

A Study and review of Freelancer Value Proposition

Chandra Fitra Arifianto^{1*} & Michael Vallentino²

^{1,2} Universitas Pamulang
e-mail: dosen01177@unpam.ac.id

Abstract

This study aims to determine the value proposition for freelancers or freelancer value proposition (FVP). These values include the value of work-life balance, autonomy, economy, development, hedonic, and social. The approach used in this research is qualitative. Interviews, observations and documentation were used for data collection which were applied to 5 informants. Data triangulation and interview reduction methods were used to analyze the data. The results of this study show that there are many insights into understanding the value proposition of freelancers. There are findings in the form of freelancers who can regulate work-life balance. Economically freelancers can improve their economic side. Freelancers have freedom (autonomy) in making decisions in their work tasks. In the value of development, there is an increase in skills when changing jobs, although for others it is difficult to get a career path. Hedonic, freelancers feel satisfied when they establish relationships and high wages. Expanded relationships and experience will give freelancers a good reputation socially.

Keywords: Freelancer Value Proposition, Value, Qualitative Research

1. Introduction

Malik (2016) stated that in general, the problem of employment in Indonesia is related to the limited absorption capacity of the economy compared to the number of the workforce which continues to increase. This also indicates that the utilization and development has not been optimal. The lack of job opportunities makes people who are ready to work face several alternative choices. Working as a permanent worker even though earning a wage that is very far from the regional minimum wage (or UMR) standards that have been determined by the local government in each region or working part-time, with at least 35 hours of work per week. Consequently, the number of unemployed increases and the income received by workers is lower than the minimum wage.

In Indonesia, there are 2 types of employees, namely: employees with a Specific Time Work Agreement (or PKWT) or contract employees with a work duration of not more than five years and no probationary period, and employees with an Indefinite Work Agreement (or PKWTT), where the relationship permanent work. These are known as permanent employees. Apart from that, there are also freelancers and outsourced workers. Basically, they belong to PKWT employees, but there are slight differences from PKWT in general.

Freelancers are regulated in Article 10 of Government Regulation no. 35 of 2021, which explains that freelancer is no different from contract employees. These workers (freelancers) only carry out certain jobs whose types and nature or activities are not fixed. This change can be in terms of time and volume of work. However, the payment of workers' wages is based solely on attendance.

© Authors. Terms and conditions of this job is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License apply. Correspondence: Chandra Fitra Arifianto, *Universitas Pamulang*. Email: dosen01177@unpam.ac.id

Mustofa (2018) shows that the choice to become a freelancer is increasing. The company also sees the opportunity to use freelancers as a solution in fulfilling cheap, flexible and skilled workers. Meanwhile, current freelancers tend to be more dominated by the millennial generation, the generation born between 1980 and 2000 (Ali, 2014).

The main consideration that is most often encountered behind the choice of working independently is the freedom or flexibility to manage time and being able to work anywhere and anytime. Freelancing, which tends to pay more attention to skills than educational qualifications, is a separate consideration why the freelance profession is increasingly in demand.

For companies, the use of freelancers can provide many benefits, including maximizing employee and company productivity, efficiency in recruitment costs, adding new and fresh ideas (from a different perspective), and time flexibility. A survey conducted in 2017, listed in the Future Workforce Report, stated that 84% of companies worldwide would cancel, postpone or extend projects if they could not find freelancers to help with their work (Mustofa, 2018). So the existence of freelancers is really really needed at this time.

However, in the use of freelancers, companies often find that the abilities of freelancers do not match the demands of the work in the field. Therefore, this study provides insight into the factors that create value for freelancers. In addition, the company itself needs to be able to convince the freelancers that they have a vital role in the company's performance. Companies usually use the Employee Value Proposition (EVP) to get potential employees. The company offers the values that exist in the company, as an advantage over other companies (Winasis, 2021). In this era of technology and openness, the implementation of the EVP strategy is a necessity because companies need to be able to identify employee needs and also build a corporate image (Kusuma & Prasetya, 2017). But unfortunately, EVP cannot be applied in recruiting the best quality freelancers. The difference between freelancers and employees is in the nature of their work. Nawaz et al. (2020) provides an example, where social value for a freelancer means reputation and for employees, social value describes friendship relationships at work. Zadik et al. (2019) mentions that freelancers are not employees, who are usually hired on a temporary project basis and can work for multiple clients simultaneously.

Departing from that, a concept offered by Nawaz et al. (2019) is a Freelancer Value Proposition (FVP) or freelancer value proposition that is effective and able to answer the needs of external parties in competing with competitors and can reflect the reality of the internal work environment and the company's strategic context. In addition, it must also include the values and principles that the company stands for. With the FVP, the company has a value that can be offered to prospective freelancers. If the company continues to increase FVP then the company has its own advantages. Moreover, the role of freelancers is vital for many companies, so the existence of this FVP concept is a breath of fresh air for companies that direct the recruitment of freelancers.

Based on these considerations, the authors consider that FVP needs to be analyzed as an illustration of the problems experienced by freelancers in Indonesia because they rarely have a permanent and long-term attachment to the company.

2. Literature Review

Freelancer

Freelancers are workers who serve clients for a certain period of time according to a contract (Saragih, 2020), can be with various companies or can also be known as entrepreneurs (Purnomo, 2019). In Indonesia, working as a freelancer is no longer a new thing. The most common types of work using freelancers are usually in the fields of marketing (promotion, brand activation and sales), music, writing, computer programming, web design, graphic design, photography, translating, editing, and others.

A freelancer has advantages that a full-time employee cannot. According to Sundalangi (2017), the advantages are: flexibility of time and place, also has a much greater potential for income and network development. Things like this are usually hard to come by for people who just work in the office all day.

However, on the contrary, the disadvantages of being a freelancer include: erratic work frequency, not getting health insurance, sometimes being cheated by the employer, and not infrequently having to work more than the standard working hours of employees, which is eight hours a day. Cohen (2017, in Mustofa, 2018) added that the benefits of having a freelancer are. Companies can save on expenses because they can hire freelancers according to project needs. Furthermore, new ideas emerge from freelancers, who have freedom of opinion and tend to be objective towards the company. The skills possessed by freelancers also tend to be broad because they are forced to mature their experience on various occasions. What's more, whenever a freelancer is asked to help with a project or provide input, he or she will make every effort to meet his client's requests because having flexibility time. Lastly, of course, a high commitment to the time limit imposed on him/her.

Freelancer Value Proposition (FVP)

FVP is a strategic concept in attracting freelancers to join the company by outlining the values that will be accepted as a result of completing the task (Nawaz et al., 2019). FVP is a derivative of EVP (Employee Value Proposition), which in turn this approach is based on social exchange theory, self-determination theory, and human capital theory. EVP actually comes from the CVP (Customer Value Proposition), which offers several values to attract customers. If these values are in line with customer needs, surely the sustainability of the company and customers will be maintained (Nawaz et al., 2020). This is what becomes FVP.

The values contained in the FVP include:

1. Work-life balance value

This is the main factor for choosing to become a freelancer. Work flexibility is the main factor that dominates their lives. So they can manage their life and work according to their own schedule. In the millennial generation, work-life balance is considered more positive than the previous generation. Work-life balance is designed to moderate the experience of work-life conflicts and to support or compensate for the aim of a better work-life balance (Bouwmeester et al., 2020).

2. Economic value

For freelancer, sharing underutilized resources can provide economic benefits, so a freelancer can also become a part-timer to generate additional income. Chadwick (2017) describes economic value, in the scope of human resources, related to what individuals receive for what they have done by utilizing the resources they have. This can be in the form of payments, salaries, benefits, or other forms.

3. Autonomy value

In the context of autonomy, a freelancer has the power to be able to choose a project that is deemed appropriate to his/her expertise, including the freedom to organize and determine his/her schedule. From here, they can organize and motivate themselves. So this is depicted as full power in him/her to do the work according to his/her wishes. Garnett (2014) explains that the autonomy value originates from the psychological idea of the self regarding the autonomous agent, namely him/herself.

4. Developmental value

As a freelancer, the project offers he receives will increase his capabilities, both knowledge and skills. This is the developmental value that can be obtained. Gupta (2019) found that

apart from economic value and social value, developmental value also has a positive impact on an employee. This means a freelancer will get the same satisfaction as an employee.

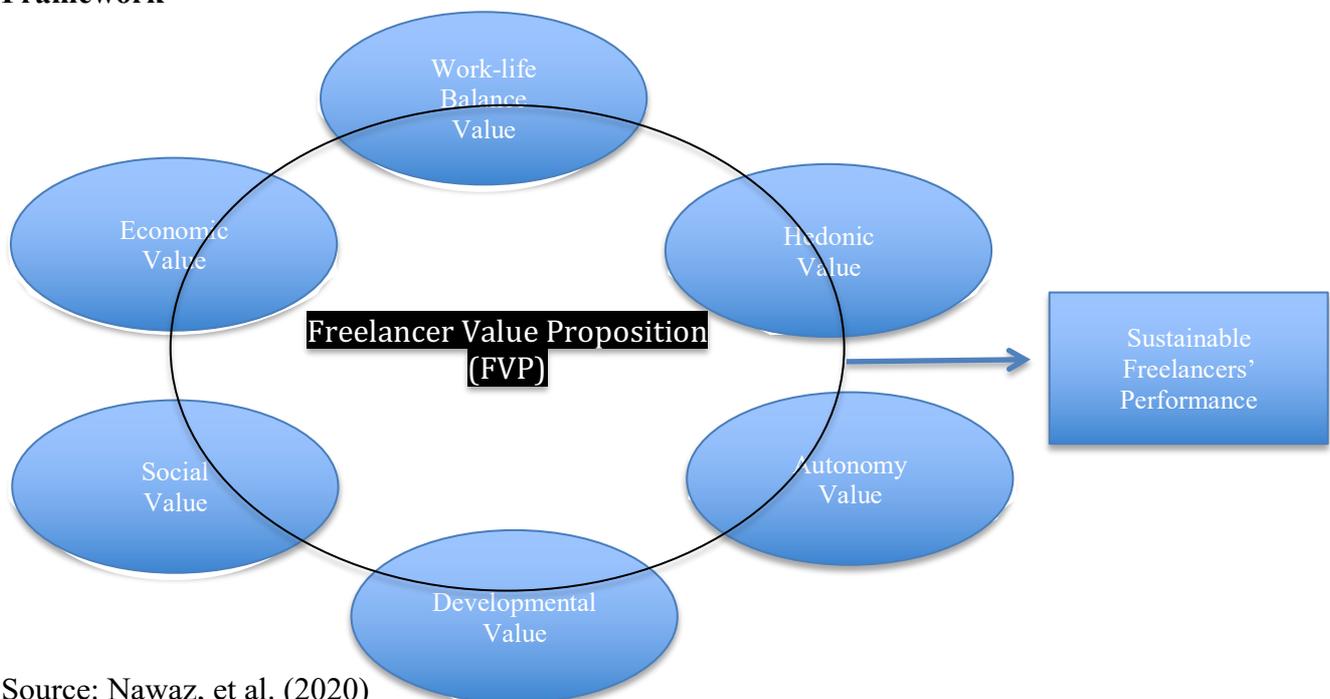
5. Hedonic value

Hedonic value is experienced by a person in the form of enjoyment, pleasure, excitement, which is a form of correlation with the use of products, services or other activities. Furthermore, Ratnasari & Yulianti (2016) provide a simple description of hedonic value, which is characterized by the individual determining him/herself and being more self-oriented.

6. Social value

Nilai sosial digambarkan sebagai manfaat karena kepemilikan sebuah pekerjaan. Ini acapkali dikenal sebagai sebuah reputasi, yang dapat memotivasi seorang freelancer. Namun, Follet & Ianko (2015) menggambarkan terbentuknya social value, dimana antara individu dengan organisasi, serta peristiwa yang dialaminya akan mengembangkan dirinya seiring waktu berjalan. Selanjutnya akan membentuk bagaimana dia menilai terhadap sosial yang ada di sekitarnya. Inilah social value tercipta. Sehingga seiring berjalannya waktu, maka pandangan sosial terhadap seorang freelancer menjadi lebih positif.

Framework



Source: Nawaz, et al. (2020)

Figure 1. Research Framework

In this study, researchers used guidelines in collecting data, analyzing, which then interpreted the collected data to be compiled into a conclusion. First of all, this research determines the proposition of the study of freelancers. Next, an in-depth analysis of the data that has been collected is carried out. The end is finding findings related to FVP, which will provide a strategic picture in the effort to hire freelancers in a sustainable manner (see figure 1). The values contained in FVP will affect the sustainable performance of freelancers, so that new and old freelancers can interpret the assessment of their work.

3. Methods

The type of research used was qualitative research, which emphasizes understanding of a problem more deeply than with the aim of generalizing research results (Siyoto & Sidik, 2015). This research used interview, observation and document instruments, which were applied to freelancers recruited by PT Karya Kreasi Instantindo, which is one of the companies in South Jakarta that is engaged in exhibitions and event organizers. Determination of informants based on the appointment of company leaders, who have met the criteria of informants. The criteria used include: having worked with the company for more than 1 year, the work being carried out is a promoter, and does not have a main job. In the end, 5 people were selected.

The analysis activities carried out are in the form of data reduction, data presentation and a conclusion or finding is obtained. The conclusion is then compared with the theory used. So that there will be a gap between theory and reality. This is known as explanatory qualitative research.

4. Results and Discussion

Results

The researcher carried out the interview reduction process to get what were the answers and descriptions of this research. The informants' answers are the main keys in understanding the values of freelancers at PT Karya Kreasi Instantindo. Through interview transcripts, all of the informants' answers were finally reduced or sorted according to their needs and according to the questions, which described each value in the FVP.

Work-life balance value

Table 1. Perceptions of work-life balance value

Values	Illustrative quotes	Interpretation
Work-life balance	R1 “No Disturbing and more time for family due to flexible time. I can choose when I want to work or not, so I can adjust it to my life.”	There is a common opinion of the five informants in the form of being a freelancer having a work-life balance value, where the informant can manage working time with his personal life. Due to the absence of ties to the company that employs the informants, the informants have flexible time and freedom in taking or not taking a job that will be given. This is one of the attractions of freelancers because they can share their time which is more priority for them.
	R2 “Not annoying, by being a freelancer I can manage my own time because it is more flexible.”	
	R3 “I don't think it bothers me. Because I can choose when I want to work or not, and I can gather with my family without disturbing my work and vice versa.”	
	R4 “Unobtrusive, able to set their own schedule and spend a lot of time for family and interests outside of work.”	
	R5 “For me it doesn't bother me, because of the flexible time I can see the schedule before the event starts.”	

Table 1 shows that there is a common opinion of the five respondents about this value, that one of the factors that became an interest in choosing as a freelancer, is because of the flexibility of time. That is, they are not tied to the company so they can choose work hours that can be adjusted to them.

Meanwhile, based on Nawaz et al. (2019), freelance work can have a negative impact on freelancers' personal lives if they take on too many projects or spend too much time in freelance work

to achieve their work-related goals. This adverse effect is related to self-management on freelancers and not to the platform or the freelance industry. So here there is a difference where they have very flexible time and can work according to the time they want and don't interfere with their daily lives if they take too many jobs.

While Nawaz et al. (2020) say that if freelancers spend time taking multiple jobs it will have a negative impact on their daily life. Whereas the work-life balance value is in accordance with Greenhaus et al. (2003, in Isnain et al., 2020) states that the value of work-life balance must be able to be carried out by someone in combining work and personal responsibilities successfully.

Therefore, it can be described that the value of work-life balance on freelancers at PT. Karya Kreasi Instantindo is able to manage work with personal life responsibilities. This is possible because freelancers can adjust the time they work and can determine which is a priority for them.

Economic value

Table 2. Perceptions of economic value

Values	Illustrative quotes	Interpretation
Economic	R1 “Economically, I think it's still not enough, because I just started working as a freelancer, I don't have many relationships, so my work schedule is still a bit short, only three times a week, automatically my income is also according to my work schedule.”	There are differences in the responses of the five informants. One of the informants thought that working as a freelancer needed to have a lot of relationships. Meanwhile, freelancers who have not worked for a long time (less than 2 years) usually have a lack of relationships which makes it difficult for them to get many jobs. Meanwhile, for those who have been in this profession for more than 3 years, they already have quite a number of relationships, which can be used to get additional work to improve their economy because the daily wages they receive are quite large.
	R2 “If it's to improve the economy, I say it's still not. and I use my relationships more to take as many jobs as possible.”	
	R3 “It can be said to be enough to improve my economy. My goal in taking this job is also because of my assets in the future because the pay is quite large per day.”	
	R4 “I think it's enough to increase the economy, because in my opinion the daily pay is very large, especially if we take a lot of work schedules.”	
	R5 “For the economy, I think it can improve, yes, if I usually take as many jobs as possible to meet my economic needs and my future life assets.”	

Table 2 shows that freelancers can improve their economy if they get a lot of projects because they receive a fairly high daily wage. So, by them freelancers can be used as their main job. Meanwhile, for freelancers who are new to this job, they usually don't have extensive relationships, so there is a lack of job opportunities.

Based on Nawaz et al. (2019), a freelancer can increase his or her economic value by getting more projects and spending more time on freelance work. In the world of freelancers, the sharing of knowledge, skills, abilities and free time can be leveraged to bring about strong financial incentives. Some freelancers themselves are part-time workers, where freelance work is carried out outside of their main job.

There are similarities and differences between the researchers' findings and the description of Nawaz et al. (2019), where the similarity is that if freelancers manage to take advantage of relationships and get many projects, they can improve their economy. In contrast, freelancers are usually part-time workers who utilize skills in their spare time to earn more. While the research findings show that if freelancers have been doing this work for more than 3 years, then they already have enough relationships to get many projects in every day. This makes them feel that they have had enough of the income earned by working as freelancers.

The findings on economic value are in accordance with Widodo (2019) which states that work as a freelancer has experienced a shift in perception or perspective. The high interest in the profession as a freelancer is increasing due to the large number of companies that use the services of these freelancers, moreover there are channels that bring together freelancers and employers.

Therefore, it can be illustrated that the economic value of freelancers at PT. Karya Kreasi Instantindo, on average, do not take this job as a side job but instead become their main job. This is triggered because there are many job opportunities as freelancers that make them have a high enough income to increase their economic value.

Autonomy Value

Table 3. Perceptions of autonomy value

Values	Illustrative quotes	Interpretation
Autonomy	R1 “I really enjoy flexible and autonomous work, not stuck with just one activity, this makes me commit to the job I take if there is another offer I will finish it first before taking a job at another company.”	The five informants agreed that working freelancers has the value of autonomy because they can freely choose the time to work, make their own decisions and are not stuck with one activity. The convenience of the freedom provided makes freelancers committed to maintaining the good name and relationship with the company.
	R2 “One of the reasons I work as a freelancer is because I am not tied down, I am free to choose the time I work, I can manage and motivate myself.”	
	R3 “I enjoy this job, can move places and can help us socialize well. I will be committed to the work that I did first until it is finished if there is another job offer.”	
	R4 “I really enjoy this job and I can freely choose the time to work. And I will be committed to the work I do because I want to maintain a good relationship with any companies where I work.”	
	R5 “Because freelancers are flexible, I quite enjoy this job. And I will commit to work at the company that I am currently working for. In order to maintain my good name and maintain relationships with the company, because that was one of the things that made me hired again for future events.”	

Freelancers have the freedom to determine their work and the right to make decisions. When and how they take a job that keeps them from sticking to one job. This makes them comfortable in working and creates commitment with the company in its efforts to maintain the good name of the company, such as complying with the use of company attributes.

Based on Nawaz et al. (2019), the value of autonomy in freelancers has very high flexibility and work autonomy compared to permanent employees. Based on table 3, freelancers can choose their projects according to their skills and can structure work according to their own schedule and freelancers don't have to follow formal dress codes, working hours and hierarchical structures. So there are similarities and differences between the researcher's findings and the explanation of Nawaz et al. (2019). The equation is that freelancers have rights and freedoms when and where they can work according to their skills and can adjust their work schedule. While the difference is that not all freelancers still have working hours, and dress codes.

This finding is in accordance with van Hoorn (2018, in Isnan et al, 2020), where autonomy is currently defined as a person's ability to regulate himself and decide his own behavior. The value of autonomy in work is defined as a condition in which an individual has the ability to self-regulate and is free from excessive external control.

Therefore, it can be illustrated that the value of autonomy for freelancers at PT. Karya Kreasi Instantindo is having the right to self-regulate in a decision and making a job. However, in some work assignments, there is usually a client request for long hours of work and wearing uniforms.

Developmental value

Table 4. Perceptions of developmental value

Values	Illustrative quotes	Interpretation
Developmental	R1 “Of course I got new experiences working as a freelancer such as learning to communicate with customers, getting to know new products, this made me more developed than before.”	The five informants believe that freelancers have developmental values. This is in the form of their ability to adapt to each job they get every time, such as communicating, recognizing new products, socializing, and others. However, it is difficult for them to get a career path because they often change companies and are not tied down. Even though it is difficult, it does not rule out the possibility of it happening.
	R2 “For career paths, it seems quite difficult, because in my experience I have not heard about career paths and we are also not bound.”	
	R3 “I learned a lot from this work, because almost every event has different clients, different products, it made me learn a lot of things. But for career development as long as I work there is not yet.”	
	R4 “I take advantage of my environment by asking a lot of questions and learning to improve my skills. I did that so I could get a lot of job calls, and because I changed companies, it was difficult to get a career path.”	
	R5 “I can improve my skills through demands from clients. With a lot of experience it should be a good stepping stone for the future.”	

Table 4 shows the statements of informants that adaptation from one project to another can train the skills of a freelancer and gain experience. However, the difficulty of getting a career path in every industry makes freelancers a little frustrated in career development. In fact, according to Isnan et al. (2020) the value of development has a positive impact on freelancer engagement.

Based on Nawaz et al. (2019) freelancers generally have the flexibility to choose various projects, exposures and challenges that will support their development. Freelancers value companies and employers who offer better opportunities for skills development, professional development and career advancement. Potential candidates also evaluate the attractiveness of the company based on career growth.

So, there are similarities and differences between the researcher's findings and the explanation of Nawaz et., al (2019). What they have in common is that freelancers can choose any kind of project they want to take on. This allows them to gain new experience and skills (as a form of development) on each project they undertake. While the difference lies in the development of career advancement such as promotion or becoming a permanent employee in a company is quite difficult. Generally, companies that use the services of freelancers such as event organizers rarely have career advancement opportunities for their freelancers.

The findings on developmental value differ from those of Jiang and Iles (2011, in Nawaz et al, 2019) who identify that developmental value is one of the most important dimensions of organizational attractiveness and brand equity as an employer where employees highly value the company and the employer. which offers better opportunities for skills development, professional development and career advancement. Potential employees will also evaluate the attractiveness of the company based on career growth opportunities (Sengupta et al., 2015, in Nawaz et al, 2019).

Therefore, it can be illustrated that the developmental value of freelancers at PT. Karya Kreasi Instantindo is to improve the development of skills and abilities as a form of adaptation to sometimes different jobs. However, in terms of career development, it is rather difficult for freelancers to find.

Hedonic value

Table 5. Perceptions of hedonic value

Values	Illustrative quotes	Interpretation
Hedonic	R1 “I am very happy and quite challenged for this freelance work, doing tasks by getting to know people and completing each event, it makes me very happy at work.”	Most of the informants think that freelancers have challenges that are their own satisfaction. Freelancers with many relationships certainly have a higher income and can fulfill both their satisfactions and desires.
	R2 “Working as a freelance is actually just my side job. Because I want to have a steady job and have a career path.”	
	R3 “I feel comfortable with this job. And from the results of this work I can buy what I and my family need.”	
	R4 “For now I am quite satisfied with the income I get. I feel happy with new challenges, meeting people and getting to know new things, it's a pleasure in itself for me.”	
	R5 “I always enjoy doing this job, because I feel my passion is here, with a fairly large daily fee if I am active in taking many jobs it can certainly fulfill my wants and needs.”	

Table 5 shows the hedonic value in the form of satisfaction. The satisfaction they get as freelancers is the new challenge when they accept the job. What's more, the high daily wages allow them to enjoy freelance positions. This means describing the research of Isnan et al. (2020) which shows if the hedonic value really affects freelancer engagement.

Based on Nawaz et., al. (2019), hedonic value is a combination of enjoyment, pleasure, excitement, and benefits felt by users of services, products or activities. Enjoyment is known as one of the strongest factors that motivate users in sharing economy.

There are similarities between the researchers' findings and Nawaz et al. (2019). The equation shows that the satisfaction that freelancers get is the pleasure of the wages they have and the pleasure of the challenges they get. The combination of fun, joy and excitement that users feel can increase the motivation of freelancers to work on any platform. If associated with Acquier et al. (2017, in Nawaz., et al., 2020) there are similarities where the tasks that are carried out and the projects that are able to be completed are a source of pleasure for them because of their competence.

Meanwhile, according to Holbrook & Hirschman (1982, in Nawaz et al., 2019) hedonism can be defined as motivation to seek pleasure. Therefore, it can be described that the hedonic value of freelancers at PT. Karya Kreasi Instantindo focuses on enjoyment in carrying out its work with challenges in it, a relaxed work style and sufficient income.

Social value

Table 6. Perceptions of social value

Values	Illustrative quotes	Interpretation
Social	R1 “For now, there are still many people who look down on my environment because if I don't have an automatic work schedule, I don't have any income. But by working as a freelancer and completing an event well it can make my profile better.”	The five informants as freelancers have social values and good reputations because they have a lot of work experience and high incomes. Unfortunately, freelancers are still underestimated for those who do not have relationships and work experience that makes them not have high incomes. Usually they try to create a good profile in order to excel in this job.
	R2 “Most people already know what freelance work is like so it's no problem for me, and I also consider this job to be my stepping stone to it.”	
	R3 “From the family's point of view, I am seen as a worker, just like a permanent worker. From this job I also get plus points such as adding skills and working relationships.”	
	R4 “When applying for work we need to have a good reputation and profile, as well as in our environment. By having work experience as a freelancer who can create event concepts, good communication and others, it has become a good profile.”	
	R5 “Broadly speaking, this job can be accepted by anyone, family or friends. Because now many people know that freelance work has a lot of experience, great income and flexible working hours.”	

For freelancers who have a lot of experience and relationships, this gives a good reputation. The amount of experience they have and the longer they work strengthen them to continue to stay in this profession. As for new freelancers, they usually think of this job as only a temporary job because of the lack of reputation and connections they have. This can illustrate the research of Isnan et al (2019) that social values affect freelancer engagement.

According to Nawaz et al. (2019), having a job is one way that a person uses to elevate his social status. So there is a difference between the findings of the researcher and Nawaz et al. (2019). The researcher's findings show that a freelancer who has extensive relationships and a lot of experience can raise social status and a good reputation for employers. Nawaz et al. (2019) states that if a freelancer already has a main job, it will raise their social status and reputation in freelance employer.

If it is associated with the idea of Hendropuspito (2000:26, in Aisyah et al, 2016), social value is everything that is appreciated by society because it has functional usability for the development of human life. Meanwhile, Sulaeman (2014, in Mangkat et al, 2019) work experience is a measure of the extent to which a person masters the work tasks performed. Employees who have longer experience will have higher skills, so their productivity is higher than workers who have little experience.

Therefore, it can be described that the social value of freelancers at PT. Karya Kreasi Instantindo is the lack of trust in hiring new freelancers. Meanwhile, freelancers who already have work experience will also have a good reputation in profile and for the surrounding environment. This means showing excellence so as to give more role to its environment.

Discussion

We aim to explore how values are built into an FVP. Our comparative analysis between the results of data reduction and the theory developed by Nawaz et al. (2019, 2020) shows that there are differences and similarities in the value content between the theory and what the informants mean. Gap here does not mean to blame or correct the theory.

However, the deep understanding carried out by this research can at least provide an overview of the meaning of freelancers. This research provides many insights into understanding the FVP. This will help the company in improving relations with freelancers.

Of the six FVP values, there are findings that the value of work-life balance for freelancers is one of the factors for the interest of freelancers in this field because they can manage their work schedules with their personal lives. In terms of economic value, freelancers can improve their economic level because currently freelancers can be used as permanent jobs.

While the value of autonomy possessed by freelancers as promoters is in the form of freedom in making decisions about a job, although there are still work rules such as working hours and work uniforms. In the development value of freelancers, the experience factor is taken into consideration. This is when freelancers need to adapt to each job, but find it difficult for them to get a career advancement.

The hedonic value of freelancers themselves is described as satisfaction, which is when they accept a new job and high wages. Finally, on the social value of freelancers, the lack of experience and reputation makes it difficult for new freelancers to find work. The expansion of relationships and the addition of experience will give a good reputation for the environment and companies that use freelancers.

5. Conclusion

Based on the results of the analysis carried out, it is obtained that there is a description of the values that can be considered to be added (by modifying) the meaning of each value carried by FVP. The six values in the FVP can actually be used, it is only possible to adjust it to the description of the freelancer's condition. This happens because the concept of freelancer is different. According to Nawaz et al. (2019), freelancers are employees who already have a main job with additional work outside their main job. Meanwhile in Indonesia, freelancers are generally the main job. So that social

values over time need to be improved in interpreting a freelancer. One way is to expand relationships and experience to build a good reputation socially.

References

- Aisyah, S., Jaya, W. S., & Surastina, S. (2016). Nilai-Nilai Sosial Novel “Sordam” Karya Suhunan Situmorang. *Jurnal Lentera Pendidikan*, 1(1), 37-47.
- Ali, H. (2014 Desember 30). Generasi Millennial Indonesia: Tantangan dan Peluang Pemuda Indonesia. *Alvara*. <https://alvara-strategic.com/generasi-millennial-indonesia-tantangan-dan-peluang-pemuda-indonesia/>
- Bouwmeester, O., Atkinson, R., Noury, L., & Ruotsalainen, R. (2020). Work-life balance policies in high performance organisations: A comparative interview study with millennials in Dutch consultancies. *German Journal of Human Resources Management: Zeitschrift für Personalforschung*, 35(1), 6-32.
- Chadwick, C. (2017). Toward a more comprehensive model of firms’ human capital rents. *Academy of Management Review*, 42, 499–519.
- Follet, C. & Ianko, I. (2015). Understanding social value creation: A process study of Romanian beggars and Swedish volunteers [Master thesis, Uppsala Universitet]. UOL Library Repository. <https://www.diva-portal.org/smash/get/diva2:838955/FULLTEXT01.pdf>
- Garnett, M. (2014). The Autonomous Life: A Pure Social View. *Australasian Journal of Philosophy*, 92(1), 143–158.
- Gupta, N. (2019). Employer branding role in attracting fresh talent. *J-Gibs*, 11(1), 20-26.
- Isnain, N., Izwardy, S., Alvindra, L., Pradipta, A., & Santosa, H. (2020). Relationship between Freelancer Value Proposition and Freelancer Engagement in Gig Economy Case of Ride Hailing Apps. in Indonesia. *Global Journal of Management And Business Research*, 20(13), 20-32.
- Kusuma, T., & Prasetya, A. (2017). Penerapan Strategi Employer Branding dan Employee Value Proposition Untuk Menciptakan Employee Engagement (Studi pada PT Bank Central Asia Tbk). *Jurnal Administrasi Bisnis*, 50(5),143-151.
- Malik, N. (2018). *Dinamika Pasar Tenaga Kerja Indonesia* (Vol. 1). Malang: UMMPress.
- Mangkat, R. S., Tewal, B., & Taroreh, R. N. (2019). Pengaruh Pengalaman Kerja, Pelatihan, Nilai Pribadi Dan Etos Kerja Terhadap Kinerja Anggota Polisi Pada Kantor Pusat Kepolisian Daerah Sulawesi Utara. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(3).
- Mustofa, M. (2018). Pekerja Lepas (Freelancer) dalam Dunia Bisnis. *Mozaik*, 10(1), 19-25.
- Nawaz, Z., Zhang, J., Mansoor, R., & Ilmudeen, A. (2019). Gig workers in sharing economy: Conceptualizing Freelancer Value Proposition (FVP) in e-lancing platforms. *Advances in Management and Applied Economics*, 9(6)51-75.
- Nawaz, Z., Zhang, J., Mansoor, R., Hafeez, S., & Ilmudeen, A. (2020). Freelancers as part-time employees: Dimensions of FVP and FJS in E- lancing platforms. *South Asian Journal of Human Resources Management*, 7(1),34-60.
- Ratnasari, K. & Yulianti, I. (2016). Pengaruh Hedonic Value Dan Consumer Expertise Terhadap Keputusan Pembelian Smartphone (Studi Pada Pengguna iPhone 5S Di Kota Malang). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 3(2).
- Siyoto, S., & Sodik, M. A. (2015). *Dasar metodologi penelitian*. Literasi Media Publishing.
- Widodo, A. (2019). Peran Internet dalam Meningkatkan Jumlah Pekerja Lepas di Indonesia. *Nyimak: Journal of Communication*, 3(2), 191-202.

- Winasis, B. (2021, Des 26). Employee Value Proposition adalah strategi mendapat karyawan terbaik. *Lister*. <https://lister.co.id/blog/employee-value-proposition-adalah-strategi-mendapat-karyawan-terbaik/>
- Zadik, Y., Bareket-Bojmel, L., Tziner, A., & Shloker, O. (2019). Freelancers: A Manager's Perspective on the Phenomenon. *Journal of Work and Organizational Psychology*, 35(1), 39-9.