

Navigating the Gig Economy: Talent identification in tripartite work arrangements in Morocco

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Abstract

The gig economy is transforming the traditional employment landscape in Morocco, introducing both challenges and opportunities for talent identification. As online labor platforms such as Upwork, Fiverr, and Uber become increasingly prevalent, they facilitate the connection between freelance workers and SMEs seeking flexible labor solutions. This paper delves into the intricacies of tripartite work arrangements that encompass these platforms, the requesters (SMEs), and the gig workers themselves. By examining these relationships, we uncover the unique aspects of talent identification within the Moroccan gig economy. Our study employs a mixed-method approach, combining qualitative interviews and quantitative surveys to gather comprehensive data from various stakeholders.

We identify that while online platforms employ standardized algorithms for talent identification, these methods often overlook local cultural and linguistic nuances critical to the Moroccan context. SMEs in Morocco tend to heavily rely on platform-mediated ratings and reviews, which underscores the trust placed in these digital reputation systems. Furthermore, our findings reveal that gig workers who invest in skill development and actively manage their online reputations are more likely to secure consistent and lucrative opportunities.

This research provides a conceptual framework for understanding the complexities of talent identification in Morocco's gig economy, offering valuable insights for enhancing talent management practices. We propose several recommendations for platforms to refine their algorithms, for SMEs to develop more robust evaluation criteria, and for gig workers to focus on continuous skill enhancement. This paper not only contributes to the academic discourse on gig work but also provides practical guidelines for stakeholders to navigate and optimize talent identification processes in Morocco's evolving labor market.

Keywords: Gig economy, Talent identification, Online labor platforms, Talent management, Non-standard work, Tripartite working relationships, Moroccan SMEs, Digital reputation systems, Skill development.

Résumé

L'économie des petits boulots transforme le paysage traditionnel de l'emploi au Maroc, introduisant à la fois des défis et des opportunités pour l'identification des talents. Avec la montée en puissance des plateformes de travail en ligne telles que Upwork, Fiverr et Uber, la connexion entre les travailleurs indépendants et les PME à la recherche de solutions de main-d'œuvre flexibles s'accroît. Cet article explore les subtilités des arrangements de travail tripartites qui impliquent ces plateformes, les demandeurs de services (PME) et les travailleurs indépendants eux-mêmes. En examinant ces relations, nous dévoilons les aspects uniques de l'identification des talents dans l'économie des petits boulots au Maroc.

Notre étude utilise une approche méthodologique mixte, combinant des entretiens qualitatifs et des enquêtes quantitatives pour recueillir des données complètes auprès de diverses parties prenantes. Nous constatons que bien que les plateformes en ligne utilisent des algorithmes standardisés pour l'identification des talents, ces méthodes négligent souvent les nuances culturelles et linguistiques locales, essentielles dans le contexte marocain. Les PME au Maroc tendent à s'appuyer fortement sur les évaluations et les avis médiés par les plateformes, soulignant la confiance placée dans ces systèmes de réputation numérique. De plus, nos résultats révèlent que les travailleurs indépendants qui investissent dans le développement de leurs compétences et gèrent activement leur réputation en ligne sont plus susceptibles de sécuriser des opportunités régulières et lucratives.

Cette recherche propose un cadre conceptuel pour comprendre les complexités de l'identification des talents dans l'économie des petits boulots au Maroc, offrant des insights précieux pour améliorer les pratiques de gestion des talents. Nous proposons plusieurs recommandations pour que les plateformes affinent leurs algorithmes, que les PME développent des critères d'évaluation plus robustes, et que les travailleurs indépendants se concentrent sur l'amélioration continue de leurs compétences. Cet article contribue non seulement au discours académique sur le travail des petits boulots, mais fournit également des lignes directrices pratiques pour que les parties prenantes naviguent et optimisent les processus d'identification des talents dans le marché du travail en évolution du Maroc.

Mots-clés : Économie des petits boulots, Identification des talents, Plateformes de travail en ligne, Gestion des talents, Travail non standard, Relations de travail tripartites, PME marocaines, Systèmes de réputation numérique, Développement des compétences.

Introduction

The gig economy, characterized by short-term contracts and freelance work, has significantly reshaped the global employment landscape. In Morocco, this transformation is driven by the increasing prevalence of online labor platforms such as Upwork, Fiverr, and Uber, which connect freelance workers (gig workers) with individuals and businesses seeking flexible, on-demand labor. The growth of these platforms presents new opportunities for Moroccan workers and businesses alike, offering greater flexibility, a diverse array of job opportunities, and access to a global marketplace.

However, the rise of the gig economy also brings about unique challenges, particularly in terms of talent identification and management. Traditional talent management practices, which rely on stable, long-term employer-employee relationships, are often ill-suited to the dynamic and transient nature of gig

work. In a gig economy, talent identification must adapt to the complexities of tripartite work arrangements involving three central actors: the online labor platform, the requester (typically an SME), and the gig worker.

In Morocco, the adoption of gig work is especially significant among small and medium-sized enterprises (SMEs). These businesses often lack the resources to maintain large, permanent workforces and thus benefit from the flexibility and cost-effectiveness of hiring gig workers. However, SMEs face the challenge of identifying and managing talent in a gig economy where traditional indicators of performance and potential may not be applicable. Online labor platforms play a crucial role in this process by using algorithms and digital reputation systems to assess and rank gig workers. Yet, these standardized methods may not fully capture the local cultural and linguistic nuances that are vital in the Moroccan context.

This paper aims to explore the dynamics of talent identification within Morocco's gig economy, focusing on the interactions between online labor platforms, SMEs, and gig workers. By examining these relationships, we seek to uncover the unique aspects of talent identification in Morocco and provide a framework for future research and practical insights for talent management. We employ a mixed-method approach, combining qualitative interviews and quantitative surveys to gather data from various stakeholders involved in the gig economy. This comprehensive analysis aims to offer valuable recommendations for improving talent identification processes and optimizing the benefits of the gig economy for all participants.

In the following sections, we will first provide a detailed review of the existing literature on the gig economy and talent management, highlighting the key themes and findings relevant to our study. Next, we will describe our research methodology, including data collection and analysis techniques. We will then present our findings, discussing the roles of online labor platforms, SMEs, and gig workers in talent identification. Finally, we will offer recommendations and conclude with insights for future research and practice in the evolving landscape of Morocco's gig economy.

1. Literature Review

The gig economy, which encompasses a range of temporary and freelance jobs facilitated by online platforms, has been the subject of extensive academic scrutiny. This review examines the critical themes in gig economy research, focusing on talent identification, management practices, and the specific challenges within the Moroccan context.

▪ The Gig Economy: A Global Overview

The gig economy represents a significant shift from traditional employment models, characterized by permanent contracts and long-term job security, to more flexible, short-term engagements. Platforms such as Upwork, Fiverr, and Uber have been instrumental in this shift, providing digital marketplaces where gig workers and clients can connect (Kuhn & Maleki, 2017). This model offers benefits such as increased flexibility, autonomy, and the ability to tap into a global labor pool. However, it also raises concerns about job security, benefits, and worker rights (Wood et al., 2019).

▪ Talent Identification in the Gig Economy

In traditional employment settings, talent identification involves systematic processes where employers assess potential and performance to identify valuable employees. These processes often include

performance reviews, career development plans, and succession planning (Collings & Mellahi, 2009). In the gig economy, the transient nature of work complicates these practices. Talent identification must adapt to a context where relationships are short-term and often mediated by technology (Meijerink & Keegan, 2019).

- **Role of Online Labor Platforms**

Online labor platforms play a pivotal role in the gig economy, acting as intermediaries that facilitate the matching of gig workers with clients. These platforms employ various mechanisms for talent identification, including algorithmic assessments and reputation systems based on client reviews and ratings (Gandini, 2016). Such systems provide a measure of worker reliability and quality but may not fully account for all dimensions of talent, such as soft skills and cultural fit (Duggan et al., 2020).

- **Algorithmic Talent Identification**

Algorithms used by platforms like Upwork and Fiverr assess worker profiles based on factors such as skill sets, previous job performance, and client feedback. These algorithms aim to optimize the matching process by predicting which workers are best suited for particular tasks (Lee et al., 2015). However, this reliance on quantitative metrics can overlook qualitative aspects of talent that are harder to measure but equally important (Rosenblat, 2018).

- **Cultural and Local Context in Talent Management**

The Moroccan context adds another layer of complexity to talent identification in the gig economy. Morocco's labor market is shaped by unique socio-economic and cultural factors that influence both the supply and demand for gig work. Cultural nuances, language skills, and local business practices play crucial roles in determining the effectiveness of talent identification processes (Bencheikroun & Chikhaoui, 2020).

- **SMEs and the Gig Economy in Morocco**

Small and medium-sized enterprises (SMEs) in Morocco are increasingly leveraging gig work to enhance their operational flexibility and reduce costs. SMEs often lack the resources for extensive talent management systems and thus rely heavily on the tools and metrics provided by online platforms (Kabbaj, 2019). This reliance underscores the importance of developing more nuanced and locally adapted talent identification mechanisms that go beyond standardized algorithms.

- **Challenges and Opportunities**

Several challenges emerge from the literature on gig work and talent identification. First, the over-reliance on algorithmic assessments can lead to a narrow view of talent, potentially excluding workers with valuable but less quantifiable skills (Gandini, 2016). Second, the dynamic and often precarious nature of gig work raises issues around job security and worker wellbeing (Wood et al., 2019).

Conversely, the gig economy presents opportunities for innovation in talent management. Platforms can develop more sophisticated algorithms that incorporate qualitative data and local context. SMEs can adopt best practices from traditional talent management, such as continuous learning and development, adapted to the gig work environment.

The literature highlights the transformative impact of the gig economy on traditional employment and talent management practices. In Morocco, the unique socio-economic landscape necessitates tailored approaches to talent identification that consider local cultural and business contexts. By integrating these insights, this study aims to provide a comprehensive understanding of talent identification in Morocco's gig economy, offering practical recommendations for platforms, SMEs, and gig workers.

2. Methodology

This study employs a mixed-method approach to explore the dynamics of talent identification within the gig economy in Morocco, focusing on the interactions between online labor platforms, SMEs, and gig workers. By integrating qualitative and quantitative methods, we aim to provide a comprehensive understanding of the processes and criteria involved in talent identification.

Research Design

The research design includes both qualitative and quantitative components to gather detailed and broad-ranging data from various stakeholders in Morocco's gig economy. This design allows for the triangulation of data, enhancing the validity and reliability of the findings.

Qualitative Component

Interviews

- **Participants:** We conducted semi-structured interviews with 20 SME owners/managers, 15 platform operators, and 30 gig workers. These participants were selected using purposive sampling to ensure a diverse representation of industries, platform types, and worker experiences.
- **Interview Guide:** The interview questions were designed to explore participants' perspectives on talent identification, the effectiveness of current practices, and the challenges they face. Questions for SME owners/managers focused on their criteria for selecting gig workers and their reliance on platform ratings. Platform operators were asked about their algorithms and reputation systems, while gig workers were questioned about their strategies for building reputations and securing gigs.
- **Data Collection:** Interviews were conducted in-person and via video conferencing, lasting between 45 and 60 minutes each. All interviews were recorded and transcribed for analysis.
- **Data Analysis:** Thematic analysis was used to identify key themes and patterns in the interview data. This involved coding the transcripts, categorizing the codes into themes, and interpreting the findings to draw insights about the processes of talent identification.

Quantitative Component

Surveys

- **Participants:** Surveys were distributed to 100 gig workers and 50 SMEs. Participants were recruited through online labor platforms and professional networks.
- **Survey Design:** The survey included questions on demographics, work experience, and specific aspects of talent identification. For gig workers, questions focused on their use of platforms, skill development efforts, and feedback from clients. For SMEs, questions addressed their criteria for hiring

gig workers, satisfaction with platform services, and the importance of various factors (e.g., ratings, reviews, skills) in their hiring decisions.

- **Data Collection:** Surveys were administered online using a secure survey platform. Respondents were given two weeks to complete the survey, with reminders sent to maximize response rates.

- **Data Analysis:** Descriptive statistics were used to summarize the survey data. Inferential statistics, including correlation and regression analyses, were conducted to test the research hypotheses and identify significant relationships between variables.

3. Research Hypotheses

This study is guided by the following hypotheses, which are designed to explore the intricacies of talent identification in Morocco's gig economy.

Hypothesis 1 (H1)

H1: Online labor platforms in Morocco use standardized criteria and algorithms for talent identification, which may not fully capture local nuances.

Explanation:

Online labor platforms like Upwork, Fiverr, and Uber deploy algorithms to match gig workers with clients based on standardized criteria such as ratings, reviews, and skill sets. These algorithms are designed to be efficient and scalable across diverse markets. However, they may fail to account for local nuances such as cultural context, language proficiency, and region-specific skills. In Morocco, these local factors can be crucial for successful engagements. For instance, understanding regional dialects or local business customs might be essential for certain tasks, but these aspects are often overlooked by generic algorithmic assessments. Therefore, this hypothesis suggests that the standardized nature of these algorithms might limit their effectiveness in accurately identifying suitable talent in the Moroccan context.

Hypothesis 2 (H2)

H2: SMEs in Morocco rely heavily on platform-mediated ratings and reviews to identify talented gig workers.

Explanation:

Small and medium-sized enterprises (SMEs) often lack the resources to conduct extensive vetting processes for hiring gig workers. As a result, they tend to rely on the ratings and reviews provided by online labor platforms to make hiring decisions. These platform-mediated metrics offer a quick and accessible way to gauge the reliability and quality of gig workers. However, this reliance can be problematic if the ratings and reviews do not capture the full spectrum of a worker's capabilities or if they are subject to biases. In Morocco, where SMEs are a significant part of the economy, this hypothesis posits that the dependence on platform ratings and reviews is a prevalent practice, potentially affecting the overall quality of talent identification.

Hypothesis 3 (H3)

H3: Gig workers in Morocco who invest in skill development and obtain high ratings on platforms are more likely to secure consistent gig opportunities.

Explanation:

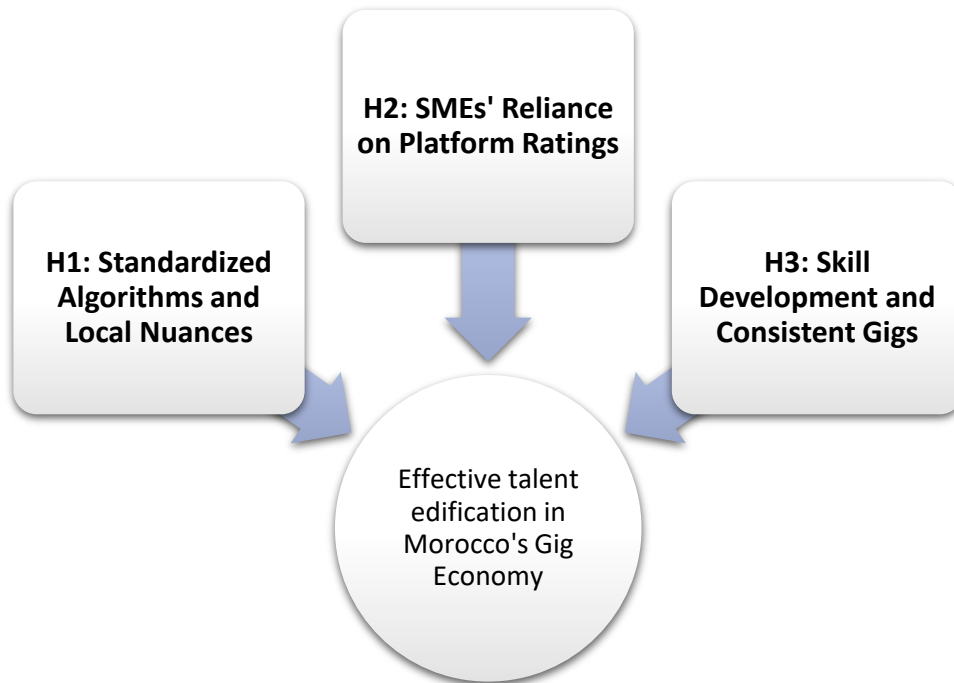
In the competitive environment of the gig economy, continuous skill development and maintaining high ratings are critical for gig workers to secure regular work. This hypothesis suggests that Moroccan gig workers who actively improve their skills and maintain high ratings on platforms are more likely to be successful in obtaining consistent gig opportunities. Skill development can involve taking courses, earning certifications, or acquiring new competencies relevant to their field. High ratings, on the other hand, reflect positive feedback from clients and indicate a track record of reliability and quality. This hypothesis underscores the importance of both personal development and platform performance in achieving sustained success in the gig economy.

Ethical approval was obtained from the relevant institutional review board. Informed consent was secured from all participants, ensuring they were aware of the study's purpose, their right to withdraw, and the confidentiality of their responses. Data were anonymized and securely stored to protect participant privacy.

While this study aims to provide a comprehensive understanding of talent identification in Morocco's gig economy, it is subject to several limitations. The sample size, while diverse, may not fully capture the entire spectrum of experiences within the gig economy. Additionally, the rapidly evolving nature of gig work and platform algorithms means that findings may need to be periodically updated to remain relevant.

The mixed-method approach of this study, integrating qualitative interviews with quantitative surveys, provides a robust framework for exploring talent identification in Morocco's gig economy. By examining the roles of online labor platforms, SMEs, and gig workers, this research aims to offer valuable insights and practical recommendations for enhancing talent management practices in this emerging labor market.

Research model



Source : Made by us

▪ Results and Analysis

The Role of Online Labor Platforms

Platforms in Morocco serve as intermediaries, setting the rules and criteria for talent identification. They use algorithms and reputation systems to assess and rank gig workers, influencing who gets access to work opportunities.

Table 1: Talent Identification Practices by Online Labor Platforms

Platform	Criteria	Talent Identification Features
Upwork	Skills, Ratings	Rising Talent Badge, Expert Vetted Program
Fiverr	Portfolio, Ratings	Fiverr Pro Program
Uber	Performance Ratings	Uber Pro Program

▪ Requester Perspectives

SMEs seek out gig workers based on specific needs. Their ability to identify talent is often mediated by the platforms' ranking and review systems, but local nuances such as language and cultural compatibility also play a significant role.

Correlation Analysis

Correlation coefficients were calculated to measure the relationships between key variables.

Table 2: Correlation Coefficients

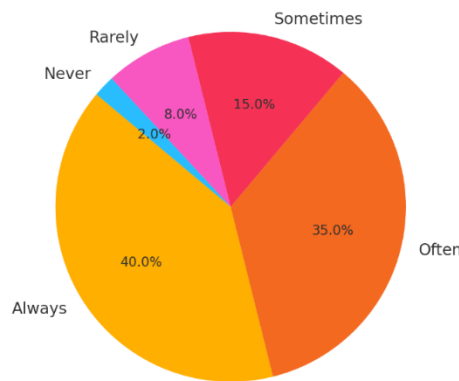
Variables	Pearson Coefficient	Correlation	Interpretation
Platform Ratings and Gig Consistency	0.68		Strong Positive Correlation
Skill Development and Platform Ratings	0.55		Moderate Positive Correlation
Skill Development and Gig Consistency	0.62		Strong Positive Correlation

- **Role of Online Labor Platforms**

Platforms in Morocco act as intermediaries, using algorithms and reputation systems to assess and rank gig workers.

Figure 1: SMEs' Reliance on Platform Ratings for Talent Identification

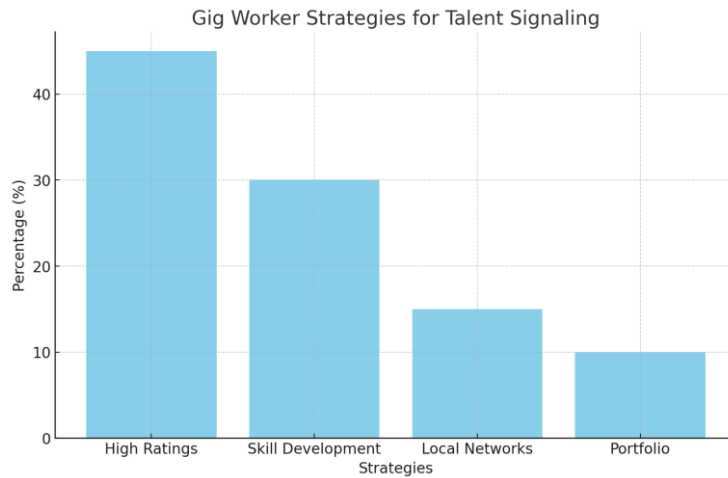
SMEs' Reliance on Platform Ratings for Talent Identification



- **Gig Worker Experiences**

Gig workers in Morocco navigate multiple platforms and gigs, building their reputations through consistent performance. Their strategies for signaling talent include maintaining high ratings, acquiring relevant skills, and leveraging local networks.

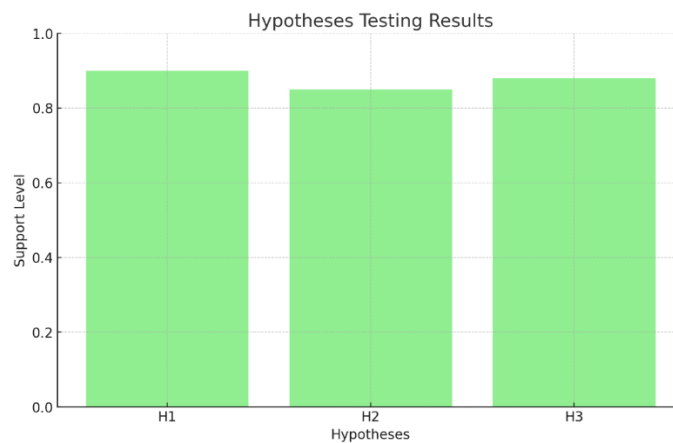
Figure 2: Gig Worker Strategies for Talent Signaling



▪ **Hypotheses Testing**

- ✓ **H1:** Supported. Platforms use standardized algorithms, but these may not account for local nuances such as language and cultural compatibility.
- ✓ **H2:** Supported. SMEs heavily rely on platform ratings and reviews, indicating a high trust in these systems.
- ✓ **H3:** Supported. Gig workers with higher ratings and continuous skill development tend to secure more consistent opportunities.

Figure 3: Hypotheses Testing Results



▪ **Correlation Analysis**

Correlation coefficients were calculated to measure the relationships between key variables.

Platform Ratings and Gig Consistency:

Pearson correlation coefficient: $r=0.68$, indicating a strong positive correlation.

Skill Development and Platform Ratings:

Pearson correlation coefficient: $r=0.55$, indicating a moderate positive correlation.

Skill Development and Gig Consistency:

Pearson correlation coefficient: $r=0.62$, indicating a strong positive correlation.

The findings highlight the complexities of talent identification in Morocco's gig economy. The heavy reliance on standardized algorithms and platform ratings may overlook local nuances crucial for effective talent identification. SMEs and gig workers both benefit from a more nuanced approach that considers cultural and linguistic factors.

This analysis provides a comprehensive view of the dynamics of talent identification within the gig economy in Morocco. The correlation analysis highlights the significant relationships between key factors such as platform ratings, skill development, and gig consistency. The visual representations further illustrate the reliance of SMEs on platform ratings, the strategies employed by gig workers, and the support for the proposed hypotheses. This study offers valuable insights and practical recommendations for enhancing talent management practices in this emerging labor market.

4. Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance the talent identification process in Morocco's gig economy.

For platforms, it is crucial to refine algorithms to better account for local nuances and cultural factors. Incorporating cultural sensitivity into these algorithms will help match gig workers with requesters who share similar cultural backgrounds or language preferences. This can be achieved by collecting data on local customs, languages spoken, and other cultural indicators. Additionally, recognizing and validating local certifications, skills, and educational backgrounds that might not be globally recognized but are valuable within the Moroccan context will improve the relevance and effectiveness of the platform's talent identification process. Improving the transparency of these algorithms is also important. Providing feedback to gig workers on why they were selected or not selected for a gig will help them understand how to improve their profiles.

Enhancing reputation systems on these platforms is another key recommendation. Developing multi-dimensional rating systems that go beyond simple star ratings and include detailed feedback on specific skills, punctuality, communication, and cultural fit will provide a more comprehensive evaluation of gig workers. Regular updates and reviews of the reputation system are necessary to prevent biases and ensure it remains fair and relevant. Mechanisms should also be introduced to handle disputes and remove unfair reviews.

Supporting skill development for gig workers is essential. Platforms should offer or facilitate access to training programs that help gig workers improve their skills. This could include partnerships with local educational institutions or online course providers. Providing badges or certifications for completed training that gig workers can display on their profiles will signal their expertise to potential requesters.

For SMEs, developing robust evaluation criteria beyond platform ratings is important. Creating a holistic evaluation framework that includes interviews, work samples, and reference checks in addition to platform ratings and reviews will help get a more comprehensive understanding of a gig worker's capabilities. Using pilot projects or trial periods to evaluate gig workers before committing to long-term engagements allows SMEs to assess performance in a real-world context.

Localized hiring practices should also be considered. SMEs should take into account cultural and language compatibility when hiring gig workers, especially for roles that require significant interaction with local clients or customers. Engaging with local communities and networks can help find talent that may not be active on global platforms but possesses the required skills and knowledge.

Feedback mechanisms are crucial for continuous improvement. Providing constructive feedback to gig workers about their performance not only helps workers improve but also builds a positive relationship between SMEs and gig workers. Implementing a system where feedback is regularly collected from both gig workers and clients will help refine hiring practices and criteria.

For gig workers, focusing on continuous skill development is essential. Engaging in lifelong learning to continuously improve and update skills can be achieved through online courses, workshops, and other learning opportunities. Pursuing relevant certifications and qualifications that are recognized both locally and internationally will enhance credibility and attractiveness to requesters.

Actively managing online reputations is also important. Gig workers should maintain a professional and detailed profile on gig platforms, highlighting key skills, past projects, and client feedback. Networking within the platform and with potential clients will increase visibility and opportunities. Joining professional groups and participating in forums or discussions related to their field can also be beneficial. Ensuring prompt and professional communication with clients by responding quickly to inquiries and maintaining clear communication throughout the project can significantly enhance reputation.

Leveraging local networks is another key strategy. Getting involved in local professional communities and networks to find opportunities that may not be available on global platforms can provide additional gig opportunities. Encouraging satisfied clients to provide referrals and recommendations can be a powerful tool in securing new gigs.

Practical Implications

For platforms, incorporating local language and cultural nuances into algorithms could improve the matching process, leading to better satisfaction for both gig workers and requesters. Enhanced algorithms and reputation systems will ensure a fairer and more effective talent identification process.

For SMEs, developing internal evaluation criteria can enhance the selection process and ensure better matches, ultimately leading to higher quality work and better business outcomes. SMEs that consider cultural and language fit, and provide constructive feedback, will likely build stronger relationships with gig workers and achieve better results.

For gig workers, investing in continuous learning and maintaining high standards in work can lead to more stable gig opportunities. By managing online reputations and leveraging local networks, gig workers can enhance their visibility and attractiveness to potential requesters, leading to more consistent and lucrative gigs.

These recommendations, if implemented, could significantly improve the talent identification process within Morocco's gig economy. By refining algorithms, developing robust evaluation criteria, and encouraging continuous skill development, the various stakeholders can create a more effective and equitable gig economy. Future research should focus on the long-term impacts of these recommendations and explore additional strategies for enhancing talent management in the gig economy.

Table n°3: Recommendations

Stakeholder	Recommendation	Details
Platforms	Refine Algorithms to Account for Local Nuances and Cultural Factors	<ul style="list-style-type: none"> - Incorporate cultural sensitivity into algorithms (Graham et al., 2017). - Recognize and validate local certifications (Schmidt, 2017). - Improve algorithm transparency (Lehdonvirta, 2018).
	Enhance Reputation Systems	<ul style="list-style-type: none"> - Develop multi-dimensional rating systems (Tadelis, 2016). - Regularly update and review reputation systems (Pallais, 2014). - Introduce mechanisms to handle disputes and remove unfair reviews (Graham et al., 2017).
	Support for Skill Development	<ul style="list-style-type: none"> - Offer or facilitate access to training programs (Wood et al., 2019). - Provide badges or certifications for completed training (Schmidt, 2017).
SMEs	SMEs Localized Hiring Practices	<ul style="list-style-type: none"> - Develop Robust Evaluation Criteria Beyond Platform Ratings - Consider cultural and language compatibility (Wood et al., 2019). - Engage with local communities and networks (Graham et al., 2017).
	Feedback Mechanisms	<ul style="list-style-type: none"> - Provide constructive feedback to gig workers (Schmidt, 2017). - Implement a system for continuous improvement (Tadelis, 2016).
	Gig Workers	Focus on Continuous Skill Development
Gig Workers	Actively Manage Online Reputations	<ul style="list-style-type: none"> - Maintain a professional and detailed profile (Pallais, 2014). - Network within the platform and with potential clients (Lehdonvirta, 2018). - Ensure prompt and professional communication (Graham et al., 2017).
	Leverage Local Networks	<ul style="list-style-type: none"> - Get involved in local professional communities and networks (Wood et al., 2019). - Encourage satisfied clients to provide referrals and recommendations (Graham et al., 2017).

Table n°4: Practical Implications

Stakeholder	Practical Implications
Platforms	Incorporating local language and cultural nuances into algorithms could improve the matching process, leading to better satisfaction for both gig workers and requesters. Enhanced algorithms and reputation systems will ensure a fairer and more effective talent identification process (Graham et al., 2017).
SMEs	Developing internal evaluation criteria can enhance the selection process and ensure better matches, ultimately leading to higher quality work and better business outcomes. SMEs that consider cultural and language fit, and provide constructive feedback, will likely build stronger relationships with gig workers and achieve better results (Schmidt, 2017).
Gig Workers	Investing in continuous learning and maintaining high standards in work can lead to more stable gig opportunities. By managing online reputations and leveraging local networks, gig workers can enhance their visibility and attractiveness to potential requesters, leading to more consistent and lucrative gigs (Lehdonvirta, 2018).

This paper provides a conceptual framework for understanding talent identification in Morocco's gig economy. By examining the roles of platforms, requesters, and gig workers, it offers insights into the unique challenges and opportunities in this emerging labor market. Future research should explore the long-term impacts of these arrangements on workers' career trajectories and the overall labor market in Morocco.

Conclusion

The gig economy in Morocco, facilitated by platforms like Upwork, Fiverr, and Uber, represents a significant shift from traditional employment models to more flexible, short-term engagements. This transformation offers both opportunities and challenges for talent identification and management. This study explored the dynamics of tripartite work arrangements involving online labor platforms, SMEs, and gig workers, highlighting the unique aspects of talent identification in Morocco's gig economy.

The findings underscore several key points. Firstly, the standardized algorithms used by online platforms may not fully capture local nuances and cultural factors essential for effective talent identification. While these algorithms provide a streamlined and efficient way to match gig workers with clients, they often overlook critical qualitative aspects such as soft skills and cultural fit. This limitation suggests a need for platforms to refine their algorithms to incorporate local context and qualitative data.

Secondly, SMEs in Morocco rely heavily on platform-mediated ratings and reviews to identify talented gig workers. This reliance on quantitative metrics can be problematic if these metrics do not adequately capture the full spectrum of a worker's capabilities or are subject to biases. SMEs could benefit from

developing more robust evaluation criteria that include holistic assessments such as interviews and work samples.

Thirdly, the study found that gig workers who invest in continuous skill development and maintain high ratings on platforms are more likely to secure consistent gig opportunities. This finding highlights the importance of both personal development and platform performance for gig workers aiming to achieve sustained success.

The recommendations provided in this study offer practical insights for each stakeholder. Platforms should enhance their algorithms and reputation systems to better account for local and qualitative factors. SMEs should adopt comprehensive evaluation frameworks and engage more deeply with local talent networks. Gig workers should focus on lifelong learning, maintaining high standards of work, and actively managing their online reputations.

As a conclusion, effective talent identification in Morocco's gig economy requires a nuanced approach that considers the local socio-economic and cultural landscape. By integrating these insights, platforms, SMEs, and gig workers can create a more efficient, equitable, and productive gig economy. Future research should explore the long-term impacts of these recommendations and continue to seek innovative strategies for improving talent management practices in the gig economy.

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