourced resources include people, facilities, and equipment. Firms outsource their legal functions, accounting work, information technology requirements, product assembly, and logistics. Moreover, Von Corswant and Fredriksson (2002) stated that outsourcing includes manufacturing. Jensen and Pedersen (2011) and Martínez-Noya et al., (2012) proposed that it involves R&D. Irina et al., (2012) stated that it includes logistics. Unal and Donthu, (2014) proposed sales. Carbone, (1996) suggested procurement. Belcourt (2006) and Caruth et al., (2013) posited that it includes human resources. Some companies such as Nike outsources all activities related to the shoe manufacturing (Leavy, 2005). In general, the main candidates for outsourcing are these activities that can be electronically transferred because of the low cost of transferring electronic data throughout the globe.

Outsourced manufacturing has become a common practice in many industries from automobiles to computers. Some companies such as IBM, AUDI, and MERCEDES outsource some activities (Heizer & Render, 2006). Heizer and Render (2006) stated that outsourcing is not always from the developed or rich countries to poor countries; it might be to remote corners inside the same country. Some American firms have quality problems with their outsourced activities in some Indian provinces. American small-towns have emerged as attractive alternative. As an example, Twin Falls and Nacogdoches in Idaho are small towns with 29,914 and 34,469 populations respectively. They represent the ideal call center locations. Although the pay is less than other places (around \$7 an hour), but it helps residents of these small towns to get jobs. When firms move toward small towns, they find the cheaper real estate and labor. So, they reduce the cost and increase the productivity (Heizer & Render, 2006).

The U.S. Bank has chosen a small town in Idaho (Coeur d'Alene) as a call center for its credit card. Dell Company closed their call center in India because of customer complaints and opened a similar call center in Twin Falls. The vice president of the U.S. Bank said that when they move to small towns from big cities they make a difference in the local community because of the jobs they offer there (Heizer & Render, 2006). Outsourcing is considered as a good way to solve business problems and a lot of reports propose increasing use of it (Beaumont & Sohal, 2004). Outsourcing initially used in the IT sector, but now many business activities are outsourced (Beaumont & Sohal, 2004). Lonsdale and Cox (2000) have noted that outsourcing market is difficult to be estimated but it is still growing. The outsourcing market in the USA reached \$340Billion in 2000 after it was \$295B in 1999 (Casale, 2000).

Lonsdale and Cox (2000) summarized the history of outsourcing. They stated that outsourcing emerged as a fashionable way for conglomeration and all types of integration (vertical, horizontal, and internal). They reported some popular cases of outsourcing, more specifically, large scale outsourcing. They reported about IBM and how they developed their PC, Rank Xerox's facilities management, and IT in some companies such as Kodak. Williamson and Winter (1993) stressed that transaction costs in decisions related to business are asking a question, Why do firms exist?, given that resources are allocated in the market efficiently. Both of them introduced a new concept "asset specificity" because some assets have few potential sellers and buyers, are immobile, and the range of their applications are narrow.

The decision to insource or outsource relies on the relative costs, more precisely long—term costs (Beaumont & Sohal, 2004). In general, organizations are obliged to outsource some activities (e.g. they depend on suppliers to get water and electricity). But, at the same time, they insource other activities such as employee appraisal. On the other hand, offshoring is considered to be a new type in the global trade (Egger, Kreickemeier & Wrona, 2015). Some scholars such as (Lewin, Massini, & Peeters, 2009) defined offshoring as the process of coordinating and outsourcing business functions and tasks across national borders. International outsourcing is considered to be offshoring (Musteen, 2016). Similarly, Burke and Ng (2006) stated that offshoring is considered to be a synonymous term to outsourcing with one difference that is offshoring requires the outsourced service/good to be sent abroad.

Outsourcing/offshoring and eLancing has some similarities that is in eLancing we outsource or offshore. Outsourcing and offshoring depends on eLancing to perform their tasks. Although this similarity, Aguinis and Lawal (2013) stated that eLancing has some differences with outsourcing and offshoring, they proposed that in outsourcing, the online marketplace between the parties of outsourcing does not exist. Belcourt (2006) suggested that in ideal outsourcing scenarios, there is a firm (foreigner or national) that looks for potential workers/suppliers and connects employer/customers and workers/suppliers. In eLancing, the online marketplace has unique, broader, and central role in the matching process, and therefore it is different than outsourcing and this is the first difference.

Although, online marketplace may replace the external firm to match employees and employers, it provides more than just matching role; it offers a wide range of options

that can't be offered by an external firm that is in charge for matching process between employees and employers. In eLancing, employees typically do not do the whole main function or finish the whole process for employers although eLancing has a wide range of functions (Aguinis & Lawal, 2013). As an example regarding this point, eLancing employees carry out market research regarding a specific product, perform data entry, or design a log. While, outsourcing requires assigning out a main process, or function to another company (Belcourt, 2006) and this is the second difference.

The third difference between is that external firm doesn't organize the whole relationship from A to Z (employment, quality control, and performance measurement for the output) between employees and employers. And lastly, the external firm requires a higher amount of compensation than online marketplace (Aguinis & Lawal, 2013). The difference between offshoring and eLancing according to (Aguinis & Lawal, 2013) is represented in the same differences between outsourcing and eLancing because of the similarities between outsourcing and offshoring with additional difference that is eLancing employees might be available in the employer's country although they might not know the current country for the employer (Aguinis & Lawal, 2013). In offshoring, the employer and employee must be in two different countries.

2.4.3 eLancing and Temporary Work

Since temporary workforce has become an international phenomenon, scholars started investigating the implications of this phenomenon in many countries (De Cuyper et al., 2010; De Jong & Schalk, 2010). Some scholars such as (Ashford, George & Blatt, 2007; Davidson, 1999; Tyler, 2004) stated that temporary workforce has experienced massive growth recently. Foote and Folta (2002) defined temporary

employment as the individuals who work on assignment to client organizations that have a contract with Temporary Service Agency (TSA). The definition implies that the temporary employees' legal employer is not the organization itself. So, the organization can finish the relationship with these employees without experiencing the social or real costs that they have for permanent employees (Foote & Folta, 2002).

Organizations can manage their Human Resources (HR) in a better way by using temporary workforce because of its flexibility (Way et al., 2010). The benefits of using temporary workforce are to reduce the labor cost as proposed by (Boyce et al., 2007; von Hippel et al., 1997) or to increase flexibility (Kalleberg, 2000). von Hippel and Kalokerinos (2011) suggested that temporary employees affect their permanent coworkers negatively; permanent employees feel that the temporary employees' work is unprofessional. Smith (1994) proposed that full time employees describe their on demand co-workers' performance as "poor performance". Davis et al., (2003) posited that the existence of temporary workforce will reduce the loyalty among permanent co-workers and will increase the intention to quit.

eLancing and temporary work have some similarities; both of eLancers and temporary employees work on projects and once they finish the assigned project, they become jobless. In addition to that, they get paid according to the project they perform. Aguinis and Lawal (2013) stated that eLancing and temporary work have some differences. Foote and Folta (2002) proposed that temporary employee might be appointed to perform a work in the employer's physical location, but it is seldom to be allowed to perform the work from any place in the globe. The temporary employees need to find a third party (TSA) in order to get a job. This third party

doesn't intervene to manage the employee- employer transaction once the temporary employee gets employed (Aguinis & Lawal, 2013).

In eLancing, online market places have the vital role in managing the whole relationship between employee and employer from A-Z (hiring to measurement of performance output). eLancers usually do a wide range of works or tasks that are not light manufacturing or clerical, while most of temporary employees are hired in light manufacturing jobs or clerical workers (Foote & Folta, 2002).

2.4.4 eLancing and Teleworking

More than 40 years ago, the term “telecommuting” was coined by Nilles (Nilles, 1975). Telecommuting or telework has been recommended as a treatment for many organizational and social problems (Bailey & Kurland, 2002). Egan (1997) proposed that telework can be used as a strategy to reduce the real-estate costs. Matthes (1992) suggested that it is consistent with disability act law that was issued in 1990 and therefore, it helps disable employees. Handy and Mokhtarian (1995) and Novaco, Kliewer, and Broquet, (1991) stated that telework can reduce traffic overcrowding and therefore, air pollution. As a result, at the end of the 20th century, around 11.5 million teleworkers were in the USA (Cyber Dialogue Inc., 2000). However, in 2013, Forbes mentioned that 20% of Americans work from home (Rapoza, 2013).

Nilles (1994), Olson and Primps (1984) defined telework as working from outside the traditional workplaces and connecting with them by using computer based technology or telecommunications. Bailey and Kurland (2002) stated that telework represents the early stage of virtual work, long before modern technologies (e.g. wireless devices, laptop computers, cellular phones etc.). Teleworking has enabled employees to complete their works from any place away from their offices.

Teleworking has forced the managers to rethink how to assess their employees and supervise them, In addition to that, teleworking has changed the contract between employer and employee (Bailey & Kurland, 2002).

Teleworkers mainly work as contractors rather than permanent employees and because of that it is not easy to count them (Bailey & Kurland, 2002). Although teleworker and eLancer don't need to work physically at offices, and they depend on telecommunications and computer based technology to perform their work. eLancing has some differences with telework according to Aguinis and Lawal, (2013). Teleworkers usually work for one company and have traditional relationships with their employer, whereas eLancers work for many companies, they don't have traditional relationships with their employer, and they don't work as full time employees. Feldman and Gainey (1997) proposed four dimensions to study teleworking. They are namely: How does the employee telework?, Does the work have flexible schedule or fixed hours?, Does the employee telework through a satellite station or from home?. Does the company ask the worker to telework or is it his option?. These dimensions cannot be useful to study eLancing. Online marketplace is a clear difference between eLancing and teleworking because it connects employees and employers (Aguinis & Lawal, 2013). eLancers are 100% teleworkers, but they don't report how many hours they work every day, and they don't negotiate any arrangement regarding teleworking with employers (Aguinis & Lawal, 2013)

2.4.5 eLancing and Independent Contracting

There is a movement toward changing the nature of employment contracts (Gallaghe & Sverke, 2005). In HRM, some vocabularies such as ongoing and permanent employment are replaced with some words like temporary and independent

contractors (Gallaghe & Sverke, 2005). Cappelli (1999) observed that moving toward contingent or independent contractor employment represents a back to the contractual arrangements that were prevalent before and in the early stage of the industrial revolution.

Gallagher (2002) defined independent contractor as self-employed person who sell his/her service or contracts with a client firm on a project basis or fixed term. The main motivation toward this movement is to reduce the cost of employing, training, and assessment the workers. Messmer (1994) proposed that hiring non-permanent employees would make labor cost as variable cost instead of fixed cost. However, Matusik and Hill (1998) suggested that contingent, fixed term contracts, or independent contractors enable employers to get specialized knowledge and skills that might not available within the firm.

Aguinis and Lawal (2013) stated that although eLancing and independent contractor seem to have the same working arrangement, but actually they are bot. Online marketplace manages the relationship between eLancers and employers from the beginning to the end of the transaction. Online market place has a vital role in connecting eLancers with employers, distributing work, evaluating the employees' performance, and allocating rewards. Because of these tasks, the marketplace usually takes a share of paid money (Aguinis & Lawal, 2013).

2.5 Impact of eLancing on HRM

Aguinis and Lawal (2013) stated that there is a need to revise HRM theories and practices. The new reality inspired by eLancing can be used as a base to revisit these theories and practices. This need has emerged based on how eLancing is different

than other work arrangements (Aguinis & Lawal, 2013). Aguinis and Lawal (2013) focused on eight HRM areas as follows.

2.5.1 Job design and Analysis

Conventionally, the jobs are designed in a certain way by line managers (Brannick, Levine, & Morgeson, 2007). Aguinis, Mazurkiewicz and Heggstad (2009), and Cascio and Aguinis (2011) stated that in order to conduct a job analysis, information should be collected from current employees and their supervisors. In eLancing, the eLancer performs the role of designing and analyzing the job exclusively (Aguinis & Lawal, 2013). Unlike traditional employees, the eLancer has much more freedom in determining the tasks that must be completed in order to perform the assigned work (Aguinis & Lawal, 2013). Moreover, eLancer can change the job design if he/she wants to do so.

Job analysis according to the literature review has switched from the definition of job to the definition KSAs (knowledge, skills, and abilities) and roles. KSAs have been defined as a broad term as stated by (Aguinis, Mazurkiewicz, & Heggstad, 2009). However, these concepts have been taken extremely by eLancing. In job analysis, an internet freelancer determines the responsibilities, duties, and necessary skills to perform the job. After designing and analyzing the job, eLancer tries to find an employer who is in need for a work. However, this work should be consistent with the eLancer's job description.

2.5.2 Workforce planning

The size of the workforce inside the organizations can be flexible by employing eLancers (Aguinis & Lawal, 2013). Therefore, by using eLancing, the size of the organization's workforce expand or shrink according to the tasks needed to be done at any specific time (Aguinis & Lawal, 2013). Traditionally, HRM function has a

source of stress that originates from workforce planning given that some employees retire or planning to retire at a higher age which contradicts with workforce growth (Fox, 2010 ; Toosi, 2002). eLancing has many effects on the planning of workforce, HRM doesn't need to make forecast or assumption regarding the future of demand and supply of workforces. Also, hiring on a needed basis is cheaper for employers. Thus, eLancing creates "on demand" workforce which is considered to be agile and flexible (Aguinis & Lawal, 2013).

2.5.3 Recruitment

In traditional work arrangements, perceptions of job image, person organization fit, and job or organizational attributes are the best predictors of recruitment outcomes (Chapman et al., 2005). Internet freelancing can modify these factors. In terms of job image, it loses its important as a crucial factor in recruitment process because the eLancer usually doesn't know the company he/she works for since the online marketplace is the mediator between the two parties (Aguinis & Lawal, 2013). Even, if the eLancer knows which company he/she works for, the company often is from another country or area, so the eLancer doesn't know much about it. Thus, the impact of image on recruitment is minimized. The image of the organization's projects is the most important factor that affects the recruitment of eLancers.

In regards to person-organization fit, eLancer doesn't know the organization that hired him/her. Moreover, the eLancer doesn't know much about the vision, mission, values, and culture of the employer. Even it is possible that eLancer doesn't know the geographical area or the industry sector of the employer (Aguinis & Lawal, 2013). Hence, more attention is paid to the task not to the organization itself. And therefore, this factor is likely to lose its important with eLancing. In regards to

organizational attributes, the same considerations can be applied to organizational attributes as they had been described before in the job design and analysis section.

2.5.4 Selection

In conventional work atmospheres, job applicants are required to take some tests to assess their KSAs in order to predict their performance in the future. eLancing can provide a logical assessment for the worker's performance because any employer can evaluate the previous performance in order to predict the future performance for the eLancer (Aguinis & Lawal, 2013). Many marketplaces have information regarding the past performance of eLancers (e.g., eLance's justififacts). In their meta-analysis, Schmidt and Hunters (1998) stated that the validity of work sample tests, job tryout procedures, and peer ratings is 0.54, 0.48, and 0.49 respectively.

These validities considered to be high and therefore, eLancing can be used to test hypotheses regarding which of the following indicators (speed, quantity, quality) can be used as an indicator to predict the future performance. Using eLancing in selection may reduce the discrimination against minority groups (Aguinis & Smith, 2007). Marketplaces should provide high quality of information that helps employers predict the future performance. The competition between marketplaces now is not just on supplying high qualified workers, but also more valid information and selection models than their rivals (Aguinis & Lawal, 2013).

2.5.5 Training and development

Training has focused traditionally on supplying employees with required skills, competence, and knowledge that enable them to perform their current jobs or potential future roles (Aguinis & Kraiger, 2009). Highly qualified employees prefer to be recruited by employers who provide good training and development programs (Gatewood, Gowan, & Lautenschlager, 1993). On the other hand, eLancers in order

to perform the assigned tasks, they must have the necessary skills and knowledge, and employers don't invest in providing training and development programs to eLancers (Aguinis & Lawal, 2013).

The literature regarding career development proposed that employees are in charge of updating their knowledge and skills and that can be achieved when the employer provides them with necessary resources (Rousseau & Wade-Benzoni, 1995). In regards to eLancers, they are solely responsible for updating and developing their skills and the employers don't hold any responsibility to supply the eLancers with needed resources to update their skills (Aguinis & Lawal, 2013). Updating skills and knowledge is a must for eLancers given that the high competition between eLancers and the high requirements from employers. So, training and development is the eLancer's responsibility.

2.5.6 Performance Management

Performance management traditionally means "reviewing individuals' performance" (Bourne, Franco & Wilkes, 2003). Other scholars such as Aguinis (2013, p.2) stated that performance management includes Identifying, measuring, and developing the performance. These processes should be continuous because they target the performance of teams and individuals. Moreover, performance should be aligned with the organization's strategic goals. In eLancing, the employer is not interested in the eLancer's performance development because the nature of the relationship between employer and employee is different. Further, because eLancer often doesn't know the employer, he/she is unaware of the strategic goals of the organization (Aguinis & Lawal, 2013).

In the measurement of performance, the relationship in eLancing between the employer and employee is outcome and transactional based. So, when the eLancer completes the project, there is an outcome management; the employer is just interested in the outcome, he is not interested in the eLancer's behavior (Aguinis & Lawal, 2013). At the same time, eLancer is eager to finish the job on time and according to the employer's specifications in order to get paid. Employers can get information on time to completion if a task is accomplished within a time frame as a part of the outcome. Some websites such as oDesk (now upwork.com) let employers track the real time an online freelancer spends to work on a task or job that was assigned to him/her.

2.5.7 Compensation

The compensation system in the traditional work arrangements is complicated and depends on external competitiveness goals and internal alignment of the firm (Gerhart et al., 2009). In eLancing, the system is simple and the employer's decisions are market driven. eLancers bid on projects and estimate the total hours needed to finish the project. This mechanism is used on all online marketplaces. When they bid, they should provide evidence (e.g. certifications) to prove that they deserve the requested hourly rate (Aguinis & Lawal, 2013). Some scholars such as Aguinis (2013) and Gerhart et al., (2009) stated that paying for performance has been utilized to motivate employees. Similarly, in eLancing, "pay for performance" can be used. For example, if the total hours needed to complete the project are decreased by 20%, the hourly rate will increase by 20%.

2.5.8. Legal Issues

The traditional companies must act in accordance with regulations when they recruit, select, train, and terminate employees' contracts (Cascio & Aguinis, 2011). A lot of

regulations are applied to eLancing and some of them can't be. The differences here originated from a fact that the relationship between employers and employees is managed on the internet and the both parties often don't stay in the same country. So, imagine if the employer is from the USA and the employee is from India, Which regulations can be applied? These regulations in America or these in India?. So, it is difficult to judge (Cihon & Castagnera, 2008).

2.6. The impact of e-Lancing on Development

Currently, There are three billion people who use internet (Lehdonvirta et al.,2015). These people use different methods such as pay by hour, mobile, or domestic connectivity to be connected directly to the internet. This connectivity has given the workers from many countries especially south- East Asia a direct access to the global demand which usually originates from high income countries such as the USA and Canada (Thabassum, 2013). Figure 2 and 3 show the top 10 hiring and earnings countries according to their rate of growth. The USA leads hiring countries, followed by the UK, France, Germany, Israel, Netherlands, Singapore, and Switzerland. The rate of growth in these countries was more than 25% in 2014. While it was between 10-25% in the same year in Australia and Canada.

For the top earning countries, the USA, Philippines, Russia, Bangladesh, The UK, and Romania got a growth rate of more than 25% in 2014 compared with 2013. India, Ukraine, Pakistan, and Canada their growth rate was between 10 -25% in the same year.

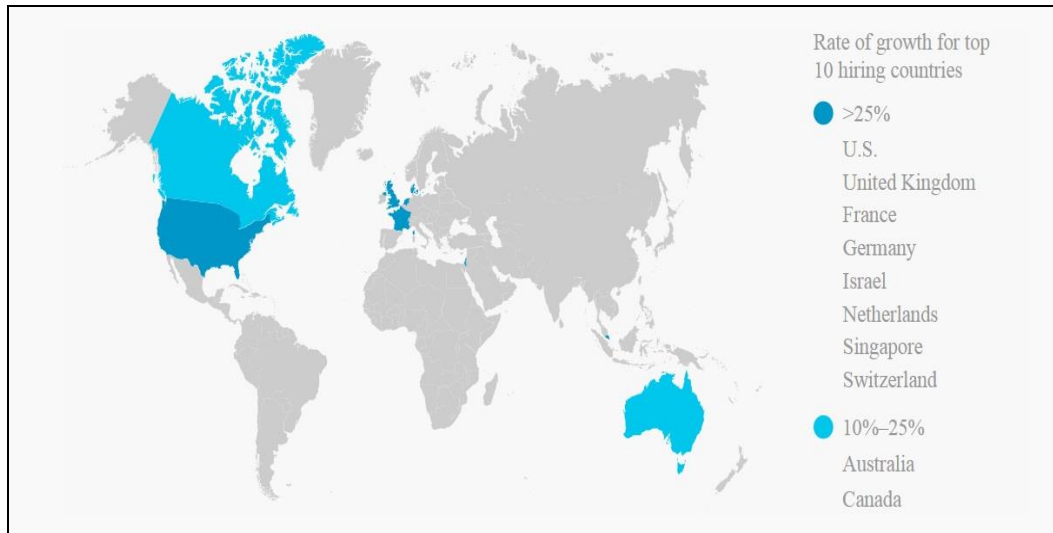


Figure 2: Top 10 hiring countries (Origin: elance-odesk.com)

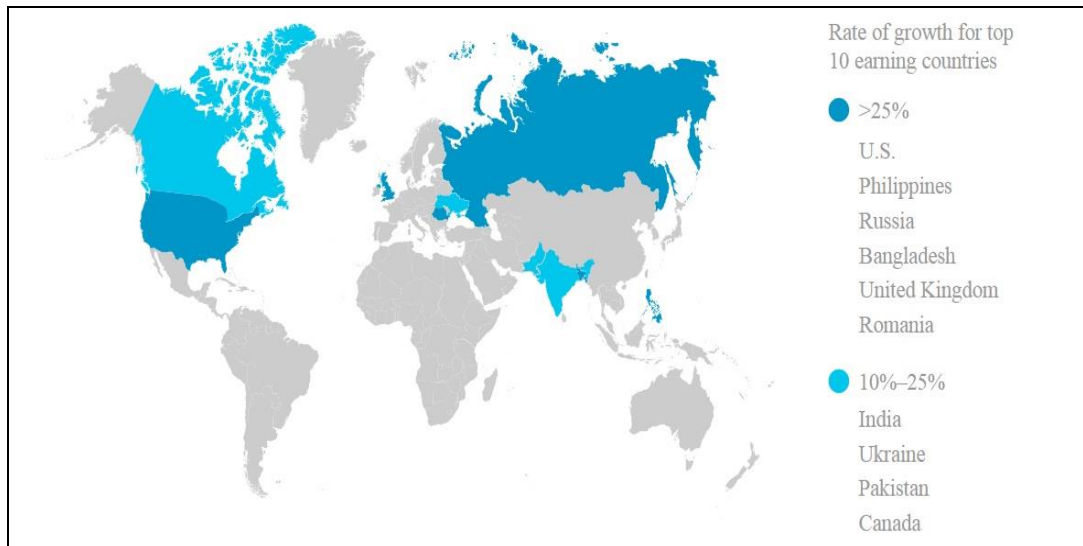


Figure 3: Top 10 earning countries (Origin: elance-odesk.com)

However, Raja et al. (2013) stated that global demand ushers a hope that the world might have a new age of international service trade. This new age has enabled all parties to connect with each other easily and facilitated the flow of goods and services from manufacturers to customers. Online marketplaces are websites that enable job seekers to be connected with distant employers who offer temporary work. Online marketplaces allow local employees to market their skills and knowledge to the foreign employers and getting foreign wages (Lehdonvirta et al.,

2015). In recent years, some online marketplaces have grown rapidly. Lehdonvirta et al. (2015) stated that on oDesk.com (currently upwork.com) the total number of hours worked in the first quarter of 2013 exceeded 10 million, while it was just 2 million in the first quarter of 2010. Moreover, the total earnings on the same website reached \$1 billion in 2012 (Lehdonvirta et al., 2015). However, figure 4 shows that the total earnings on elance and odesk exceeded \$3Billion in 2014.

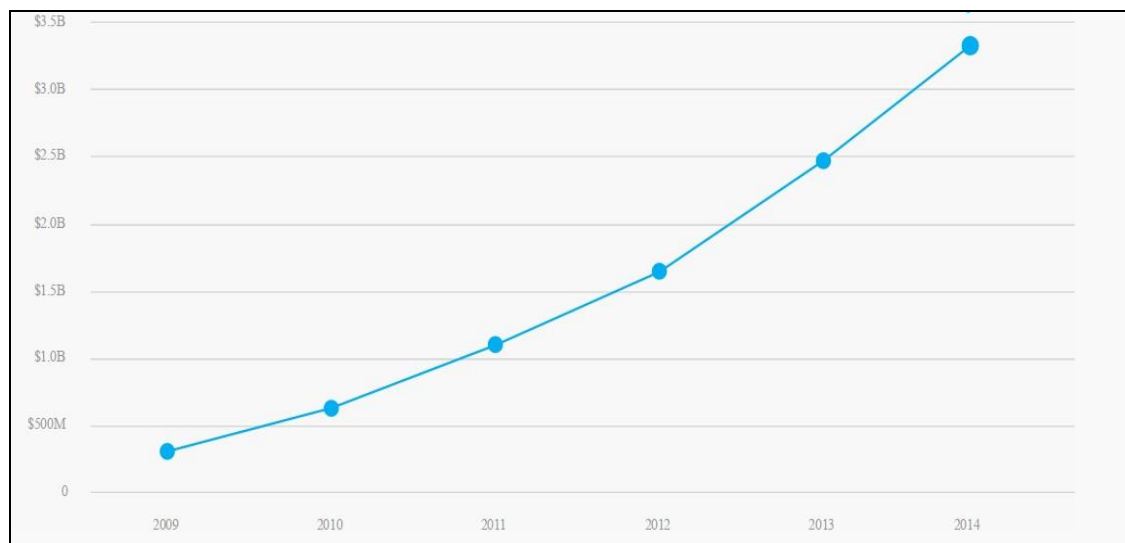


Figure 4: Online freelance earnings in 2014 (Origin: elance-odesk.com)

Osborn (2013) stated that the total online staffing via online marketplaces is expected to grow 60% in 2013. Lehdonvirta et al., (2015) stated that in 2014, the total market is estimated to reach \$3 billion; as shown in figure 4, the real earnings exceeded the expectation. The total size of the market is still small when it is compared with the traditional business process outsourcing “BPO” (Pant & Ramachandran, 2012). But, various policy actors such as the World Bank and Rockefeller Foundation hope these dollars to be effectively translated into development (Lehdonvirta et al., 2015) given that, the total size of the market increases sharply. The World Bank has published some papers regarding the potential role of online marketplaces in low income

countries to reduce the unemployment rate and drive skill development (Lehdonvirta & Ernkvist, 2011; World Bank, 2012; Raja et al. 2013).

The World Bank conducted a study regarding the feasibility of online labor markets in many countries including Palestine (World Bank, 2013). Some projects that are related to online labor markets are funded by The Rockefeller Foundation such as initiative of Digital Jobs Africa (Lehdonvirta et al., 2014) to help people there market their skills. Malaysian and Nigerian governments have built their own online labor markets and started collaborating with well-known online marketplaces (Lehdonvirta et al., 2014).

Literature regarding the relationship between online labour markets and development posits that there are three main mechanisms that online labour markets can provide development impacts through. They are namely: providing local employees an access to foreign demand, earning opportunities to all groups that are kept out from local markets, and flattening chains of present value chains (Lehdonvirta et al., 2014).

Chapter 3

E-COMMERCE AND E-LANCING IN TURKEY

3.1 e-Commerce in Turkey

e-Commerce is an important example on how the convergence of information technology and information can affect the economic growth (UNCTAD, 2002).

Practitioners, policy makers, and scholars agreed over the past decade that ecommerce is an important element for the socio economic progress in the third world (Avgerou, 2002). But, little is known about the conditions that are needed to adopt ecommerce in these countries (Straub et al., 1997).

eCommerce uses the web 2.0 to perform the business transactions or entrepreneurial activities domestically and/or globally (Terzi, 2011). eCommerce has a vital role in today's business world. One, it has a mechanism that succeeded in altering the traditional business activities because traditional business activities take long time to be performed and the distance between buyers and sellers is a barrier for these activities. eCommerce economic model has overcome these challenges because it enables suppliers and sellers to come together although they are located in two or more far geographical areas. Second, the eCommerce has increased the efficiency and effectiveness of business activities.

eCommerce is defined as the sale and purchase of services, products, and information by using a computer network that is connected with the internet

(Lawrence et al., 1998). This definition implies that ecommerce includes a relationship between two sides; a buyer and seller.

The advent of information technology helped consumers and businesses to post and read reviews, getting information about products and services, and purchasing online. Malkawi (2007) stated that eCommerce has enhanced and balanced rivalry because it gives more choices for the consumers and offers them cheap services and products. On the other hand, the organizations have utilized information technology because it has facilitated their activities (Oliner & Sichel, 2000). It is clear that eCommerce together with the internet has redefined many activities that organizations used to perform them traditionally such as development of the products and services, inventory, distribution, procurement, production, and finally how marketing and promotion activities are executed (ECLAC, 2002). Figure 5 shows the economic activities that are involved in both traditional and eCommerce.

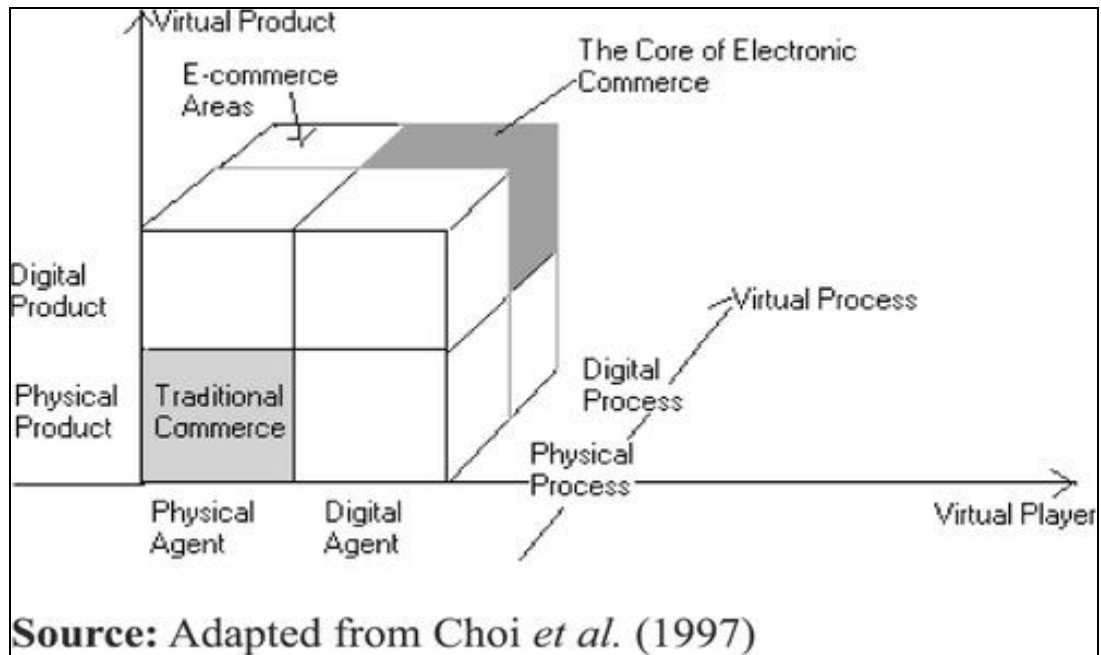


Figure 5: Business activities in both traditional and eCommerce models

eCommerce has affected all human activities including the financial exchange processes for both goods and services. Researchers have studied eCommerce deeply. Some scholars such as Heuer, Brettel, & Kemper (2015) proposed that eCommerce has contributed in shaping the retailing sector in some industries because it has provided attractive price strategies that helped in lowering costs and therefore, affecting the supply and demand channels positively (Biswas & Biswas, 2004).

eCommerce has been applied in many industries including tourism industry for promotion strategies, marketing, and price. Wang et al., (2016) have discussed why most of the hotels have adopted mobile reservation systems, they found that some factors such as hotel size, complexity, ability to use eCommerce systems, and compatibility have affected the decision to adopt eCommerce in these hotels. Figure 6 shows the typical eCommerce system.

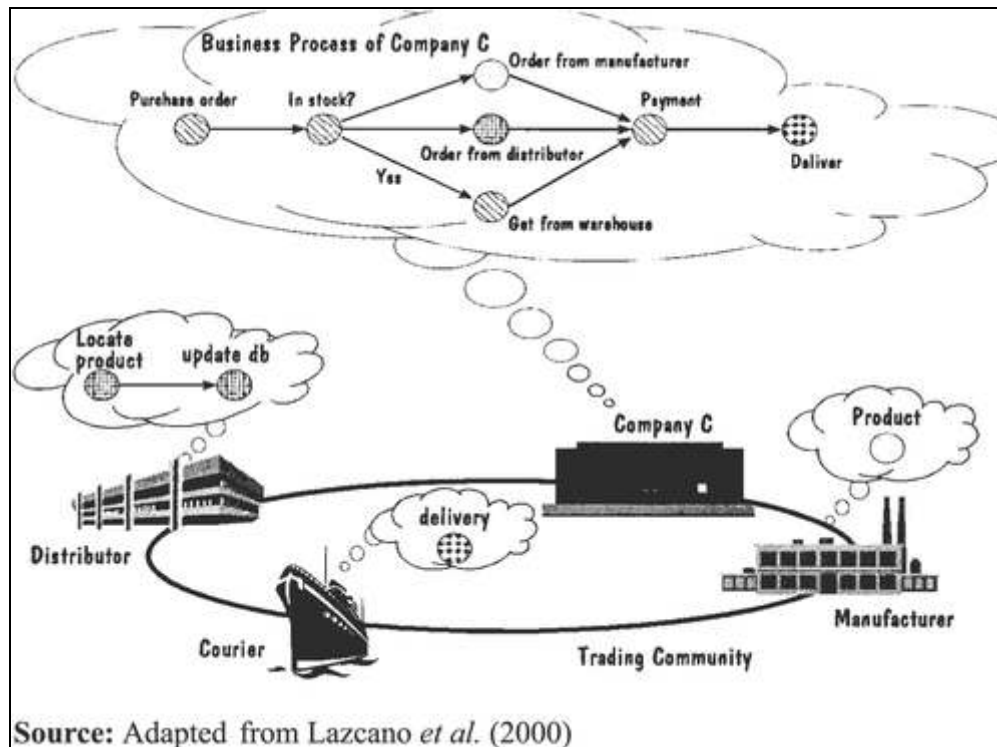


Figure 6: Typical eCommerce system

Some scholars such as Lu et al., (2016) and Zhang (2015) observed that internet has helped travellers because it has linked them with many sources of up to date information, also it has allowed them to interact with other travellers, to compare the desired destinations, and it has enabled them to book online. All these online services wouldn't have been existed without the advances in information and communication technology (ICT). ICT has transformed the way that travellers see the financial transactions especially how they do their payment. The idea of payment has changes from traditional ways such as coins to online payment (Pavía et al., 2012). Online payment idea has emerged because of the prevalence of eCommerce.

It should be mentioned that eCommerce has changed our laws. Some studies showed that new payment methods on the internet such as PayPal have grown rapidly. Turner and Callaghan (2006) have proposed that there are some problems associated with

the online payment such as card details being hacked or stolen should be addressed in the law.

In eCommerce, There are four types of sales as follows:

- **Business to Business (B2B):** The buyer and seller here are firms. A firm A buys its needs from firm B or firm B sells its products and services to firm A. alibaba.com is considered to be the most famous example on B2B sales scenario. However, it should be mentioned here that customers has not any existence in this scenario.
- **Business to Consumer (B2C):** In this relationship. The firm sells its products and services to consumers. The consumer here when he/she buys makes the payment online. Walmart.com is a good example on this relationship.
- **Consumer to Business (C2B):** this model is opposite to the previous model. Here the consumer makes a service and sells a good to a firm. Amazon.com is an example on C2B. In C2B customers bring values to the firm and the firm sells this values again to other firms and consumers or customers.
- **Consumer to Consumer (C2C):** in this type, the firms don't intervene because the parties in this type are consumers. eBay.com is the most popular website that deals with C2C.

Figure 7 shows the types of eCommerce scenarios.

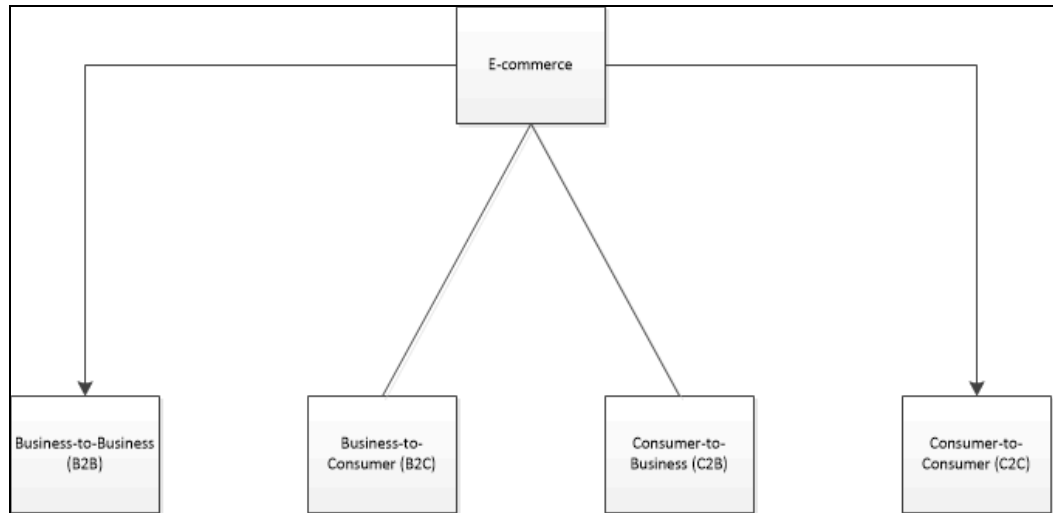


Figure 7: Types of eCommerce scenarios

The internet in Turkey was existed in 1993 when it was developed in the Middle East Technical University (METU). This network was the only gate for Turkey to connect with the rest of the world on the web, and the number of servers increased including public, business, and social life, (Gokmen, 2012). Although eCommerce is considered to be a new phenomenon in Turkey but it has grown since 1998 (Tekel, 2014).

Tekel (2014) stated that 91 of eCommerce users in Turkey are males. Eighty four percent (84%) of Turkish people who use eCommerce their ages range between 25-44 years old and the rest above 44 years old. Sixty five percent (65%) of eCommerce users in Turkey are postgraduates or have a college degree and the rest have lower degrees. Fifty seven percent (57%) of Turkish eCommerce entrepreneurs reside in Istanbul followed by Ankara (6%) and other cities (37%).

Gokmen (2012) stated that most of the eCommerce applications in Turkey are B2C with a note that B2B has increased also. Tekel (2014) depended on TÜİK (2010) to report the online purchases by Turkish people which include magazines and books,

sports materials and garments, electronic tools, home appliances, tickets (cultural and sports activities), software for games, buying stocks and financial services, daily food, travel activities, accommodation, and computers. The examples on eCommerce in Turkey include Grupanya and Gittigidiyor. Buy online has a famous example that is yemeksepeti.com. Projekurdu, Hürriyetemlak, and Sahibinden.com are examples for Finding online goods and services.

The volume of eCommerce in Turkey reached €6.3 billion in 2014 (ecommercenews.eu). It increased by 35% compared with 2013. The number is still small (1.6%) when it is compared to the whole retail industry in the EU (ecommercenews.eu). This low contribution on the European level might be interpreted by clarifying that majority of internet users in Turkey are students (Tekel, 2012). The second reason that eCommerce doesn't offer them lower prices compared with the traditional ways of buying. In addition to the deficiency in the Turkish eCommerce law (Blythe, 2011).

3.2 e-Lancing in Turkey

Elance.com (2016) reported that Turkey is not within the top 20 hiring European countries in Europe but it came in the ranking 17th in the top 20 earning European countries. The same website reported that the rate of growth of eLancing in Turkey is 79%. But, the number of Turkish eLancers is still unknown and no information was found about the tasks or projects that are performed by Turkish eLancers. To the best of my knowledge, there is no study has been conducted about eLancing in Turkey. The topic is still new and hasn't got enough attention from Turkish and foreigner scholars. Thus, this study might encourage other scholars to study eLancing in Turkey from different perspectives.

Although eLancing and eCommerce work on the web, they are different than each other. In eLancing the relationship is between employers and employees (Aguinis & Lawal, 2013) while in ecommerce the relationship is between buyer and seller (Lawrence et al., 1998). In ecommerce, the exchange of information is between two or more parties (B2B, B2C, C2C, G2B, G2C) such as business, consumer, and government (Datta, 2011) while in eLancing it is always between employers and employees. In eLancing, the both sides (employee and employer) don't know each other because a third side (online marketplace) manages the relationship between them (Aguinis & Lawal, 2013) While in eCommerce the both sides (buyer and seller) know each other.

Chapter 4

METHODOLOGY

This chapter presents the methodological approach that was employed in this study, sampling technique, number of respondents, data collection, location of the study, and research questions.

The current study is qualitative in nature because quantitative methods can't provide comprehensive data about the phenomenon (Abubakar et al., 2014). Qualitative methods allow researchers to have better understanding of the phenomenon (Silverman, 2000). Sofaer (2000) stated that qualitative researches help in providing rich information about the phenomenon being investigated and these researches are not just descriptive, they help provide significant explanation. It is worth mentioning that qualitative studies are the basis for quantitative studies. Items that are used in quantitative studies to measure variables initially were developed by qualitative studies. For example, service sabotage scale (6 items) was developed by a qualitative study conducted by Harris and Ogbonna (Harris & Ogbonna, 2002).

Studies that investigate online-based activity ought to be conducted online, because respondents are familiar and comfortable with online interactions (Kazmer & Xie, 2008; Brabham, 2012). Online interviewing methods and semi-structured questions have begun to receive comprehensive attention from scholars (e.g., Davis et al., 2004; Opdenakker, 2006; Lange, 2008; Stieger & Reips, 2008; Brabham, 2012).

Data was collected online, convenient and random sampling methods were employed. The jobs were posted online on elance.com, and responses were received from 64 Turkish freelancers. Turkey was chosen because it was experiencing an extensive period of robust economic growth, although there are doubts about the economic outlooks due to inflation, unstable interest rate, exchange rate and political crises. Till now, no studies- to the best of my knowledge- have been conducted regarding eLancing although there are Turkish eLancers who are active on the online marketplaces such as elance-odesk.com. The number of Turkish eLancers might increase in the few years because it is obvious that the total number of eLancers in the world increases as well.

eLancing environment is appropriate for collecting data from individuals who meet and exist only in cyberspace and are geographically dispersed (Baker et al., 2013; Shevchuk et al., 2015). eLancers are accessible via online marketplaces where they carry out their daily activities. Aguinis and Vandenberg (2014) noted that to generate evidence-based recommendations for practice, causal inferences in management studies must be thoroughly understood. Hence, it is my paramount interest to understand the primary motivations for Turkish eLancers.

Globalization has made entrepreneurship the economic engine in the 21st century, understanding why entrepreneurs (eLancers) engage in certain behaviors is of particular interest both for research and practice (Short et al., 2010; Aguinis, 2014). eLancing atmosphere can be utilized to conduct field experiments involving real participants in real settings, thereby minimizing the external versus internal validity trade-off (Aguinis, 2014). Prior to the study, two world leading eLancing websites

(elance.com and freelancers.com) were analyzed based on professional work categorization. Both market places consist of eight (8) major categories as follows:

- ***Administrative Support*** e.g. Travel assistant, Social network management, Data entry, Event planning and Bulk mailing.
- ***Engineering & Manufacturing*** e.g. 3d Modeling, Cad, Interior & Product design, Contract manufacturing and architecture.
- ***Design & Multimedia*** e.g. Banner Ad, Logo, Digital image editing, Label & Packaging design, Brochures and Cartoon design & development.
- ***IT & Programming*** e.g. DBA, Mobile application, Data analysis, Network administration & security and Technical support.
- ***Finance & Management*** e.g. Accounting, Billing, Financial planning & Reports, HR planning & policies, Tax & Management services.
- ***Legal Services*** e.g. Bankruptcy, Immigration & Tax law, Patent, Copyright & trademarks and, Labor & Employment Law.
- ***Sales & Marketing*** e.g. Viral marketing, research & Survey, Ad Campaign, Search engine marketing and Business plan.
- ***Writing & Translation*** e.g. Academic & Article writing, Translation, Report/Copy-writing, Editing & Proof reading, User guides & Manuals and Newsletters.

4.1 Research Questions

Three open-ended questions were formulated; these types of questions encourage participants to openly express their motivations and aspirations (Abubakar, Shneikat, & Odai, 2014). The purpose of these interviews is not to produce generalizable results for all eLancers, but to add and increase rich qualitative data that will lead best practices in human resource activities as well as future research. Demographic

data includes age, level of education, work experience marital status, gender and expertise. The questions are as follows:

- a) How did you come across e-Lancing/ Online Freelancing?
- b) Why do people engage in e-Lancing/Online freelancing activities?
- c) Why did you engage in e-Lancing/Online Freelancing?.

Mild deception is a process by which researchers create false belief e.g. misleading [participants] about the purpose of the study (Kimmel, 2012, p. 402). Aguinis and Lawal (2012) added that this type of deception transforms the eLancing experiment sites into natural environment; the authors also stated that this method is common in psychology, organizational behavior and other fields for decades. A pilot study was conducted with five (5) eLancers to assess the questions for potential errors and ambiguities; at the end some words were rephrased. The main interviews were administered between March and May 2015; the researcher issued eight (8) call for work/job post in elance.com, one (1) for each category, and eight (8) Turkish eLancers from each category were invited.

This was done to ensure that the motivations of eLancers in all categories are adequately investigated. The call for work [mild deception] was created to motivate and increase the response rate. In total 64 eLancers were contacted, only 48 eLancers responded to our job post. Some declined, because they have other projects at hand. As a tradition in the eLancing atmosphere, eLancers who showed interest in the "job post" sent a job proposal and samples of previous work, in response to these proposals, the following message was sent.

“Your proposal sounds great, seems like you are the right person for the job. But before we proceed with the job arrangement, and as part of our online freelancing evaluation program. You are kindly requested to fill out this questionnaire in a self-administered manner. Click here: <http://survey.emu.edu.tr/index.php?r=survey/index/sid/798688/lang/en>”

A cover page was used to assure confidentiality and anonymity of the eLancers; this was done to minimize the social desirability bias of the respondents (Podsakoff et al., 2003; Abubakar et al., 2014). In addition, Brabham (2010, 2012) noted that it is important that online experiments do not burden participants, or violate the house order and its sense of privacy, tact, or politeness (Wright, 2005). At last, 48 eLancers participated and completed all the questions. The number of respondents deems adequate for a qualitative study as eminent in various social science researches. As a next step, an apology was issued to the eLancers who participated in the study, stating that the project has been cancelled and the employer is willing to compensate each participant with 2\$, only seven participants responded.

Mild deception is not unethical, since debriefing seems to eliminate the negative effect (Aguinis & Henle, 2001; Collins et al., 1979; Holmes, 1976). Critics of online qualitative interviews argue that emotional information and cues might be lost, which is not applicable to real time interviewing. This is marginally endorsed, since facial expressions, non-verbal cues, and tone of voice are lost in the online community. Nevertheless, respondents can express their affective and emotional cues with the aid of written conventions like emoticons, smiley's, font changes, italics, bolding, and other methods (Kazmer & Xie, 2008, p. 272). As a matter of fact, the online anonymous veil has enhanced respondents' confidence to openly express his/her self-

more honestly, emotionally, and directly (Brabham, 2010; Suler, 2004). All the participants had no problem with English language since it is the business language in elance.com.

Chapter 5

RESEARCH FINDINGS

Content analysis was utilized to generate themes and categories; it is a process of concurrent coding of raw data and the construction of categories that capture relevant message (Merriam, 1998; Hsieh & Shannon, 2005; Abubakar et al., 2014). Out of the 48 participants, majority of the eLancers (31) were referred to sign-up and freelance online by friends who are also eLancers. Ten (10) eLancers signed up through Google search, they were searching for freelance sites in order to make extra money. Three (3) signed up through newsletters and, 4 via blogs and forums.

In regards to the demographic breakdown, 25 respondents were males and the rest are females. Two respondents were less than 20 years, 22 respondents were between 21-30 years. Fifteen interviewees their ages ranged between 31-40 years old. Just two informants were above 50 years old. Twenty five respondents were married. The overwhelming majority of interviewees have at least bachelor's degree. Employers usually ask eLancers to provide evidence that they deserve the requested hourly rate. So, one of the preferred certifications for employers is the bachelor's degree or postgraduate (Master or PhD). Forty three respondents have at least 4 years' experience. Around 25% of interviewees work in IT& Programming. Just 2 informants work in legal services while other respondents are almost equally distributed in other professions. Table 2 shows the demographic breakdown:

Table 2: Respondents' Profile (n = 48)

	Frequency	Percentage
<i>Gender</i>		
Male	25	52.08
Female	23	47.92
Total	48	100.0
<i>Age</i>		
Below 20	2	4.16
21- 30	22	45.83
31- 40	15	31.25
41- 50	7	14.60
Above 50	2	4.16
Total	48	100.0
<i>Marital status</i>		
Single	25	52.08
Married	23	47.92
Total	48	100.0
<i>Education</i>		
High school	2	4.16
Some college degree	2	4.16
Bachelor's degree	21	43.75
Higher degree	23	47.92
Total	48	100.0
<i>Work experience</i>		
1-3 years	5	10.41
4-6 years	18	37.50
7-9 years	10	20.83
Over 9 years	15	31.25
Total	48	100.0
<i>Profession</i>		
Administrative support	5	10.41
Engineering & Manufacturing	8	16.66
Design Multimedia	5	10.41
IT & Programming	13	27.10
Finance & Management	4	8.33
Legal Services	2	4.16
Sales/Marketing	7	14.60
Writing/Translation	4	8.33
Total	48	100.0

Participants' responses were broken down by two researchers into text units; text unit is a phrase or sentence that represents a point made by the eLancer. To enact consistency, the process was repeated twice by the two researchers with the aid of qualitative analysis software (Aquad 7). At the end, motivational themes surfaced and 10 themes emerged from the data. Table 3 presents the themes and equivalent count of the text units

Table 3: Themes and motivations

Categories	Motivations
• Intrinsic	1. Work-family balance, flexibility and Autonomy [30]
• Extrinsic	2. Economic incentives and low barrier of entry [21]
• Intrinsic	3. Opportunity to develop one's creative skills [17]
• Extrinsic	4. Trust and guarantee of payment after work [10]
• Extrinsic	5. High speed internet & Geographical location [9]
• Extrinsic	6. Unemployment, equality and disability [7]
• Extrinsic	7. Higher income compare to national wage [5]
• Intrinsic	8. Reputation [4]
• Intrinsic	9. Enjoying problem-solving and passion [4]
• Intrinsic	10. Revenge on employer [1]

5.1 Work-family Balance, Flexibility, Freedom and Autonomy

The majority of respondents expressed their satisfaction with eLancing. eLancing enables them to work from home or remote places. So, they can spend more time with their families and friends because of flexibility and freedom they have. Thus, they are motivated to engage in eLancing. Some respondents stated that:

“I've been working 15 years but freelancing adventure started ~10 years ago. I realized that full-time jobs is killing me and give nothing to me. Also I realized that it

also kills my creativity. As you know, I need to relaxed, comfortable and peaceful place as an artist, but Turkey doesn't have this option in full-time jobs. So I start freelancing online, for me it gives me the sense of having my own business, generally freelance is way and purpose of my life” ... (#6)

“...I like to work from home; it gives me better planning opportunity, less stress and more money...” (#12)

“...people are opting for e-lancing as it allows them a kind of freedom in business, with regard to things such as the working hours and the work ...” (#15)

“I like freedom...”(#18)

“...this is relevantly easy way to find some work without need to come out from home. I like the freedom of choosing what type of projects I work on...” (#20)

“...We engage in E-Lancing as it brings us clients on a daily basis for whom we find pleasure in working for and submitting their Dedicated Projects...(#22)

“...The best part about e-lancing is that it gives you an opportunity to earn money and you are also able to work in a professional manner...”(#39)

4.2 Economic Incentives & Low Barrier of Entry

Twenty one (21) respondents said that they have engaged in eLancing activities for monetary and economic incentives.

“...utilize my talent and to earn extra money” (#3)

“...It is cheaper and more convenient, no tax and little capital is required...” (#9)

“...to earn money, I mean \$ ☺...” (#34)

“Because clients are genuine and returns are reasonable...” (#36)

“For several reasons such as to earn income, get experience, build their resume ...”(#37)

“The best part about e-lancing is that it gives you an opportunity to earn money and you are also able to work in a professional manner...” (#39)

5.3 Opportunity to Develop One’s Creative Skills

eLancers are passionate workers in the economy, they are eager and willing to develop their skills both on national and international arenas in order to get jobs.

Some respondents stated that:

“...to work around the globe and because i wanted to use my skills set on international level...” (#2)

“...to gain experience in work with foreign employers...” (#8)

“I have an opportunity to serve the global clients. Now my legal talent is not confined to my respective country but by can be extended to the whole world...” (#23)

“...Earn additional Income and develop my skills...” (#34)

5.4 Trust and Guarantee of Payment after Work

Employees trust employers to pay them once they finish the assigned task or project.

Some respondents stated that:

“... Accountability, loyalty, trusts on elance.com and transeperncy...” (#13)

“To connect to clients and forge long lasting and trusted business relationships...” (#19)

“People engage in Online Freelancing activities mainly because of two reasons:-1.It is immensely client oriented no shady deals, everyone receives what they deserve 2.

It is a really good tool for Searching for Clients as well as Hiring Dedicated Developers” (#22)

“... It's a very effective way to be able to reach a client-base across the world and gives everyone an equal footing from which to apply for freelancing jobs...” (#24)

“...Elance is a Great Market Place where clients will get the services on affordable price and service provider also will get the security of the payment with the elance.com terms and conditions...” (#40)

5.5 High Speed Internet & Geographical Location

Some respondents stated that high speed internet has enabled them to work from any place and thus, motivated them to be eLancers. Some responses are presented here:

“...people are working from their home-office more and more. It has lots of advantages like flexible working hours, being free of daily rush in transportation...” (#5)

“...people are opting for online freelance, because it saves them from traveling and stress. I no longer wake up 5am to go to work, I and my co-partner work online, we don't pay for office rent and bills ...” (#10)

“Online freelancing opportunities have literally opened the world up to those of us who want to work independently. This global reach benefits the employers looking for people with the right skills for their projects even in villages (where I live). Those posting projects have more of a "worker pool" to find that freelancer with the experience and skills they would not have access to otherwise” (#35)

“...long hours at work and income from my job was not enough to hire house help for our children, so with internet connection, I work from home...” (#47)

5.6 Unemployment, Equality and Disability

e-Lancing represents an opportunity for those who couldn't get a job in the local markets because of discrimination. Some interviewees stated that:

“No employer wants to employ disable people and Turkish government is not doing much in terms of equal employment opportunity. I found elance.com as an alternative opportunity to earn a living...”(#6)

“...I think on first place because of need for extra money, but in my case it's currently only job that I can work (current disability status)...” (#11)

“I got engage in the e-Lancing to explore more job searching options and to find better opportunities...” (#25)

“I engaged myself in eLancing because I find this as a great opportunity to work and explore...”(#30)

“...convenient way to work and lack of discrimination, I am Alevi and people don't like us that much in Turkey...” (#46)

5.7 Higher Returns

eLancers get higher returns compared to the local wages. Some respondents stated that:

“As the financial situation in Turkey is not that great, I searched Google for sites where I could earn more income, I quit my job eight months ago and work on elance.com alone because the benefits are higher than working in a fulltime job” (#1)

“...I get more money than the average income of most workers...”(#46)

“...payment is in dollars and when converted to TL, I get much more than healthy workers ...” (#6)

“... eLance.com opened the door, now I can compete with other European counterparts, the best part is that I earn similar amount with someone working in Germany...” (#28)

5.8 Reputation

eLancing enables internet freelancers to prove themselves among their colleagues.

Some respondents stated that:

“...for money and on line reputation...” (#3)

“Because this is the best way of sharing our skills with those who need them...” (#21)

“...with online lancing anyone can work and show their skills in entire world...(#31)

“I work on elance to earn money and to prove myself, that I am among the best mobile programmers... (#44)

5.9 Enjoying Problem- Solving and Passion

eLancing enables internet freelancers to work on many projects not as traditional jobs where employees usually work routinely. eLancers like problem solving which they face while working on many projects. Some respondents stated that:

“...I like to be self-employed to work what I love on various projects, not to be bored while working..” (#11)

“I guess resolve computer related tasks...”(#26)

“Because i have 5+ years of experience in languages. so I believe i can do any projects in an effective and efficient manner and show my skills to everyone...(#31)

“People usually engage in e-lancing because from here they can find job as per their expertise and level. I love to work in this way. I use to get job as per my interest and expertise...” (#42)

5.10 Taking Revenge against Previous Employer

Taking revenge against previous employer appeared surprisingly in this study. The respondent stated that:

“ I quit my previous job because my employer was exploiting me, now I work on elance.com at cheaper rate and most of our clients work with me online, because I was the main person in my previous company...”(#48)

Chapter 6

TESTING THE THEORETICAL MODEL

In this chapter, the theoretical model was developed and will be tested according to the literature review and findings.

This study has developed a theoretical model which displays the relationship between eLancing motivations (10 motivations) and the theories that are used in this study. Figure 8 represents the theoretical model.

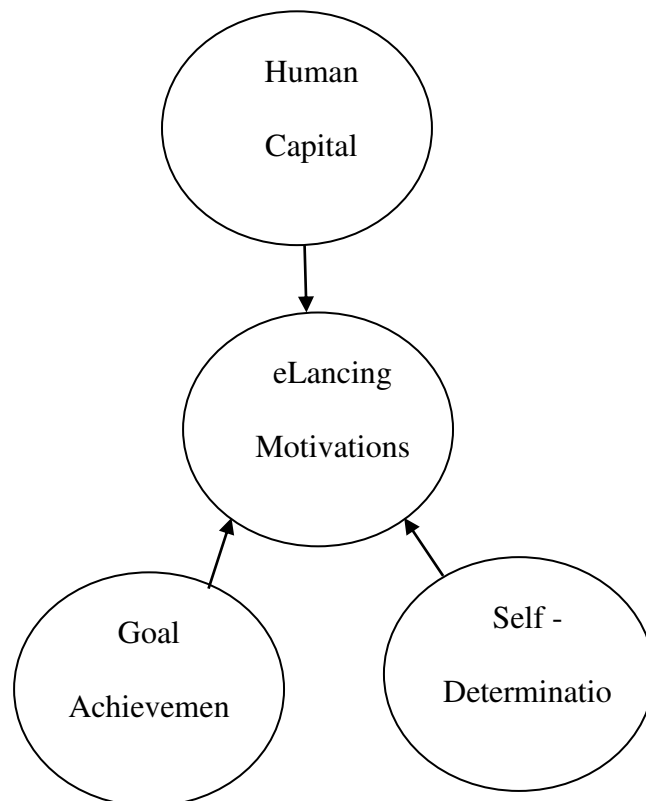


Figure 8: Theoretical Model

Human capital theory proposes that the firm's performance depends largely on the human capital in that firm (Becker, 1993; Ployhart & Moliterno, 2011). Other studies stated that human capital is the skills and knowledge that employees have (Maijoor & Van Witteloostuijn, 1996). If we look at the results we find a support for this theory; The third finding which stated that Turkish eLancers have engaged in eLancing because it was an opportunity for them to develop their skills. As mentioned earlier eLancers are employees but they don't have traditional relationship with their employers and therefore, it is important for them to have the necessary skills and knowledge which enable them to perform the assigned tasks and projects efficiently. The ninth motivation stated that Turkish eLancers have been involved in eLancing because they like problem solving. Unger et al., (2011) found a positive relationship between entrepreneurial success such as problem solving and human capital (skills and knowledge). We can argue that without having high level of skills and knowledge, the employees can't find solutions for the problems they face while doing their jobs.

Human capital theory includes also education and experience that employees have (Chen et al., 2013; Liu & Wang, 2012). The demographic breakdown presented in table 2 show that the overwhelming majority of respondents have at least a bachelor degree. eLancers must have a certification in order to show the employer through the online market place that he/she has the necessary knowledge to perform the task/project (Aguinis & Lawal, 2013) and that he/she deserves to receive the requested hourly rate or total wage based on the task or project itself. Experience also is one of the human capital theory attributes, forty three respondents out of forty eight have at least 4 years' experience in freelancing or internet freelancing. Gandia (2012) stated that freelancers should have the required experience in order to perform

the task or project. Employers usually before assigning the task or project to any eLancer, they check their profile on online marketplaces to evaluate if the eLancer has the ability to perform the task or project or not. One of the important information that employers usually check is the experience; how many projects or tasks this eLancer has performed in the last few years till now and what was the feedback from other employers.

Based on this information, we can conclude that human capital theory is associated with eLancing motivations as depicted in figure 8. Many studies have used human capital theories to evaluate the skills, knowledge, education, and experience of the employees the relationship with the organizational performance (Amoah et al., 2016; Brown, 1998; Felicio, 2014; Lin, 2012; Samagaio & Rodriguez, 2016). To the best of my knowledge, no study has used human capital theory to explore the motivational factors of eLancers and this is a contribution for this study.

Self Determination Theory (SDT) as proposed by Deci et al., (1999); Deci and Ryan, (2000, 2002) searches for the intrinsic and extrinsic behavior in order to achieve need fulfillment. All findings in the current study are either intrinsic or extrinsic behaviors. The first motivation “work family balance, flexibility, and autonomy represent intrinsic behavior because as suggested by Deci and Ryan (2000). The second motivation “economic incentives” represents an extrinsic behavior as suggested by Gagne and Vansteenkiste (2015). Opportunity to develop one’s creative skills represent an intrinsic behavior as posited by Roche and Haar (2013). Trust and guarantee of payment represent an extrinsic motivation. Trust in general is considered to be extrinsic behavior as suggested by Kasser et al., (2007). Therefore, The eLancer doesn’t perform the task or project until he makes sure that the

employer will pay him/her. High speed internet represents an extrinsic behavior because without the possibility of accessing internet from remote areas, it would be impossible to engage in eLancing.

Unemployment and equality represent an extrinsic behavior because some Turkish eLancers have engaged in eLancing because they couldn't access the traditional local markets for different reasons. Lehdonvirta et al., (2014) stated that eLancing gives an opportunity for internet freelancers to access the foreigner markets after they were excluded from the local markets because of the vocational segregation or discrimination. The higher income that Turkish eLancers get compared with the local markets represent an extrinsic behavior because at the end it is a monetary motivation and monetary motivations in general are extrinsic as suggested by Gagne and Vansteenkiste (2015). Reputation is an intrinsic behavior because it is kind of self-actualization, (Baard et al., 2004) stated that self-actualization is an intrinsic behavior. Enjoying problem solving represent an intrinsic behavior. Kuvaas (2008) stated that enjoyment represent an intrinsic behavior. Taking revenge against previous employer was mentioned by one respondents. This motivation is intrinsic because it is internal. No study has mentioned revenge as an intrinsic or extrinsic and that might be interpreted by saying that taking revenge is a negative behavior while all other motivations are positive.

Based on this discussion, it can be argued that SDT is related to eLancing motivations because all motivations mentioned in table 3 are either extrinsic or intrinsic motivations. Many studies such as (Andrews, 2016; Eyal & Roth, 2011; Gagne & Vansteenkiste, 2015; Gatling et al., 2016; Kelley & Alden, 2016; Kuvaas, 2008; Roche & Haar, 2013; Sheldon et al., 2015) have utilized SDT to explore its

relationship with work attitudes, performance, brand website interactivity, educational leadership and teachers' motivations, positive organizational psychology, leaders life aspirations, public service motivation, and the effect of SDT on transformational leadership. All these studies found a positive relationship between SDT and the above mentioned variables.

Achievement goal theory was developed by Nicholls (1989) and Dweck (1999). The theory proposes that the goals are divided into two: Mastery goal (Mastery approach) and performance goal (performance approach) as suggested by Pintrich (2000). The mastery goal approach motivates employees to develop their skills and knowledge in different ways, while performance goal approach proposes that skills and knowledge can't be developed (Dweck, 1986). The findings of current study support the relationship between eLancing motivations and achievement goal theory; one of the findings in this study suggests that some Turkish eLancers have engaged in internet freelancing because of the opportunity to develop their skills. Mastery approach in achievement goal theory suggests that skills and knowledge are developable entities. eLancers must develop their skills regularly in order to be employed, employers on online market places look for talented eLancers who know how to use up to date software and techniques that enable them to solve problems that employers face as suggested in one of the findings. However, this continuous improvement and update for the skills and knowledge enable Turkish eLancers not to show inferior competence to other eLancers in the world and that is what Elliot called "performance avoid" (Elliot, 1999). Some studies such as (Covington, 2000) found a positive relationship between achievement goal theory and school achievement. So, when the level of achievement goal theory is high, we predict a high level of achievement inside the schools. Similarly, when achievement goal theory (mastery

and/or performance goal approach) is high the performance of eLancers will be remarkable and that will satisfy the employer and the eLancer at the same time because both of them will benefit; The employer will get his task done efficiently and the eLancer will get paid.

From the discussion above, it is clear that eLancing motivations are pertinent with the three theories that are used in this study. Some studies such as (Deci, et al., 1991;Dobre, 2013; Guo, 2007; Rotgans, 2009; Stewart,2009; Spence,2014; Teixeira, 2002) have used these theories to test or explore motivations. All studies have agreed that these theories affect and enhance motivations and therefore, I argue that using of these theories in the current study was right and served the aim of the study.

Chapter 7

DISCUSSION AND CONCLUSION

The study came up with ten motivational factors that shape the behavior of eLancers in Turkey as summarized in table 3. The findings of this study suggest that the desire for autonomy, flexibility and work-family balance outranked other motivations according to Turkish eLancers. Some attitudes appeared in the responses such as self-employment, running solo business, lifestyle choices, average number of hours worked, the importance of free time and flexibility, the ability to make your own decisions. Some scholars stated that SDT includes intrinsic behaviors such as self-rewards and autonomy (McCally, 2010; Ryan & Deci, 2000). This can be applied on the first motivation since Turkish eLancers engaged in eLancing to get autonomy. At the same time, previous studies such as, Lehdonvirta et al., (2015) proposed that online labour markets will grant substantial welfare gains to the eLancers in some countries. These welfare gains include extrinsic and intrinsic behaviors.

Economic incentives and low barrier of entry appeared to be the second important motivation. Economic incentive is one of the extrinsic behaviors in SDT. Lehdonvirta et al., (2014) stated that online labor markets such as elance.com can help groups that can't find the job in the domestic labor market to get access to international demand and therefore, to gain earning opportunities. Developing creative skills is crucial for eLancers because top employers just employ the best of eLancers. Human capital theory proposes that human capital includes skills and

knowledge carried by workers (Maijoor & Van Witteloostuijn, 1996). Achievement goal theory suggests that employees with mastery orientation believe that skills can be developed (Dweck, 1986). Prior studies advocated that eLancers developing their skills, services, and processes to provide more added values (Lehdonvirta et al., 2015), also to avoid leaving the task incomplete (Elliot & McGregor, 2001; Baranik et al., 2007) as propounded in the achievement goal theory.

Trust of payment after work represents an important motivation for eLancers. Elance.com protects both employee and employer, payment is done accordingly once the task is accomplished successfully. The platform enables firms to trust employees and employees to trust employers, such trust can develop a long relationship between the entities. This trust is enhanced by the online marketplace which gives a guarantee for the both sides that the task or the project will be done according to the specifications, and the money will be paid once the task is accomplished.

High speed internet has motivated some Turkish freelancers to be eLancers. Coupled with high speed internet connection, eLancing has created an opportunity for geographically dispersed professionals to be demanded. As such diversity of workforce is on the rise, in the sense that urban and rural residents can participate and make contributions to the global economy. A similar idea was presented by (Lehdonvirta et al., 2014) who stated that internet allowed workers to serve any employer from any geographical location. The phenomenon has also changed the way that some people work like working from home or remote area. This has also helped reduce carbon footprints, considering the diminution in traveling, for work related reasons.

eLancing has motivated some people to be eLancers because they were unemployed. Moreover, the opportunity is for all to be employed. eLancing has no age limit or restrictions as applicable to other jobs. Five respondents were above 40 and two were above 50 years old respectively. People within these ages often find it difficult to get employed in traditional settings. However, this is not applicable in eLancing atmosphere. As such the absence of sexism, disability and discrimination motivates people to freelance online, this is in line with a prior research, which asserts that the victims of occupational segregation or discrimination can be included in the online labor markets (Lehdonvirta et al., 2014). Being unemployed will motivate people to find an income source, so, the economic incentives appear, SDT suggests that economic incentives represent an extrinsic motivation for employees.

The seventh motivation was getting higher returns compared to the local wages. eLancers can have access to the online labor markets that provide high returns. A dominant finding suggests that workers in the online labor markets in some countries can get the opportunity to sell their services at a higher price compared to the local markets (Lehdonvirta et al., 2014). Again the economic factors play a vital role here and this is what SDT suggested. Some respondents stated that they engaged in eLancing because of reputation. Workers' reputation comes from their performance and skills. Working with a reputable employer will improve the self-esteem of the employee (Cable & Turban, 2003). In the case of elance.com, they host many reputable employers who are looking for skilled eLancers. Working for these employers will increase the eLancers' reputation.

Some eLancers stated that they joined eLancing because they like problem solving. When people enjoy and like their work, it affects their behavior (Davidhiza, 1989).

Based on that, and because eLancers have the necessary skills and knowledge, they enjoy problem solving and find it easy to do so. Also, they enjoy and like their work because of the benefits they find on elance.com. The accumulated human capital does not only make them enjoying, but also enable them to serve potential employers effectively. One eLancer stated that he engaged in eLancing just to take revenge against his previous employer. Revenge has begun to appear as a significant issue in management research (Allred, 1999). This interest from scholars has emerged because revenge is considered to be an everyday behavior (Wall & Callister, 1995). Neuman and Baron (1997) stated that revenge is an aggressive behavior and it must be prevented or controlled. Taking revenge can be against colleagues or employers.

The findings contribute to the practical understanding of the eLancing model. The researcher found out that recommendation from friends played an important role in eLancing community membership. Understanding eLancers motivation would help practitioners design more sophisticated applications, grow and sustain online work communities and marketplaces by considering the diverse ways that motivate eLancers to engage in a project. This study offers a novel perspective and future research agenda, which may provide useful, relevant, and implementable recommendations for practitioners. Although rewards are granted on outcome basis, the motivational factors presented in this study might encourage potential employers to assign more projects to Turkish eLancers.

7.1 Implications for Policy Makers

In my opinion, the harvested motivations in this study have several implications for policy makers. The motivation to engage in online freelancing has emerged in order to get welfare gains for online workers such as lifestyle choices, running solo

business, to get economic benefits, ease to enter the online labor market, opportunity to develop innovative skills, trust between employees and employers, providing the service regardless the geographical location, no barriers for disabled people or based on gender, higher returns, reputation, enjoying to find solution for problems, and revenge against the previous employer. These potential gains will encourage many skilled employees to engage in elancing in the future, especially when the desire is to increase the income or find a new job.

Engaging in elancing enforces service excellence since contracts are governed by outcome-based contracts and not behavior-based contracts. It also saves time, resource (i.e., lessening miles traveled, rents, bills, expenses), and providing freedom to choose (i.e., eLancers can choose to accept or reject a project). This in turn creates a room for self-development, personal motivation, self-enhancement, self-discovery, and human capital will be evenly distributed because individuals struggle to achieve their goals. Given that, tasks are distributed and not centralized in one node; sharp increase in knowledge base specialization should be expected.

eLancing has the tendency to reduce unemployment rate and therefore getting a better development. Lehdonvirta et al., (2014) stated that gained dollars from online labor markets in some countries such as Malaysia and Nigeria might have developmental impact on these countries. Based on the potential benefits from elance.com (upwork.com) and online labor markets in general, skilled employees in Turkey should think seriously about the potential benefits of engaging in eLancing. Also, Turkish government should encourage people to engage more and more in the online markets because that will reduce the unemployment rate especially among disabled persons. That requires supplying a higher speed internet, training people to

sophisticate their skills especially linguistic skills in English language. The English proficiency index in 2011 shows that out of 44 countries explored, the Turks were ranked 43rd. Turkey came behind some countries such as Indonesia, Saudi Arabia, and Chile (Koru and Åkesson, 2011).

So, there is a need to focus more on this issue because it is almost impossible to engage in eLancing without a good level in English language. Online labor markets are promising markets, the size of this market was estimated in 2014 to be around \$3 billion (Lehdonvirta et al., 2014), in 2013, the market grew 60% (Osborn, 2013). So, there is a great opportunity for Turkey to upgrade its human capital and consequently benefit from the potential revenues of this market in the future.

eLancing is expected to increase productivity, help in curbing global warming and tends to enhance work and psychological wellness through flexible lifestyle, less work stress and work-family balance, which are rare in the traditional work settings.

7.2 Limitation and Future Research Direction

The nature of this study is exploratory, thus, a methodological caveat may arise. Distractions and other sorts of delays may have potential effect on the quality of responses to the questions; on the other edge such delays may also allow participants to develop more thoughtful responses, which is not applicable to real time settings. In this respect, online semi-structured interview is another qualitative method with its own set of strengths and weaknesses. I would like to caution readers, given that the research is not exhaustive due to absence of statistical evidence. In terms of strengths, some scholars might argue that the current sample size is too small, but that's not true.

Previous motivation studies that are exploratory in nature relied on small sample size ranging from 11 to 40 participants (c.f. Ye et al., 2011; Brabham, 2010; Brabham, 2012; Abubakar et al., 2014). From a pragmatic point of view, sample size does not seem to be a problem. For future studies, eLancing should be explored in Turkey from different perspectives quantitatively and qualitatively. Impact of WOM and e WOM should be tested on engaging in elancing because it seems that some respondents got engaged in elancing based on recommendations from some friends. Foreign languages as a barrier to engage in elancing should be diagnosed, some people in terms of technical ability they are extraordinary, but not being good in a foreign language especially English will be resulted in not being engaged in elancing.

Notes

Interview transcript excerpts are presented according to responses, no changes or corrections including capitalization and punctuation. “...” were used in the manuscript to indicate unimportant commentary omitted by the author. In regard to potential edits, for instance, if an eLancer types ‘discrimination’ in one line, but immediately follows it up with ‘discrimination’ in the next message, then it is clear that he/she wants to correct the spelling error. In such scenario, the misspelling correction is taken into consideration.

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