



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW

Institutional Logic Multiplicity Behind the Hiring Processes

- In-depth study of a Swedish online platform

Authors:

Khan Mohammad 920120

Lei You 960328

Supervisor:

Sara Brorström

Department:

Graduate School

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Khan Mohammad

Master of Science in Management, Graduate School

School of Business, Economics and Law at the University of Gothenburg

Lei You

Master of Science in Management, Graduate School

School of Business, Economics and Law at the University of Gothenburg

Abstract

Recent times have witnessed a nascent, highly dynamic and volatile economy that is transforming and determining the way modern businesses and transactions operate with the intervention of digital economic activity and online platforms, shaping the world around us. As a third-party intermediary between producers (sellers) and consumers (buyers), platform organizations that create value with trust control mechanisms make traditional organizational structures a thing of the past. The stark discrepancy in the number of employees formally hired by platforms versus gig workers has drawn the attention of scholars. Bringing the spotlight to the hiring processes implemented throughout the intricate structure of online platforms is a matter of urgency. This paper dives further into the institutional logics that explain such behaviors from multiple perspectives. Indulging the institutional complexities and logic multiplicity along the way provides context to the systems and behaviors in place. We conduct a case study of an online platform engaged in food delivery in Sweden, point out that the corporate logic, market logic and community logic are the guidelines for shaping hiring behaviors of this aligned organization, and describe the coexistence mode of these logics.

Keywords: online platforms, hiring processes, institutional logics, institutional complexity, logic multiplicity

Introduction

In recent years, the rapid growth of digital economic activities and associated digital work platforms as a new form of organization and a representative of new economies such as the sharing economy, have attracted great interest from scholars (Cruz & Gameiro, 2022; Kornberger, Pflueger, & Mouritsen, 2017). In 2019, the OECD released a report titled *An Introduction to Online Platforms and Their Role in Digital Transformation*. The term online platform is defined in this report as an Internet digital service that facilitates the interaction of two or more distinct user groups. These users, whether companies or individuals, are interdependent through the platform. The platform only serves as a third-party interface for producers (sellers) and consumers (buyers) to provide transaction value and does not directly control the value creation process (Kornberger et al., 2017). Platform owners organize distributed production and collaborative consumption, use control mechanisms and implement interactions based on the trust of both parties. Scholars generally agree that platforms generate value by reducing transaction costs or “economic frictions” and acting as “intermediaries” for effective interactions between economic entities of all parties (Duggan, Sherman, Carbery & McDonnell, 2020; Gawer, 2021; Vallas & Schor, 2020). This indirect mode of value creation leads platforms to be seen as a growing disruptive phenomenon of contemporary capitalism. Moreover, the platform economy created by most digital platforms, such as service and product marketplaces (e.g., eBay), ride-sharing companies (e.g., Uber), and accommodation providers (e.g., Airbnb), also implies the marketization and financialization of daily life (Kornberger et al., 2017).

Actors in platform organizations have important presences in both national and global job markets. They have transformed traditional work relationships and brought about new ways of distributing tasks among workers, and they continue to influence labor market-related hiring standards, the nature of work, the distribution of wealth, and more (Cruz & Gameiro, 2022; Kornberger et al., 2017). Before the scale of digital platform companies, there were also ways to hire gig workers, part-time and outsourced personnel to meet the company's internal human resource needs through external employment. The problem is that these temporary workers have always been marginalized and have difficulties to access the core business. Unlike other forms of temporary work, such as agency hiring, platform workers are often classified as independent contractors or freelancers. Their jobs are short-term, temporary “gigs” through registration and active participation on the website or app that are governed by terms and conditions of use, not defined by an employment contract (Hunt, Samman, Mansour-Ille & Max, 2018; Williams, McDonald & Mayes, 2021). Labor becomes tradable services and goods (Hyers & Kovacova, 2018). Firms use platform workers as an alternative to temporary labor or formal employment relationships within traditional organizations, and they do not recognize workers as employees (Gawer, 2021; Waldkirch, Bucher, Schou & Grünwald, 2021; Williams et al., 2021). Many online platforms also adopt the so-called “asset-light” model, which excludes core assets and most employees and realizes the control of resources and workers through embedded algorithm management in the digital background,

directly reducing ownership costs, maintenance costs and labor costs (Gawer, 2021; Kornberger et al., 2017). The number of employees formally employed within the same platform organization is often much smaller than the platform's workers. Yet eight years after its founding, Uber, with fewer than 8,000 employees, has a market capitalization of nearly \$30 billion, surpassing General Motors, which has more than 200,000 employees and produces nearly 10 million vehicles a year (Kornberger et al., 2017). Such a strong contrast interests economists and sociologists alike. Therefore, the recruitment management of employees and workers by the platform becomes worth studying.

For the development of any organization, human resources are a part that cannot be ignored in the formation of its core competitiveness. How to better attract talents is an important proposition to further improve organizational management capabilities. We consider recruitment or hiring as the start and one of the most important steps in the human resource management (HRM) process (Martins, Dominique-Ferreira & Lopes, 2022). As emerging online platforms continue to plunder the original market share and open up new fields, traditional organizations are also constantly seeking the possibility of transforming to the platform or increasing the platform's functions. The digitization of internal operations and external transactions of mature companies in the traditional economy means that with the proliferation of apps and mobile devices, companies must now have both public-facing websites and internal-facing information systems to perform functions. For example, big data, artificial intelligence, and machine learning are becoming priorities for many companies (Cenamor, Parida & Wincent, 2019). And the more important growth path for platforms begins outside the traditional economy, as digitally born companies use the Internet to usurp existing markets or create entirely new ones (Cenamor, et al., 2019; Keegan & Meijerink, 2023; Vallas & Schor, 2020). This means that a nascent, highly dynamic and highly volatile economic form is affecting the recent economic landscape (Vallas & Schor, 2020). This article focuses on hiring management in online platform companies, an important but underexplored intersection of the digital economy and HRM literature. Digital platforms make a conscious distinction between formally employed employees and workers (independent contractors), and the differential treatment of them has been present since the beginning. One of the reasons this topic should be studied is the extent to which labor selection differs between platform companies and traditional companies, the guiding philosophies and influencing factors behind which remain unclear. In order to understand the behaviors and trends of platforms, we will use the lens of institutional theory to logicalize their hiring practices and investigate how the important start in the HRM process is guided by different logics.

The purpose of our research is to investigate the overall hiring process and management issues, such as accompanying benefits for integrating immigrants, based on combining traditional HRM with external employment relationships. The research questions are formulated as: *How do online platforms hire people for different positions? What institutional logics guide the hiring processes?*

In the next sections, we will review the previous literature on online platform recruitment, use qualitative analysis methods to study the primary materials obtained through several interviews, and draw relevant conclusions to answer research questions after a full discussion. The main contribution of this study is that first, it enriches the research on how emerging organizations such as platforms hire and manage employment relations with in-depth empirical study and reveals the implementation of different types of job design. Secondly, it summarizes the institutional logics that guide the hiring processes of platform organizations through different methods and supplements relevant theories. According to the European Labor Force Survey (2021), 17.1% of the Swedish population aged 15-64 are not in the labor force. Therefore, this study also aims to help people outside the labor force, especially refugees, understand new hiring processes and situations for economic integration. By comparing and verifying the hiring practices of different people on the platform, it can also provide new inspiration for policymakers and business managers.

Literature Review

The following section provides an overview of previous research on platforms' unique governance mechanism and gig economy phenomena with a focus on the topic of hiring management in HRM. We try to find theories about platform recruitment of employees and workers in the intersection of the digital economy and organizational management literature and use the important definitions and concepts in it to critically look at the current platform organizations that are still evolving and changing. While reviewing relevant literature, this paper points out research gaps in light of the tradition and current situation of labor composition in the Swedish labor market.

Platform Organizations and Gig Workers

Although the nature of the platform as an interaction intermediary among various economies has gradually become widely known, the definitions of this new organizational form from all sectors of community are also varied due to different positions and perspectives. We adopt the definition issued by the OECD in 2019 and recognize that an online platform is an organization that provides Internet digital services in today's digital transformation. This kind of service has permeated every aspect of our daily life. While there is no single definition of a platform organization that is accepted by all, platforms that operate applications and provide remote 'crowdsourcing' and local 'on-demand' work are already playing an important role in reconfiguring labor force and work relationships. "Classic" gig workers who work for platforms are often referred to as app workers. Appropriately skilled "crowdworkers" located anywhere in the world accept commissions and execute tasks via apps and the Internet. While on-site workers perform on-demand coordinated live events work (Hunt et al., 2018; Keegan & Meijerink, 2023; Wood, Graham, Lehdonvirta & Hjorth, 2019). The business models of many organizations operating in the gig economy are created around a sizable labor competing on a number of untrained tasks. They legally employ far fewer people

(Duggan et al., 2020). Because the premise of being able to complete the task is to have the corresponding capability, there is no need for the platform to organize additional training which is regarded as a part of talent cultivation in HRM (Keegan & Meijerink, 2023).

Because digital platform organizations depend on the continued availability of customers and workers willing to use the platform, the autonomy and flexibility enjoyed by workers pose inherent business risks to them. Platforms generally do not sign formal full-time employment contracts or permanent contracts with gig workers, and some even only price tasks. This highly flexible way of working also means instability that they may not be able to successfully match the supply and demand. They therefore need to build up sufficient labor supply to meet customer demand and encourage customers to post related work tasks, which in turn helps to attract additional registered workers, bringing profitability to the platform (Williams et al., 2021). Every feature of an employee's task needs to match company policies and customer needs, and algorithms can instantly process many transactions involving a large number of important variables (Hyers & Kovacova, 2018). This is just one of the fundamental operations of algorithmic governance, the ubiquitous mechanism of platform organizations. "Algorithmic control", "algorithmic surveillance", "infinite surveillance" or "algorithmic labor" refer to the remote monitoring of employees with the help of ubiquitous connectivity, big data analytics and wearable computing (Gawer, 2021). Despite moving away from traditional employment relationships, platforms as "prospective employers" still seek to impose controls and constraints on employees to ensure proper work assignments and performance management. This is obviously a manifestation of strict management of the core business and conforms to the employment model, but it is not recognized by the platforms as employers' behaviors (Duggan et al., 2020).

Algorithmic governance also can automate HR-related duties and functions traditionally performed by human managers (Duggan et al., 2020; Keegan & Meijerink, 2023). Algorithmic controls, at the heart of platform operations, are considered by many scholars to be more comprehensive, instant, interactive and opaque (Duggan et al., 2020; Waldkirch et al., 2021; Wood et al., 2019). To attract and select self-employed platform workers, platforms must implement HR practices that were previously established only for employees on organizational outsourced workers. Ignoring the quality and robustness of the process of hiring gig workers is tantamount to ignoring the necessary labor stock and job quality assurance of the platforms. "Hybrid HR approaches" that combine traditional recruiting practices with new forms of algorithmic screening are gaining traction (Duggan, et al., 2020; Keegan & Meijerink, 2023; Vallas & Schor, 2020; Waldkirch, et al., 2021; Williams et al., 2021). However, there are still gaps in the research on the factors that affect the platform's choice of different recruitment methods, and few people pay attention to the degree of difference between the platform and other organizational forms of talent management.

Hiring Processes and Hiring Immigrants

Regardless of any role, the hiring goal of the platform is to find individuals with the competencies required to accept job offers and the best fit for vacant positions in a short period of time (Martins et al., 2022; Williams et al., 2021). The platform greatly relaxes personnel selection criteria and provides an open employment relationship by lowering the employment entry threshold. App workers are often onboarded quickly through a rapid screening process to ensure that the organization has an easily accessible source of labor. Highly heterogeneous workers do not need a long-term commitment to a single employer and are free to work for competing platforms (Duggan et al., 2020; Gawer, 2021; Williams et al., 2021). Due to the lack of clear criteria for closed employment relationships (Keegan & Meijerink, 2023; Muntaner, 2018), the platform does not assume social and legal responsibilities (Duggan et al., 2020; Keegan & Meijerink, 2023; Lee, 2023), so platform workers are forced to bear costs and employment risks previously borne by employers and the state (Wood et al., 2019). As digital platform organizations continue to expand, more and more marketing specialists, system designers, programmers, and data scientists are being recruited to work exclusively on these platforms to design and create the apps themselves that perform algorithmic management (Duggan et al., 2020).

Identifying workers as contractors providing non-core and low-level skills and knowledge has been controversial (Duggan et al., 2020; Hunt et al., 2018; Muntaner, 2018; Keegan & Meijerink, 2023; Vallas & Schor, 2020). Because many platform organizations earn profits from their main business to meet the services needed by consumers in their daily lives, among them, gig workers play the most important role in directly providing services, which is equivalent to value creators. The affirmative elasticity of an on-demand workforce can quickly turn into economic instability as gig incomes are highly volatile. Significant numbers of workers may find themselves confined to a precarious, undervalued workforce by carefully crafted contractual agreements (Hyers & Kovacova, 2018). Therefore, underestimating or ignoring the importance of workers according to classical HRM is no longer appropriate in the platform context. In September 2019, the California legislature passed a bill classifying platform workers as employees (O'Farrell & Montagnier, 2020). HRM has become increasingly important with multiple court rulings making decisions in favor of individual workers obtaining employment status (Waldkirch et al., 2021). If platforms are forced to convert workers into employees, it will threaten profitability, leading to major changes (Vallas & Schor, 2020).

Digital platform workers are regarded as a new social class and become a new research focus. There is a parallel between the gig economy and the larger labor market (Lee, 2023; Muntaner, 2018). Workers on digital platforms have class conflicts of interest (wages, benefits, employment and working conditions, collective action) that are like those of other members of the working class. Platform work reflects intersecting hierarchies of race, citizenship, and dependency. Gig workers generally face many challenging working conditions. Temporary refugee workers, in particular, face greater difficulties, such as the difficulty in guaranteeing wage payment and normal tax payment, and the risk of theft of wages due to poor accommodation. Despite its challenges, the gig economy does offer some opportunities for livelihood planning for refugees and has the potential

to help refugees engage with host communities and strengthen their economic participation (Hunt et al., 2018). The gig economy enables refugees to perform crowd work and is not tied to a specific location. This could open new economic opportunities for appropriately skilled and equipped workers (Hunt et al., 2018). Some newcomers and racialized immigrants with unstable full-time jobs also rely on odd jobs on multiple platforms to support their families (Lee, 2023).

Theoretical Framework

Rooted in phenomenology and sociology, the institutional school's organizational theorists argue that social order is created by people who interact with each other and give meaning to their interactions. Subjectivity, patterns, and the interpretation of the meanings of individuals and organizations has received unprecedented attention. The perspective of institutional logic derived from institutional theory has gradually become the core branch of this research field. Thornton and Ocasio (1999: 804) refer institutional logics to "the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality". This definition suggests that institutional logics are sufficient to provide a linkage between individual agency and cognition and socially constructed institutional practices and rule structures (Greenwood, Oliver, Suddaby & Sahlin, 2008). Institutional logics theory focuses on how broader belief systems shape actors' expectations and behaviors. Its key principles state that every institutional order in society has material and symbolic elements and represents a system of governance. The material aspect of the system refers to structure and practice, while the symbolic aspect refers to conception and meaning. The two are intertwined and constitute each other (Thornton, Ocasio & Lounsbury, 2012). At the same time, scholars have also paid attention to how these symbols affect the relationship between actors. The lives and experiences of actors within the same framework can be replicated and reproduced. The institutional logic from macro-factors to micro-practices is the organizational principle and the basis of taken-for-granted rules that shape and guide behaviors in the organizational field (Reay & Hinings, 2009). Individuals and organizations provide meaning to their daily activities and practices through institutional logic, whether formal or informal, including assumptions, values, and beliefs.

The societal level institutional order including market, state, family, religion, profession and corporation conflicts with each other (Reay & Jones, 2016). Each of these six institutions in the macro-social phenomenon is guided by a different institutional logic and has the characteristics of central logic. To flesh out the institutional logics' perspective more fully, Thornton et al. (2012) highlighted the community logic that embodies local understandings, norms, and rules, adding community as another key institutional order. Organizations and individuals affected by any of these institutional orders will have different sense-makings and self-awareness of their motivation and logic of actions. Organizational theorists in different fields have also described ideal types of

institutions through basic research from the lens of institutional logics. For example, Goodrick and Reay (2011) critically use four ideal types of institutional logics as a tool for systematically comparing professional work logics. In the ideal type of professional logic based on the relationship network and membership of the association, professionals rely on personal professional knowledge to obtain legitimacy. They can determine the content and the organization of work and professionally control the quality and price of products and services. In the ideal type of corporate logic, the company operates according to its own administrative hierarchy, and work is organized by the company's routine. The power comes from the board of directors and the top management. Managers or CEOs can be non-professionals who evaluate the performance of all workers and professionals and determine the content of work and control the corporation. The company gains legitimacy from its market position, and its strategy is based on expanding its scale and diversification (Goodrick & Reay, 2011). In the ideal type of state logic, the government is directly responsible for the management of work and sets appropriate quality standards. The source of authority is bureaucratic domination (Thornton, Ocasio & Lounsbury, 2012). However, the market logic reflects the absence of controls by profession, corporations or the state. In the ideal type of market logic mainly focusing on transactions, competition is free and unregulated, and consumer preferences and choices determine success. The legitimacy of the market comes from shared prices, meanwhile the authority stems from shareholder activism, and the basis of strategy is to increase profits. The features that make logics distinct have accelerated competition (Goodrick & Reay, 2011). To gain a better understanding of how local logic affects platform organization works in practice, qualitative analysis tools are needed to capture the institutional logic implemented in everyday life. Reay and Jones (2016) present three approaches: pattern deducing, pattern matching, and pattern inducing.

Scholars who have started to study institutional logics from various fields have different emphases in their analysis and conclusions, but the institutional logics they use and define all presupposes a core meta-theory. That is, to understand individual and organizational behavior, it must be placed in a social and institutional context that both regulates behavior and provides opportunities and change for agents (Greenwood et al., 2008). These associations between actions and institutions present the common purpose and joint interests. As mentioned earlier, the institutional logics theory was born out of the new institutional theory, abstractly reflecting the guiding principles at the social level. The process by which organizations in similar domains institutionalize similar rules, policies, and norms is known as organizational isomorphism (DiMaggio & Powell, 1983). Organizations rely on isomorphic pressures to align their internal structures, and these isomorphic practices generate legitimacy. It is not a measure of technical success or effectiveness, but conformity to the expectations of the organizational fields. The actions of an organization that has acquired legitimacy become the taken-for-granted norms of behavior. Legitimacy and institutionalism are practically synonymous, and social culture determines how organizations are structured, how they operate, and how they are understood and evaluated. The institutional legitimacy established through structuring makes the organization seem natural and meaningful. It relies on external social

forces to guide the adoption of new policies within the organization and empowers the organization to strengthen its functions (Meyer & Rowan, 1977).

However, institutional environments are often diverse, sometimes incorporating incompatible structural elements in order to seek external support and stability for organizations (Meyer & Rowan, 1977). Therefore, scholars began to think about the role of institutional logics in different layers. The importance of the dominant logic is challenged as institutional logics frameworks not only explain the homogeneity of organizational and individual behaviors but also expand their theoretical scope and diverse concepts by empirically testing heterogeneity. Researchers have discovered institutional complexity and a feasible mechanism for the coexistence of multiple institutional logics. Institutional logics research in the field of management has moved beyond showing the existence of specific institutional logics and entered the new scheme of institutional complexity, where multiple coexisting and often conflicting institutional logics be reflected in a given field. Besharov and Smith (2014) propose a theoretical framework capable of delineating types of logic multiplicity within organizations and linking these types to different structures and outcomes. Their framework categorizes organizations in terms of logic compatibility and logic centrality, and explains how field, organizational, and individual factors influence these two dimensions. Hiring and socialization are specifically explained among the factors affecting compatibility at the organizational level. Due to changes in organizational practices, logical compatibility and logical centrality may also change, thereby affecting the classification of organizations.

Institutional logic as an analytical method has also received increasing attention and recognition (Greenwood et al., 2008). For example, research on actors with different institutional and professional backgrounds is being carried out widely from different aspects. Because their boundaries are relatively definable. In an ideal theoretical assumption of institutional logic, professionals and professional work strictly abide by the logic of their professional groups, and the strength of other weaker logics in industries and fields dominated by professional logic will be correspondingly reduced or nonexistent (Goodrick & Reay, 2011, McPherson & Sauder, 2013). However, there may be coexistence or potential conflicts of multiple logics in the same field, within a specific organization, and at the micro level represented by individuals or groups. McPherson and Sauder (2013) investigate four types of logic-oriented professionals in drug courts to conclude the real purpose and effect of logics in micro-level interactions by analyzing the way they use logics to negotiate decisions in their daily work cases. They find that actors view institutional logics as a set of tools that can be used creatively and regard their agency of using non-intended logic as a form of discretion. Their research explains how logic can be used to manage institutional complexity and reach consensus from an individual perspective. Studying institutional logics can be either a comparative study that examines different types in cross-section, or an instanced longitudinal study that considers multiple logics over time (Besharov & Smith, 2014). Goodrick and Reay (2011) creatively used the term “constellation” to explain the combination of institutional logics that guide behaviors at any point in time by analyzing how the professional work of

pharmacists is guided by multiple institutional logics at the same time. By segmenting the impact of different logics on different actors, geographic communities, or organizational types, multiple logics can co-exist, emphasizing their competitive relationship. However, there is also a cooperative relationship among coexistence logics, i.e., facilitative or additive role. Nicolini et al. (2016) further extended the research on the professional work of pharmacists by proposing the concept of institutional knots and knotting through a comparative historical study of the common field of multi-national community pharmacies, demonstrating that multiple logics can co-exist in temporary compromises in local arrangements with variable durability, introducing dynamic elements of agency and process into static constellation metaphors.

Methodology

The Setting

Our research focuses on the hiring processes of the platforms and the multiple logics that guide related behaviors. Traditionally, labor-intensive industries including the service industry and retail industry are usually paid by the hour, and the working environment includes home, warehouse, restaurant, outdoor, etc. In contrast, highly advanced jobs such as consulting, and IT usually require a certain degree of higher education. These professional jobs are usually performed in an office environment, and white-collar workers are paid annual compensation. Different industries have different proportions of white-collar and blue-collar jobs, their labor force structure is significantly heterogeneous, and employer preferences and principles are also various. Scholars' previous research has mentioned that the types of jobs provided by platform organizations are different from those in traditional organizations and industries (Cruz & Gameiro, 2022; Kornberger et al., 2017). Vallas and Schor (2020) argue that the types of employment and labor situations supported by the platform can be divided into five categories. For the convenience of research, we combine these job types with traditional economic definitions of white-collar and blue-collar workers to distinguish their attributes. The first category includes the architects and technologists of the platform, who are founders, highly skilled employees, and independent contractors. These white-collar workers design and maintain the platform's digital infrastructure. The second category is cloud-based consultants or freelancers, who provide professional services through platforms such as UpWork or Freelancer. Their work is often not tied to a personal workplace or geography. A third category of workers takes on tasks that computers cannot perform with human intelligence, and their platform work is performed entirely online, involving so-called microtasks. These jobs typically require less training and experience than cloud-based consultant and freelance jobs. The fourth category is gig workers, whose services are engaged through platforms, often offline, such as ride-hailing, food delivery, home repairs, and nursing care tasks similar to blue-collar jobs. The final category of platform workers includes content producers and influencers, whose work on social media platforms is often offered pro bono, seeking to gain enough visibility in the attention

economy to establish a regular stream of income. So, labor market dynamics and demand conditions differ for different groups of workers. Architects and technologists are chronically in short supply as active designers, and gig workers, microtaskers, and unpaid content producers are passive recipients or users of platform functions and are in excess supply. Platforms often exacerbate this with continued hiring (Vallas & Schor, 2020).

We conducted a case study of a multinational company (supporting platform services) to understand its hiring management issues for different demographics. This food and grocery delivery company provides both white-collar and blue-collar positions to a wide range of people. It is evident that as one of the leading distribution platforms in the Nordics, it is an ideal setting to study how large numbers of workers are hired and how the collaboration of various departments involved are organized. The company is part of a global delivery and logistics group headquartered in Berlin. The platform itself operates in four Nordic countries and over 60 major cities. It works with more than 9,000 national restaurant chains, local independent restaurants, and retail suppliers to provide customers with a smooth ordering service. More than 4,000 riders and various fleets form an important part of the delivery ecosystem, making it possible to deliver anything quickly and easily to your door. All riders default to the platform's fourth category of blue-collar works. This multi-institutional setting helps us gain a deeper understanding of how the hiring processes for different positions are shaped. E-commerce based on the development of the platform has also entered the third generation, and the delivery speed of Q-Commerce is minutes instead of days. The platform is leading its development. This is one of the reasons why we chose it as the research object.

Data Collection

This study used an inductive method for qualitative research, conducting in-depth interviews with 22 participants which consisted of 17 riders and 5 personnel in a management capacity from this online platform. To get a better understanding of the whole situation and aid us in answering our research questions, we needed to conduct interviews with the various actors involved. The interviewee selection process was based on our applied overall strategy and goal of interviewing departments and people involved in and directly affected by the company's hiring activities. They were expected to be top management and executives, line and business managers, as well as ordinary employees (including immigrants). Considering the significant heterogeneity of the hired population, which included highly educated skilled immigrants and low-skilled workers of non-European labors, the interviewees were grouped according to the structural relationship related to hiring management. We used the personal network we developed during our academic duration in Gothenburg, Sweden, to find these participants who were in different departments and had different perspectives on the hiring processes. Respondents who could be reached directly provided contact information with more potential respondents during the interview, which enabled us to conduct new interviews. The method of snowball sampling as a form of convenience sampling helped us further collect primary data. Our study was also stationed in downtown Gothenburg, where there

is an elevated level of activity for this particular organization. In this setting, we had the opportunity to make numerous encounters with the hired riders, resulting in extensive interviews. The final interviewees were predominantly non-Swedish. Ethnical background of the riders varied from India, Sri Lanka and Bangladesh etc. The rider sample mainly consisted of dependents and students between the age of 20-40. Both males and females were interviewed for the same position. All the management and admin personnel were also Southeast Asian males aged between 30-40. These individuals have been in Sweden for about 4 years and arrived at Sweden as students or dependent and worked their way to higher admin roles.

To analyze the way the platform established and maintained the hiring processes, we pre-determined different interview questions for two groups of interested actors. The first group is the white-collar group, who have full-time contracts signed with the platform, including senior management and formal employees of various departments. The second group is the blue-collar laborers, who are generally short-term part-time “field workers”. We engaged in understanding how employers’ different preferences for them and principles specifically guide the day-to-day practice of hiring management in an organized setting. Therefore, before conducting the interviews, two sets of interview guidelines were developed, which were analyzed from the perspectives of the organization and the different hired roles. The organizational aspects are represented by higher management. After jointly drafting a list of interview questions, we contacted the interviewees and conducted the interviews. The purpose of the study was not hidden from the respondents, who were initially asked to describe their role in the company and provide some general information. According to the research ethics of not harming the participants, this study protects the personal privacy of the participants and anonymizes the company name and their names. The interviews were conducted in numerous fashions which are elaborated below.

Initial phase interviews were digitally recorded and transcribed following a set of strict interview guidelines. These interviews were conducted in English, held online via Zoom and recorded with the consent of the interviewees. Open-ended questions were included in the semi-structured interviews. Some questions were improvised on the spot to provide a better understanding and context for the interviews. In addition, some interviews also had a third party who acted as a translator. Each interview lasted 15-20 minutes. The recordings were later used to make a full transcript. The collation of transcripts helps to provide relevant information for the writing of the empirical section.

For the supplementary interviews conducted in downtown Gothenburg, the same interview guide was followed, primarily the set directed towards the “blue collar” group. The interviews were conducted in English and the responses were written down on the spot for maximum accuracy. The interviews were typically between 10-20 mins of a similar nature to the initial interviews with improvised dialogues where required. This setting provided an informal backdrop which in turn provided content which was much less filtered in contrast to recorded interviews. In an open setting where the interviewees weren’t being filmed, there was an inclination towards candidness

regarding the dialogues which were not previously evident with recorded interviews. These provided vital and essential contributions towards the empirical section and final analysis. We also conducted some interviews in English over the phone and recorded the responses immediately to improve accuracy at last. The same interview guides were implemented based on the segment the individual belonged to. The 15–20-minute dialogue was open to improvisation when required. We enrich the qualitative data of this thesis through the above three methods.

Regarding ethical consideration, we allocated our efforts not to affect the interviewees answer in any way possible. The methods included avoiding any additional dialogues that would guide them towards any anticipated answer. We gave the respondents the opportunity to present their understandings by setting a tone of “no wrong answers”. Any inclination they chose was not challenged, giving them the scope to speak freely and build on their cases. In cases where there was hesitation to answer a particular question, the participants were given the option to skip it, aiding by maintaining neutrality throughout the entire interview process. Given that, a scope for interviewees to exclusively provide “right answers” or the “politically correct” version was anticipated; especially from current employees who can be considered an advocate for the organization. One of the key consequences of keeping personal and organizational identity anonymous was that the participants were able to speak more candidly about their own experience and the organization as a whole. This was true for both segments, riders and management personnel. In turn, this enhanced the quality of the interviews and enriched them with applicable information, providing a more dynamic and overall view of the phenomenon under the spotlight. This aspect was enhanced even further and was more evident in non-recorded interviews. These interviews provided a substantial amount of useful data, enabling us to answer the research question more adequately.

Data Analysis

We first thoroughly analyzed the data collected through interview transcripts without formulating hypotheses a priori. These interviews were coded to identify similar patterns in hiring trends and are emphasized in the analysis section of the research paper (Silverman, 2015). We interpret and classify the collected data and summarize conclusions from different dimensions. Detailed critical data analysis of transcripts can find common trends or recurring information, comments, etc., such as “barrier”, “criteria”, “weekly working hours”, “work permit”, “students”, etc. Constantly comparing employer and employee voices and integrating white-collar and blue-collar workers’ perspectives can provide insight into how our target company’s hiring management practices are organized to validate existing trends or organizational behaviors in terms of recruiting. To better answer the research questions, we also needed to identify biases and factors that affect the hiring processes.

To capture the institutional logics, we employ the theoretical framework introduced by Reay and Jones (2016), the pattern deducing and pattern matching techniques. These two different research

techniques can effectively deal with the nature of institutional complexity in the hiring process of the platform organization and identify, describe, and measure the internal logics. The different methods of analyzing the institutional logics according to the qualitative data are not exclusive and will be mixed in this study. Pattern deducing methods first collect large amounts of textual data (such as words, phrases, images, objects and their relationships) and convert them into countable occurrences and co-occurrences. Practice is then observed with a deep understanding of the social context to create semantics and interpret meaning, ultimately identifying and revealing patterns. Another useful analytic technique (pattern matching) is to compare data to patterns identified in the extant literature (ideal type of logics), allowing new understandings of social construction to emerge from the gap between previous theories and currently discovered empirical evidence generated in iterations.

Empirical Section

Labor Composition in Swedish Online Platforms

When we combine the types of employment and labor conditions supported by the platforms with the white-collar and blue-collar job types defined by the traditional economy, we find that the labor force composition of online platforms is basically blue-collar workers, and the number of employees employed by the standard is usually less than that of workers who mainly provide Internet life services (Duggan et al., 2020). Blue-collar workers in generally labor-intensive industries are usually paid by the hour, while white-collar workers, who usually work in an office environment, get an annual salary. We conducted a qualitative study of a Swedish online platform for food delivery, interviewing riders who were directly involved in the delivery service, as well as “white collar workers” who were involved in dispatching and management in cities and headquarters offices. Almost all riders interviewed agree with the fourth classification of blue-collar-like jobs they held as platform gig workers. They typically use the app for delivery, collecting food and required materials from different restaurants or grocery stores and dropping it to the customer’s address. But from the point of view of higher management, there is no need to divide between blue-collar and white-collar jobs. The regional managers of the organization studied perceive no significant difference in the nature of their work, and the primary difference that can be recognized in this context is the difference in contract type, i.e., full-time versus part-time. Therefore, the labor force composition of the platform can also be classified according to the types of contracts signed by different positions for hiring different personnel to analyze specific data. He commented:

Every organization has its structure. In my organization there is certain people have to work outside so I don't count them as like white-collar and blue-collar. They come on the CVA, some union and then they come on our organization. And then above them, there are

certain levels. And after certain levels there are managers, so it's not like blue-collar or white-collar. It's organizational hierarchy how we manage. And in Sweden, we don't call jobs or positions like white-collar or blue-collar.

The organizational hierarchy they manage is divided into different levels. There are quite a few riders in the organization who have to work outside, above them there are rider captains and after that there are managers. It is evident that all full-time contracts can be associated with individuals holding white-collar roles and part-time contracts are geared towards blue-collar roles. As far as the demography of the blue-collar role is concerned, it was mentioned:

Yeah, most of our fleet, most of the guys are students, so most of them are come from Asia and some of them come from Africa and we have some from Middle East. So, most of them like 75% of that our fleet are students actually, they are studying. And the rest and to 25%. We can divide like maybe their husband or spouse of students to 15% and then the rest 10% they choose the job as a second job, maybe they are here from long time in Sweden, and they search something they can work as a second job or on extra income, so they choose. So, I can say like 70% to 75% of our fleet are mainly students.

Most of the riders and drivers we interviewed were students, and their employment situations were relatively similar. Some of them wanted to earn tuition and living expenses together with their spouses, and they took the initiative to choose this part-time job out of time allocation considerations. We can see that most of the riders are non-Swedish, but rider roles and part-time work contracts are not specifically designed for non-Swedish workers. Some Europeans apply for personal reasons, such as a love of cycling, a second flexible income, etc. There are also a small number of Swedes who are proficient in Swedish and can find a “good job” also work as riders. Because this job of the food delivery platform is very flexible, they can change shifts at any time and work like an independent instead of working from nine o'clock to five or six o'clock rigidly. They enjoy this free and disclosed payment method, and they can plan their own goal of earning the amount. But non-Swedes are actually relatively passive in the job market and have no choice but to choose blue-collar jobs in order to live a decent life. Many of the interviewees had excellent working abilities in the past, such as majors in IT, manufacturing, and agriculture, and being programmers, engineers, architects, and sales. One of them, who is currently studying for a master's degree in Gothenburg and worked in a financial institution before coming to Sweden, mentioned that he had applied for various positions at the headquarters on the platform, but was rejected because he could not speak Swedish.

Due to administrative difficulties in obtaining appropriate visas and work permits, immigrants often face legal barriers and restrictions that limit their career choices and opportunities in the host country (Guo & Al Ariss, 2015). Some skilled immigrants accept entry-level jobs and engage in less skilled occupations compared to their pre-immigration occupations. The inability to obtain commensurate work for those who invest many years of their life with educational qualifications

has been described as an involuntary reduction in employment. It can be understood as the coercion of those who qualify for white-collar jobs into blue-collar jobs, i.e., underutilization of the skills of immigrant professionals (Almeida, Fernando & Sheridan, 2012). Historically, the labor force immigrating to Sweden has been almost evenly mixed between highly educated and less educated workers (Wehtje, 2022). However, it has become an inevitable fact that the composition of Sweden's immigrant population has shifted from labor immigration to refugee immigration from the "European Migration Crisis" in 2015. Immigrants tend to be selected more often for low-skilled positions. Compared to white collar workers, immigrants have more opportunities to be blue collars.

Recruitment Process and Hiring Activities

The hiring process for both groups, who sign full-time contracts and part-time agreements, is clearly not treated in the same manner. It is clear that a precise and contrasting structure emerges when new employees or workers are hired into the white-collar and blue-collar sectors respectively. The content of hiring management in the organizational strategy of the platform we studied is not very detailed. For the purpose of management convenience and effectiveness, at the strategic level, the recruitment criteria of the two groups are aligned. But on a practical level, white-collar jobs are subject to more rigorous screening and maintain the standard Swedish procedures. While the hiring process for blue-collar roles is much more relaxed and almost includes a niche demography of students and their dependents. The regional manager who oversees the hiring of these blue collared roles commented:

I think all over Sweden, they follow the same strategy. They post the job in their national database or others familiar. And then people apply from there and then internally guides would supply there. So candidate have to go through all the checklists and then they choose. There are no certain criteria for recruitment.

This pervasive strategy applies to white-collar roles available within the same organization. They have a uniform procedure and process that is publicly disclosed when recruiting employees. For example, when hiring a manager, candidates will go through several common steps. The platform will post the job in the Swedish job portal. And the team for hiring will go through all the applicants from both outside and inside the organization. Applicants are required to submit a cover letter and resume, preferably with references. The first step is to complete a psychometric test. After the first selection, the platform will book a phone screen and ask a couple of questions related to their experience. Next step is the HR interview and managers interview with case study. Generally, these roles have a full-time work contract that meets Swedish standards. These job holders are subject to job security, promotions and extensive contracts lengths which are typically above one year.

However, this directly contradicts the hiring process mentioned by field workers. The channels for applying for positions, the process of interviewing or testing, and the time required for entry are all

different. The hiring process for the rider position is more like a general onboarding process, where anyone qualified can apply for it online, usually with a queue. After a few months, the applicants can get an email requesting an online course, go to Rider's office for simple documents check, take a test ride in their chosen vehicle, and pass the tests to be hired. Some gears are provided to them which bolsters all safety factors and enables the riders to be recognized and associated with the fleet. As one worker said:

The hiring process is like you know, everyone who is over 18 can apply for this rider position. But they take you can say a kind of... that's not an interview, they give you test riding dates where you come with your bicycle or your mobile then you do the test drive and if they like your job or if they see that you have the knowledge of using the navigation stuff, then you get hired.

It can be seen that compared with other positions, the threshold for hiring fleets and riders has been lowered. White-collar positions require applicants to be proficient in Swedish, while blue-collar workers have no entry barriers such as language and nationality restrictions, and their stages of the hiring process are also much less. The platform also has a large labor demand. Although there is no bias in terms of acquiring jobs in this organization towards any particular demographic, it is not so easy to hire the ideal number of people. Because this is not a simple job, there are many unexpected situations on the way of food delivery, and the work is easily affected by weather and traffic. As a particularly difficult job of riding in winter, the platform that offers it mainly attracts immigrants.

The areas and scope of work for the platform are always increasing, so they are always in need of hiring. The onboarding for these part-time workers is more volume centric. Eight to nine months out of twelve they hire a lot of people and the other three months they hire few people, not as much as the other eight to nine months but still. The hiring process of riders is always running. Significantly more platform workers are hired during peak season than in off peak season mainly since a huge fleet is required to address large cities such as Gothenburg and Stockholm 24 hours a day, 365 days a year. The regional manager told us in the interview that the platform has a dedicated recruitment team responsible for hiring fleet members. Certainly, hired workers are required to provide legal work documents, such as residence permits and driver's licenses.

Hiring is a way as I told you before that we hire throughout the year, always be hiring, so it's not like go through the higher management. So we have a team for hiring and people apply through online. And then we have team members. They go through the applications, and they contact who applied and then we have a meeting with them. They come to our office. We talk and then we check their documents. We go through everything that he's eligible or not, he has the right documents and right support that he can work. Then we give him the work. So this is for the workers and fleet members not for managers and other posts.

A repeated pattern within the dialogues of the field workers when asked about room for growth and promotion was that there was none, while one worker mentioned:

Not really, there has been not enough scope for promotion in this role, but they keep changing contracts. For example, initially they give you maybe ten hours contract and then if you work for sometimes, for example, six months or eight months or even one year they increase your contract hours like 30 hours per week. Something like that. But in real sense no promotion. They just keep increasing your weekly working hour. So as you get more experienced you receive more work. More simplified way to say it.

Significant room for development and career growth was evident in the white-collar roles in contrast to the blue-collar role which was designed for the short term and is subject to heavy employee turnover. Another one mentioned:

I have worked around one year as a rider but there is no promotions. We have to work at least two years so that we can get the work contract extension like permanent contract or else. We'll be extending every three months.

The hired workers can only sign a one-month contract at the beginning and perform well enough during the probationary period to get the opportunity to extend the contract or renew the trimonthly contract automatically. Although there is no hiring discrimination when it comes to rider positions, the platform likes to focus on rider performance so much that managers monitor it each month. Regardless of any demography or ethnicity, they monitor how many deliveries that particular item makes on a particular day based on a performance index, something called UTR. This data on the number of transactions completed at a specific time varies between cyclists, mobile riders, and car drivers. Every week the platform publishes the scores of the best riders in that particular indication. For example, the best riders averaged four deliveries an hour, and the best riders worked about thirty-five hours a week last week. They also post what the rider's own speed score is at the same time in the app. Riders can check this performance data weekly. The platform categorizes the riders based on their performance to motivate them, dividing them into batches like first, second, third and fourth levels. If workers are hired with low performance, they will be in the fourth level. If their performance is high, then they will enter the first batch.

However, a non-Swedish rider captain revealed to us that riders who perform well, are good at communication and have certain management skills are likely to be promoted to rider captain. This notable method of hiring process for white-collar positions inclined towards a recruitment approach where the recruitment predominately occurred from within the existing workforce. Employees that start of as riders, upon accumulating sufficient experience and gathering company knowledge added to above standard key performance index (KPIs), often made a step up and were recruited internally to advanced roles, including administrations jobs as well as leaders of large groups of

novice or expert riders. These groups typically consisted of between twenty to thirty individuals. Administrative staffs, fleet associates and captains work as part of higher management to maintain the onboarding process, allocate tasks efficiently, maintain regulations within the fleet and insurance policies as well as guarantee both in-service and after-hours riders care and gear maintenance. The hired rider captains will still be checked on their performance when joining the administrator role, in addition to ensuring that they have leadership skills and can manage a group of people by themselves. For instance, basically the newly hired rider captain is more of a trial role in terms of staffing and compliance, and he still has a lot to learn managing the rest of the workers while keeping his previous food delivery job. He is also empowered by the company to play the role of supervisor and review the performance of the team members. After completing these routinely organized work tasks after a few months or a year, the platform will give them a permanent contract as a proper fixed salary contract in contrast to the previous temporary trimonthly contract for the rider role.

The human resources strategy adopted by online platforms when hiring people for different positions is still consistent. Its structural promotion and filling of ordinary white-collar or management vacancies are not only internal selections, but also simultaneous external recruitment. The promotion of rider captains is also in line with this common strategy of equal opportunity. Generally, selecting the rider captains from the rider positions will help to better manage the team personnel. Because of their long-term working experience, they are familiar with the company's rules and regulations and how it works, and they also understand each other better with their previous colleagues. But these rider captain or other admin roles have additional responsibilities rather than riders and therefore need to be better people. The platform still adheres to the principle of selecting the best qualified. These positions are not only hired from rider positions but like to be hired separately. It largely depends on the situation. In the case of Sweden and elsewhere, the food delivery online platforms that we investigated in sometimes hire experienced people from other parallel companies. The reason for poaching from similar companies like Wolt and Uber Eats is that these experienced and capable talents are an important resource for companies to gain a competitive advantage.

As a platform operating in Sweden, its hiring management reflects many common localized practices. The hiring process leans a lot towards a referential based system. Although hiring managers don't see an advantage in applicants providing references from others. Recruiters just want to get some information and facts about a candidate from another person, and they can cross-check the data with references. That's just the general stuff that has to be offered here in Sweden. Some fleet riders emphasized that there are incentives for references. Online platforms focus on the quantity of workers they attract on the one hand, and their quality on the other. Because anyone with the right documents can apply for the riding job, if there are too many online applicants, it will lead to a queue. The platform needs to spend a certain amount of time reviewing the online applicants in the queue and try to screen suitable people who can create value for the company in the initial stage of HRM. A rider captain mentioned relevant facts in an interview, saying that when

a platform hires someone, it amounts to an investment behavior because the platform needs to provide him with clothes, equipment, and many other things such as taxation. Platforms don't want people to come and work there for just two or three weeks and then run away because the work is difficult or something. So, the platform has referential programs for riders, and even other high-level roles. The aim is to at least factor trust into the hiring process. The platform hopes to know whether the recommended person is reliable through the references. The recommender should know the other person very well, which guarantees the performance of the worker to a certain extent, although this is not necessarily the case. Without a letter of recommendation, the normal queue would go on for several months before there was a response. Someone said that they waited for a long time because it was summer vacation, and then he received a call immediately after a friend introduced him. And friends who referred him also received bonuses for his onboarding. For the platform, this can not only retain the original talents but also hire suitable newcomers. Adding to that there was mention that there are circumstances when qualifications were trumped by references. Because in fact, many white-collar jobs are obtained through referrals. One of the riders go on to mention:

Yeah like many people I see, they are just sitting on the main offices. They completed their school only or their college only. They have not done bachelors even masters. And here I am studying my master's, doing my master's in Göteborg. I don't know whether they will choose me or not. Just because of... I don't belong here. These are some of the barriers set by them. Because as I told you, I know many people working inside. They don't know either Swedish or English. They're still doing it so you know it's just like a barrier to stop you, that okay you don't have this this, so we reject you. It's like a rejection criterion.

And its hiring management also responds to the calls of the whole society about diversity and gender equality. People from sixty to seventy countries work in this multinational organization. Their organization conduct business in English and Swedish, including signed contract documents are also bilingual in English and Swedish. There are also riders who have noticed other Asians, middle eastern and Africans speak in their respective mother tongue within themselves. Many riders have visited their headquarters or their main office in the city and observed that there are people from different parts of the world at different levels in different fields and positions, did not feel any bias in the platform, and people of all genders also work there. Two refugee interviewees said that the Swedish people and society as a whole are very friendly, and their work went smoothly. Most of the time, the mobile apps and options are in English. But sometimes because the riders have to deal with several customers who spend most of the order in Swedish and leave some notes. Such as asking riders to leave food at the door and not disturb them. A foreign rider once encountered a customer asking in a sentence in Swedish not to ring the bell or make a phone call because his child was sleeping. Luckily the rider translated it, and if he hadn't read the message, he might have pissed off the customer with the customary phone call. This means that although most of the time the use of the mobile app is in English, the customer is used to speaking in Swedish and taking some notes in Swedish. But this situation is actually not common. Swedish trade unions

have played an important role in platform personnel management. The online platform invests in riders and pays more and more attention to protecting their benefits. A worker can apply to the platform for leave due to personal matters such as returning to his home country, and he can still continue a valid contract when he returns. As long as workers can perform well, the platform actually gives them many opportunities. If workers work hard and do their job well, the platform will automatically renew the contract with workers for three months, and they can also apply for paid leave when they are sick. One answer mentioned that the platform has such a policy that recommending female friends to the company will get more bonus. They want more girls in this field. Sometimes girls have easier access to certain facilities, such as a car. Some riders interviewed said that compared with the past, the number of female riders that can be seen on the road has increased significantly this year.

Discussion

As a dynamic management practice, the recruitment of online platforms shows a different talent management process from other organizational forms, especially the isolation of gig workers or part-time workers who account for a large proportion of hiring targets. How they critically interact with broader social belief systems and may replicate or change over time is our main concern (Thornton, Ocasio & Lounsbury, 2012). Platform is a unique type of governance mechanism that is influenced by, but distinct from, markets (decentralizing power), hierarchies (centralizing power), and networks (distributing power to trusted collaborators). To a certain extent, the gig economy, a non-standard employment relationship embodied in the platform operation has given up hierarchical control which continues only on the management of white-collar positions. For blue-collar workers on the platform, administrative rules need to be replaced by market mechanisms that determine work outcomes (Wood et al., 2019). In some fields of professional work, the logic of the associations between the suppliers and the customers that were originally related to the networks has also changed. Vallas and Schor (2020) argue that these logics that guide the behaviors of corporate management in the modern digital age may become institutionalized over time (Duggan et al., 2020). Therefore, the existing institutional framework may have multiple logics and give different meanings to the platform organization. In this section, we will analyze the empirical findings through the lens of institutional logic and explain how online platforms hire different positions and the influencing factors behind those behaviors with the relationships between different logics.

The Enactment of Logics on Hiring Processes

We draw on the ideal type as an explanatory analysis method proposed by Greenwood et al. (2008) to understand what meaning the food delivery platform we studied as an actor assigns to its different hiring behaviors for different positions. Researchers such as Thornton and Ocasio (1999)

have further developed this method of qualitative analysis to generate testable hypotheses. We take the approach introduced by Reay and Jones (2016) to capture the institutional logics of when we contrast actual behaviors and meaning with simplified ideal types that do not fully correspond to reality. These techniques of pattern matching and pattern deducing effectively help us identify and measure institutional logics within online platform organizations. In this case study, the ideal types that meet the experience are the corporate logic, the market logic, and the community logic.

The logic of hierarchical management

Online platforms are undoubtedly new forms of organization, but they are still for-profit companies and formal hierarchical organizations. The logic of hierarchical management rhetorically enacted through words mentioned in the interviews such as “promotion”, “levels”, “structure”, “headquarter” and “office”. In the ideal corporate logic, the company operates according to its own organizational structure and administrative hierarchy, and each level has corresponding management responsibilities (Thornton et al., 2012). All work is organized according to the company's routines and practices, and the rules and regulations of daily work are stipulated. Power comes from the board of directors and top management, so that employees carry out tasks assigned down from layer to layer (Goodrick & Reay, 2011). The food delivery platform we studied has a clear hierarchical structure. Riders are divided into different teams such as bicycles, mopeds, and cars. These are led by rider captains. Every fleet is managed by regional junior managers and more senior managers. There are different kinds of positions and departments at various levels in the headquarters. The operation of the entire online platform relies on a mature administrative mechanism, directed by the corporate logic within the realm of corporate and bureaucratic control, and influenced by its unique company culture and beliefs that delivering everything the customers want with lightning speed (Goodrick & Reay, 2011).

Meanwhile, the ideal corporate logic guides that the managers or CEOs hired by the company can be non-professionals. Although they are not dedicated takeaway riders, they evaluate the performance of all workers and professionals, and have the power to determine work content and issue work tasks. It sets KPI requirements for different work areas based on different job positions. In addition, the platform denies itself the role of an employer, signs temporary monthly contracts with most workers providing part-time jobs, and only recognizes workers as non-employees. They control the company in this mode to ensure the company's profitability and smooth running (Goodrick & Reay, 2011). This logic, which highly matches the ideal corporate logic, shapes the hiring actions of online platform organizations from top to bottom.

The logic of hiring efficiency

We argue that the logic influencing the practices of online platforms to hire riders is a combination of the corporate logic and the market logic. Two logics simultaneously shaped the design and execution of the hiring process for this blue-collar position within the organization. The complexity

of the online platform hiring processes is not only the difference between different positions, but also the relationship between the competing logics that exist at the same time. The logic of hiring efficiency that encourages competition and productivity is the core institutional logic for hiring riders. We will analyze the purpose, process, method and composition of the current online platform hiring gig workers from the perspective of institutional logics.

Ideal market logic pays special attention to transactions and believes that competition is free and unregulated (Goodrick & Reay, 2011). The rise of the platform economy is rooted in the marketization and financialization of our daily life. Customers only need to use the mobile app to place an order remotely and enjoy the food delivered by the platform riders within ten minutes around. People are increasingly accustomed to such a convenient lifestyle, and their reliance on online platforms is becoming more and more serious. However, platforms cannot actually directly control the process of value creation. They do not directly produce goods, and the essence of value generation is to provide two-way services for buyers and sellers. The occupancy of restaurants and other stores as partners can ensure the supply to meet the rising demand of customers, but the more important intermediate link is that there are enough riders to complete the delivery task. To capture as much profit as possible, online platforms try to reduce transaction costs, including the human resource management costs of managing platform employees and workers. The general “asset-light” model is to only recruit necessary white-collar positions, to abandon the closed standard employment relationship and recruit a large number of gig workers to meet customer needs (Gawer, 2021). The digital platform recruits on-demand field workers by providing part-time jobs with relatively lower wages and more flexibility than fixed-salary positions, while the embedded algorithm management of the digital background of the operation can quickly deal with transaction matching problems, realize the control of supply and demand correspondence between buyers and sellers, and directly reduce costs and increase competitiveness (Gawer, 2021; Kornberger et al., 2017).

In the ideal market logic, the legitimacy of the market comes from shared prices, the authority comes from the enthusiasm of shareholders, and the basis of organizational strategy is to increase profits (Goodrick & Reay, 2011). Platforms depend on the continued availability of customers (both merchants and consumers) and employees and workers willing to use the platform (Williams et al., 2021). A healthy business ecology focuses on maintaining a reasonable quantity and quality of platform workers. So online platforms are hiring all year round. Compared with the recruitment process for white-collar positions, the simple hiring process for riders obviously lowers the employment threshold. Because it is more conducive to satisfying the needs of enterprises to hire enough labor as a competitive advantage (Duggan et al., 2020; Gawer, 2021; Williams et al., 2021). However, while the platform does not recognize itself as an employer and does not sign a standard employment contract with the workers to enable them to enjoy autonomy and flexibility, it also brings inherent business risks to itself (Williams et al., 2021). Free competition in the market means that workers can also work for rival companies. Online platforms hope to attract more registered workers to meet customer demand and increase profitability (Hyers & Kovacova, 2018). The fierce

competition of the same kind of platforms in the industry reflects the role of the market in the construction of order (Thornton et al., 2012). Talent reserve capacity, service quality, business diversification, commodity selection diversity and price are the focus of competition. Even in order to further develop and gain a greater competitive advantage, the platform has gradually begun to pay more attention to the benefits of workers, such as providing sick pay, sick leave, semester as well insurance protecting the riders while at job.

Likewise, from the perspective of corporate logic in institutional logic, a firm derives its legitimacy from its market position and its strategy is based on scaling up and diversification (Goodrick & Reay, 2011). This suggests that hiring enough riders also meets another logic's requirement. The online platform we studied has implemented a scale expanding strategy to enhance its presence and reputation in the food delivery market. The platform not only needs to hire more riders as the number of orders increases, but also builds up its business from food to daily groceries, and its partners also expand from restaurants to different stores, gradually realizing diversification. Online platforms always need to hire newcomers due to the expanding changes in the work area and scope. Only in this way can an appropriate distribution of work be ensured, and the market position maintained or even improved. Influenced by the corporate logic, although the process of hiring riders on the platform is simpler and faster than that of other white-collar positions, it still has a clear system in terms of performance management. The blue-collar worker can move up to the next level in the administrative hierarchy of the organization like any other white-collar position as well, advancing to the rider captain, who is the leader of the riders in each area. The business of restaurants and stores in smaller cities can only support two layers of relationships between riders and rider captains, but in some busy areas there are separate logistics staff and some additional management positions. The power for day-to-day management comes from the top management. They need to demonstrate good performance and loyalty to the platform over a long period of engagement. They are familiar with the rules and regulations of the enterprise, the managerial system, the approaches of working and how the entire platform operates, etc. These institutionalized mechanisms are what management is concerned about.

The potential benefit of the emergence of platform work is that it increases flexible employment opportunities, enables more people to enter the labor market, and achieves economic integration that is conducive to social development (Duggan et al., 2020; Lee, 2023; Vallas & Schor, 2020). The part-time positions hired by the platform meet the employment needs of a large number of immigrants. According to Goodrick and Reay (2011), market logic reflects the absence of professional, firm or national control, whose distinctive characteristics accelerate competition. The success or failure of market competition is determined by consumers' preferences and choices. For example, as an online food delivery platform operating in Sweden, although most customers are fluent in English, there are still people who are used to leaving notes in the app in their native language. Most of the hired riders are not Swedish and speak little or no Swedish. So to increase the likelihood of satisfying consumers, the platform also responded to some self-motivated riders'

requests for additional training, providing behavioral training on how to satisfy customers and consumers.

The logic of country-specific arrangement

Ideal community logic embodies local common understandings, norms and rules (Thornton et al., 2012). The online food delivery platform we investigated operates in Sweden, and its hiring process for different people in various positions is deeply influenced by the logic of the local community, mainly reflected in cultural factors such as language. The official language of Sweden is Swedish, but English is the common language. For most non-Swedes, such as international students and their spouses, they have English skills but no exposure to Swedish. As a potential labor reserve target, online platforms need to actively remove language barriers if they want to hire these people with work income needs. The riding job is not an easy job, especially in winter, when Sweden has snow and ice that lasts for nearly five months. So, most of the time those who can accept the harsher working conditions to do this delivery service are immigrants, mostly from countries such as India, Pakistan and Africa. The online platform will focus on hiring more immigrants if they want to continue these services and businesses. To do this they have to lower the Swedish language barrier and other entry barriers to attract more people, otherwise it will be difficult to find riders to develop further. As a platform operating in Sweden, its hiring management responds to the calls of the whole society about diversity. This common discourse of the whole society is also one of the collective working principles of the online platforms we studied. The interviewed riders, rider captains, shift leaders and regional managers all expressed their recognition and pride that their organization is internationalized, and there is no recruitment discrimination of any nationality or ethnicity.

Sweden is highly referential based. When entering the Swedish job market, it seems to be standard procedure for candidates to provide references to recruiters. Recruiters can cross-check applicant data through references, gain some real information through other people's opinions or other sources. Companies prefer individuals with reference letters to a certain extent. Because it provides them with an additional way to understand the candidates' situation. It's just a general thing people have to give in Sweden if they want to work. For the online platform that urgently needs to hire more required riders, many people were hired based on reference, which can save the platform's time cost and help applicants cut the queue time. The referral system is also available for managers and other senior roles with more secure contracts. References are important not only to standardizing blue collar but also to white collar, indicating inclusivity and equality in both collars. The cognitive understanding of diversity, inclusiveness and fair employment, which is highly respected by the local community, also includes gender equality. This is also one of the very Swedish norms. As one of the institutional logics guiding the hiring behavior of the food delivery platform, the community logic emphasizes that the actions of enterprises must conform to the local style of conduct. They support more girls to go to work and protect women's rights. In the referral system within the same organization, the platform has such a policy that recommending female

friends to the company will get more bonuses than referring male friends. They want more girls in the field and a balanced gender ratio. Sometimes it is easier for girls to use certain facilities, such as cars, when male and female riders apply for gear at the same time.

However, when we turn our attention to white-collar positions and other higher management positions on online platforms, we will find that as a platform company operating in Sweden, proficiency in the local language is still the most basic and main requirement. Some students majoring in finance and marketing are more inclined to apply for white-collar roles than riders, because these jobs are relatively less laborious, and the salary is fixed every month. The process of applying for the admin role in the headquarters is very strict. Applicants are required to submit a cover letter, CV, 2 internal reference letters and must answer questions on Swedish and English language proficiency. The automated interviews consist of a series of test questions, written in Swedish, that will rate candidates on IQ, math skills, adaptability and more. The scores on these tests will be compared to other test takers on a percentile scale. Although they already had certain professional qualifications and even had relevant work experience in their own country before coming to Sweden to study and thought that they performed well in the interview competition, the language barrier still quickly rejected them. The failure of their application has nothing to do with the field of work they are engaged in, but mainly because they cannot speak Swedish. Therefore, objectively, the online platform prefers natives when recruiting white-collar workers. Because they know more about the social culture, common beliefs, and collective rules of Sweden. They are Swedish and understand Swedish people better.

Multiple Institutional Logics in Platform Organizations

The theoretical framework of institutional logics has a tradition of studying how macro belief systems shape actors' actions in broad social contexts and influence decision-making processes in organizational fields (Thornton & Ocasio, 1999). Consequently, a fair amount of research on logics has focused on the importance of dominant logics, transitions from one logic to another, decision-making and solutions to specific problems with consistent logics. Scholars have attempted to find institutional logic narratives of legitimized activities embodied in organizational structures and practices that can achieve various goals and expectations. However, the ways in which institutional logic works are multifaceted, and recent empirical research raises the issue of logic diversity and institutional complexity from the aspects of different fields, organizations, and individuals. This evolving body of research highlights how organizational structures, processes, and behaviors can be shaped by different institutional logics. The institutional logic centered on six institutional orders emphasizing social dimensions, i.e., market, state, family, religion, professions, corporation, and community, respectively exhibits the characteristics of irreconcilable conflicts (Thornton et al., 2012). We draw on Goodrick and Reay (2011), who describe the concept of "segmenting" to illustrate at the meso level the way in which the hiring management of platform companies enables relevant competitive logics to coexist while being influenced by various institutional logics. Differences in work practices, organizational forms, and products categories can reflect different

logics. The basis for the coexistence of multiple logics is the process of dividing the impact of different logics. It is feasible if we segment the operations of the developing and growing platform into administrative mechanisms managed by traditional companies and emerging control mechanisms involving gig workers. In the case we studied, the main business of the platform is based on hiring a large number of gig workers or riders, to meet the delivery transactions of food and other goods. Platforms also have normal administrative functions and general white-collar positions, such as HR. Then the different hiring behaviors for white-collar and blue-collar positions under the influence of these two mechanisms can also be regarded as being led by different institutional logics. The premise of the co-existence of these institutional logics that can be discussed is that the management behaviors of the platform are viewed segmentally (Goodrick & Reay, 2011).

Recruitment and hiring activities are the first of the classic HRM tasks for any company. The corporate logic becomes tangible during the hiring practice and decision-making. It provides guidelines for empirical actions and becomes an important idea that defines the rules of the organizational game, and performs various work generation, definition, meaning etc. (McPherson & Sauder, 2013). While online platforms mostly do not recognize gig workers as employees, whether blue-collar or white-collar workers, part-time or full-time positions, are swayed by the institutional influence of the same engine. All hired and employed are duplicating or creating work patterns on a daily basis under the same organizational structure and administrative hierarchy.

In fact, logic is not a whole, but is composed of decomposable components, and these components can be recombined and adjusted in different ways (Goodrick & Reay (2011)). Taking our empirical research as an example, two different combinations are introduced below. One is that the same practice reflects attributes from different logics, and the other is that the same logic and the same elements shape different practices. Our research examines how online food delivery platforms navigate competing institutional logics. When we isolate recruiting workers separately, the research proposition is how multiple competing logics coexist and simultaneously affect the job of hiring riders. This is the organizational-level manifestation of the corporate logic combined with the market logic that emphasizes economic efficiency. Continuously hiring a large number of riders to sign part-time contracts can meet the service demands of platform customers and reduce business costs to succeed in the competition, which is also a requirement of the platform scale expansion strategy. When a platform hires someone, it is equivalent to an investment behavior. Its guiding logic is still to return the cost and make a profit, and it is also combined with further improving the market position to gain legitimacy. As a result, in the vast majority of cases, hired platform workers with low wages and relatively poor working conditions are immigrants.

We further analyzed the issues related to hiring immigrants, and the combination mode changed at this time. The community logic at the societal level indirectly influences hiring immigrants to different blue-collar and white-collar jobs. Its application is constrained by situational circumstances. Using our own case study as an instance, we focus on the cultural aspect of language

elements. The use of logics is also determined by the informal rules and norms of the broader society and public interests (Thornton et al., 2012). Social discourses that advocate for equity, diversity, and inclusion institutionalize external social pressure on the hiring practices of platform organizations. The platform lowered the Swedish language barrier and other barriers to entry, quickly attracting many immigrants. In the era of globalization, immigrants have become an important source of labor for many countries. However, the same institutional logic does not direct the cognitive attention to the same situation when recruiting employees to white-collar positions. Language has become an important factor preventing immigrants from successfully applying for white-collar jobs. Most immigrants and international students who apply may be rejected due to language factor, even if they already have certain professional qualifications and relevant work experience in other countries, perform well in interviews, and have internal references. Objectively speaking, when recruiting white-collar workers, online platforms are more inclined to those who can speak their native language proficiently and understand the culture.

According to the theoretical framework proposed by Besharov and Smith (2014) to delineate the types of logical multiplicity within the organization, and through the method of ideal type analysis, we argue that this food delivery platform organization is an aligned organization with minimal conflict. In this ideal type of organization, the instantiation of multiple logics involves high logic compatibility and high logic centrality which means that even though an organization reflects the goals and values related to multiple logics, its core remains united. Our empirical example is able to show that the corporate logic, market logic, and community logic all have a strong impact on organizational operations, yet organizational actions remain consistent. Important variables affecting logic compatibility at the organizational level in their framework are hiring and socialization. Who an organization hires and the nature of the logic who carried will affect the compatibility of those logics (Besharov & Smith, 2014). Field actors, whether organizations or individuals, can deviate from the logic of their socialization, regarding different logics as tools that can be accessed (Besharov & Smith, 2014; McPherson & Sauder, 2013). This also explains why the platform hire immigrants for rider positions and prefer natives for other full-time roles. The social background of the logic carried by immigrants may not be consistent with the local one. Viewing co-existing logics as constellations helps us see patterns in how multiple logics are combined at a given time and their relationships more clearly (Goodrick & Reay (2011). Multiple logics may coexist competitively for a long time in some cases. And during such times, the metaphor of institutional knots and associated images of institutional knotting help capture aspects of this dynamic (Nicolini et al., 2016). The development of online platforms is rooted in the development of the Internet, which itself has the property of transcending space limitations. The current temporary institutional compromise is still a strong result of both the local dynamics of the community and the national-level characteristics.

Conclusion

Numerous previous studies have found that the business models of organizations inclining towards the gig economy, such as online platforms, consist of a large labor group. These groups are competing with their counterparts primarily on several untrained tasks. Therefore, platforms and other organizational forms present the characteristics of differentiated management in many classic tasks, including recruitment and hiring. In the case of the online food delivery platforms we investigated, the hiring practices of platform workers differed from that of platform employees, with far fewer full-time workers legally employed than part-time workers on short-term contracts (Duggan et al., 2020). Our research has paid attention to the fact that the platform adopts different methods and designs different processes for different labor groups in hiring different positions, fills in the gaps in logicalizing platform organizational behaviors and the influenced heterogeneous structures, and makes three contributions. First, research on how emerging organizations such as platforms hire for different positions and research on a “hybrid HR approach” that combines traditional recruiting practices with new forms of algorithmic screening are enriched by an in-depth empirical study that reveals the hiring process and model. Platforms seek to discover individuals with the competencies required to accept job offers and the best fit for vacant positions in a short period of time (Martins et al., 2022; Williams et al., 2021). The flexible nature of work on short-term part-time contracts designed to reduce fixed costs allows for increased mobility in organizations. In order to maintain a continuously available stock of essential workers, platforms must ease the barriers to entry to accommodate these roles affected by the large volume of turnovers. To stay relevant in the market with multiple large-sized competitors, this seems to be an ideal technique to compete and survive. However, the hiring process for other white-collar positions is highly standardized.

Secondly, we also use the explanatory analysis of ideal types to summarize the institutional logic that guides the different hiring processes of platform organizations, contributing to meso-institutional and institutional logics scholarship. We attempted to identify factors influencing these practices by explaining the decision and practical purpose of the behaviors. From the lens of institutional logics, we found that three competing logics (the corporate logic, market logic, and community logic) that are obvious in empirical research’s coexist in the hiring processes of different positions organized by this platform. This hierarchical organization tends to be the type of aligned organization (Besharov & Smith, 2014). We use the concepts of “constellations” and “segmenting” described by Goodrick and Reay (2011) and the metaphors of “institutional knot” and “knotting” introduced by Nicolini et al. (2016) to explain the dynamics of platform hiring management. Its continuous hiring activities of riders throughout the year is guided and influenced by the combination of the corporate logic and the market logic. The community logic is manifested in the fact that the same language barrier plays different roles when hiring immigrants to blue-collar and white-collar positions.

Third, this research also helps those outside the workforce, especially immigrants and refugees, understand the hiring processes and economic integration of the platforms. The operation of the

platform is more or less constrained by the local social and cultural context. Given that Sweden has a highly referenced labor market, and the exclusivity of race, ethnicity, gender is deemed upon as a pressing and important issue, the platform proactively downgrades the entry threshold of blue-collar roles in response to society-wide calls for equity, diversity, and inclusion. Integrating a woman to the existing labor force is given higher preference in the form of greater referential reward. By comparing and verifying the hiring practices of different people in the platforms, it can also provide new inspiration for policy makers and business managers. For instance, it is a challenge for communities in the lower tiers to break into higher tiers of organizational hierarchies. For immigrants, when they are competent enough for roles other than riders, organizations can consider providing training on language skills and regard them as their own talent pool.

While the study provides valuable insights into the hiring processes and the logics that guide behaviors, our limitations are also evident. We focus on the hiring process of the online platform because it is one of the most representative HRM tasks, and platforms as emerging organizational forms have their unique actions. It is worthwhile to study how they are shaped by institutional logics. However, the related corporate logic, market logic and community logic can also be used to analyze other behaviors and processes, such as the promotion, integration and inclusion of platform workers. We can still use the theory of institutional logics to conduct future research on other management activities. Examining how these logics coexist within organizations requires continued pioneering. In addition, our research did not focus on the role of state and legal challenge. In fact, although the status of gig workers as employees is difficult to be recognized by the platform, the laws of some countries and regions are already fighting for their due rights and standardizing positions (O'Farrell & Montagnier, 2020). In Sweden, the platform workers in our case study are part of a trade union and enjoy rights such as insurance, sick pay, etc. This is related to the logic of the state. The study was limited to one organization, and it would also be interesting to study how similar players in the same industry approach such issues, allowing for a more nuanced understanding of the availability and manipulability of logics. Finally, there are longitudinal historical comparative approaches, such as examining the relationship between multiple logics with the changing dynamic nature of specific organizational work, and multi-local horizontal comparative approaches, such as examining the internal programming of the applications provided by multinational online platforms to see if there are similarity or differences between the setup and design of the user interface and backend in different context. They can be mobilized in future research on institutional theory. This article is a bottom-down approach that can serve as a steppingstone to unearth other operational aspects.

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