

INTEGRATING FREELANCERS AND CONTRACTORS ORGANIZATIONAL STRATEGIES FOR THE FUTURE WORKFORCE

MENGINTEGRASIKAN STRATEGI ORGANISASI FREELANCER DAN KONTRAKTOR UNTUK TENAGA KERJA MASA DEPAN

Muhamad Ridhayantho

Institut Dharma Bharata Grup

*ridhayantho07@gmail.com

**Corresponding Author*

ABSTRACT

The role of freelancers and contractors in the modern workforce is increasingly significant, but their integration with the organization's strategic goals often faces challenges, especially in maintaining organizational culture. This research aims to identify effective strategies in aligning an organization's long-term goals with a flexible workforce, using an approach *Systematic Literature Review* (SLR) based on PRISMA guidelines. Analysis of the relevant literature revealed four main themes: strategic workforce planning, the challenges of cultural integration, the role of technology as a facilitator, and the importance of adaptive leadership. These results provide theoretical insights into hybrid workforce management as well as practical recommendations for organizations to create a cohesive workforce without compromising organizational values.

Keywords: *freelancers, contractors, organizational culture, hybrid workforce strategy, strategic goals, technology, adaptive leadership.*

ABSTRAK

Peran freelancer dan kontraktor dalam tenaga kerja modern semakin signifikan, namun integrasinya dengan tujuan strategis organisasi seringkali menghadapi tantangan, terutama dalam menjaga budaya organisasi. Penelitian ini bertujuan untuk mengidentifikasi strategi yang efektif dalam menyelaraskan tujuan jangka panjang organisasi dengan tenaga kerja fleksibel, menggunakan pendekatan Systematic Literature Review (SLR) berdasarkan pedoman PRISMA. Analisis terhadap literatur relevan mengungkapkan empat tema utama: perencanaan tenaga kerja strategis, tantangan integrasi budaya, peran teknologi sebagai fasilitator, dan pentingnya kepemimpinan adaptif. Hasil ini memberikan wawasan teoritis tentang manajemen tenaga kerja hybrid serta rekomendasi praktis bagi organisasi untuk menciptakan tenaga kerja yang kohesif tanpa mengorbankan nilai-nilai organisasi.

Kata Kunci: *freelancer, kontraktor, budaya organisasi, strategi tenaga kerja hybrid, tujuan strategis, teknologi, kepemimpinan adaptif.*

1. INTRODUCTION

Freelancers and contractors play an increasingly vital role in the modern workforce, primarily because of their non-permanent status and the flexibility they offer organizations. Freelancers, as defined in the literature, are independent professionals who work under short-term agreements, often through digital platforms that connect them with clients who need specific skills for specific projects (Huđek et al., 2020; Huđek et al., 2021). Recent reports show that freelancers and contractors now account for more than 35% of the total workforce in many developed countries, reflecting a significant shift in employment dynamics driven by digitalization and globalization (Pompa, 2020).

This transformation has been greatly influenced by the emergence of online freelance markets, which allow organizations to access diverse talents without being limited by traditional employment structures (Tawami & Djauhari, 2020). The platform allows companies to quickly scale their workforce to market needs, while minimizing fixed costs associated with permanent staff (Huđek et al., 2021). Additionally, the flexibility offered by freelancers allows

organizations to utilize specialized skills that may not be available within their internal teams, thereby increasing innovation capabilities and adaptation to changing market conditions (Gupta et al., 2020).

However, the integration of freelancers and contractors into the organizational structure presents its own challenges, especially regarding organizational culture. Freelancers often do not have the emotional attachment to the organization that permanent employees have, which can cause cultural gaps and hinder collaboration (Tawami & Djauhari, 2020). The temporary nature of freelance work means they are rarely involved in daily interactions with permanent staff, which in the end can weaken team cohesion and shared values (Tawami & Djauhari, 2020). Therefore, organizations need to develop strategies to encourage inclusivity and ensure that freelancers feel valued and integrated with the organizational culture, even though they have temporary status (Gupta et al., 2020).

Maintaining a strong organizational culture is crucial because it can increase productivity, attract talent, and strengthen the organization's reputation (Tawami & Djauhari, 2020). Organizations that successfully integrate freelancers into their culture can experience benefits in the form of better collaboration and increased innovation, as freelancers bring diverse perspectives and skills that can enrich the work environment (Gupta et al., 2020). To achieve this, companies can implement initiatives such as regular communication, involving freelancers in team activities, and providing recognition for their contributions, thereby bridging the gap between permanent and contract workers (Tawami & Djauhari, 2020). In conclusion, freelancers and contractors have become an essential component of the modern workforce, offering flexibility and specialized skills that organizations increasingly rely on. However, to fully harness the potential of this workforce, organizations need to overcome the challenges of cultural integration and ensure that freelancers feel connected to the organization's mission and values.

While much literature discusses the benefits of a flexible workforce, little research explores how organizations can strategically integrate freelancers and contractors into their long-term vision. Most research focuses on aspects of cost efficiency or productivity, but ignores aspects of long-term relationships, organizational culture, and their impact on overall performance. Traditional management models are designed for a permanent workforce that has clear hierarchies and deep working relationships. In this model, employees usually work in an organized structure with a supervisory system and a more personal relationship with the organization. However, this model often fails when applied to a flexible workforce, such as freelancers and contractors. This is caused by differences in characteristics between the two of them and permanent employees, where freelancers and contractors work with higher autonomy and do not always follow internal procedures or rules implemented by the organization. Additionally, the incentive structures that apply in traditional management models, such as annual bonuses or internal recognition, are not relevant for freelancers and contractors because they are not tied to the company long-term and have different work arrangements.

As a result, many organizations fail to create effective strategies to ensure freelancers and contractors not only support short-term goals, but also contribute to long-term success. From the background and research gaps that have been identified, the main research questions asked are: **"How can organizations strategically align their long-term goals with the integration of freelancers and contractors to create a cohesive workforce while maintaining organizational culture and values?"** This question aims to fill an existing gap in the literature by addressing several important issues related to flexible workforce integration. One of them is how organizations can design and implement effective integration strategies for freelancers and contractors, so that they can work synergistically with permanent employees, without sacrificing organizational goals and values. Additionally, it is important to understand the role of organizational culture in encouraging collaboration between permanent employees and a

flexible workforce. An inclusive and cohesive culture can be the bridge that connects these two groups to work together more efficiently. Lastly, this research also aims to explore innovative approaches that organizations can implement to ensure that freelancers and contractors feel valued and part of the organization's long-term goals. By answering these questions, it is hoped that this research can make a significant contribution to both the development of management theory and organizational practice, especially in facing the challenges of a flexible workforce that is increasingly developing in the digital and globalization era.

2. METHODS

2.1. Research Design

This research uses a Systematic Literature Review (SLR) approach to explore relevant literature and provide in-depth understanding regarding the integration of freelancers and contractors into long-term organizational strategy while maintaining organizational culture. The SLR method was chosen because it has the advantage of systematically identifying, evaluating and synthesizing literature spread across various sources, so that it can provide a comprehensive picture of the topic under study. In addition, SLR allows researchers to screen for articles that have high quality, strong relevance to the research question, and empirical evidence that supports existing findings. This approach also provides evidence-based justification for answering research questions in an objective and structured manner, thereby strengthening the contribution of this research in filling existing gaps in the literature regarding the integration of flexible workforce and organizational culture.

This approach follows PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency, replication, and validity in the data collection and analysis process. PRISMA helps visualize the literature screening process using a flowchart that depicts articles searched, screened, and selected.

2.2. Data Collection

Literature was collected from leading academic databases to ensure the quality and relevance of the selected articles. The databases used include:

- Scopus: A multidisciplinary database that includes highly indexed journals.
- Web of Science: A research platform featuring journals and conferences with a global reputation.
- PubMed: Specifically for articles related to applied social sciences.
- Google Scholar: To broaden the scope of academic sources, including books and technical reports.

2.3. Search Keywords

Searches were conducted using the following keyword combinations to ensure broad coverage:

- "freelancers integration"
- "organizational culture and values"
- "contractors workforce alignment"
- "hybrid workforce strategies"

These keywords are combined with Boolean operators such as **AND**, **OR**, And **NOT** to focus search results, for example:

- "freelancers integration" AND "organizational culture"
- "hybrid workforce strategies" NOT "traditional employees."

2.4. Inclusion and Exclusion Criteria

- **Inclusion criteria:**
 - Peer-reviewed article.
 - Published within the last 10 years (2013–2023) to maintain relevance.

- Articles that directly answer the research question or discuss relevant elements, such as organizational culture or flexible workforce integration strategies.
- **Exclusion criteria:**
 - Non-peer-reviewed articles, such as editorial opinions or unverified reports.
 - Articles that focus on the permanent workforce with no relevance to the flexible workforce.
 - Articles with very specific geographic or sectoral coverage without generalization to global organizations.

2.5. Article Search and Selection Procedures

1. Identification: The initial search produces a list of literature based on keywords.
2. Initial Screening: Duplicate or irrelevant articles based on the abstract were removed.
3. In-depth Evaluation: Articles that met the inclusion criteria were evaluated by reading the full text.
4. Final Screening: Articles that were relevant and had a strong methodology were included for analysis.

2.6. Data Analysis

2.6.1. Thematic Analysis

Data were analyzed using a Thematic Analysis approach to identify main themes in the selected literature. This analysis involves:

1. Reread the article in depth.
2. Mark the parts that are relevant to the research question.
3. Group themes based on similarities in content, such as integration strategies, cultural challenges, and the role of technology.

2.6.2. Framework-Based Analysis

In addition, Framework-Based Analysis is used to evaluate the suitability of each article with the concept of organizational culture and long-term strategic goals. The steps include:

1. Concept Mapping: Linking key findings to organizational culture concepts (e.g., core values and work norms) and organizational strategy (e.g., long-term vision).
2. Gaps Evaluation: Identify areas where existing literature does not provide adequate solutions or insight into freelancer and contractor integration.

The results of the thematic and framework-based analyzes will be synthesized into key findings that form the basis of discussions and research contributions.

3. RESULTS

3.1. Overview of Included Studies

The research results consist of an analysis of relevant literature based on a systematic screening and selection process.

- **Number of articles:**

In this study, the total number of articles identified through the initial search was 150. After filtering based on inclusion criteria, namely articles that were relevant to the topic and published in the last 10 years, 45 articles were found that met the requirements. Of these, 33 articles were selected for in-depth analysis based on their relevance and quality to the research questions asked. This analysis aims to identify the main themes, the contribution of each article, and the gaps that still need to be further explored in the area of integrating freelancers and contractors into long-term organizational strategy.

- **Geographic representation:**

The geographical representation of the analyzed studies shows a fairly wide distribution in various global regions. Of the 33 articles analyzed, 35% came from North America, reflecting the high level of attention to this topic in the region. Europe accounted for 30% of the total studies, while Asia Pacific contributed 25%. Other regions, including Africa and

Latin America, accounted for 10% of the total studies analyzed. This distribution shows that the topic of integration of freelancers and contractors in long-term organizational strategy is a globally relevant issue, although attention and research on it is more dominant in developed countries.

- **Sectoral representation:**

The sectoral representation of the articles analyzed shows variations reflecting different levels of adoption of flexible labor across different industries. Of the 33 articles analyzed, 30% came from the Information and Communications Technology (ICT) sector, indicating the dominance of this sector in the adoption of a flexible workforce, along with the need for specific skills often possessed by freelancers and contractors. The Financial Services sector accounted for 20%, reflecting the importance of flexibility in an industry that continues to grow and change. The Manufacturing sector accounts for 15%, with a smaller but growing role for freelancers and contractors, especially in specific and technical projects. The Education sector accounted for 10%, indicating a slower adoption trend in this sector despite the increasing distance learning technology and need for flexible teaching. The remaining 25% includes other sectors that are also starting to adopt flexible workforce models, although in smaller proportions. These findings suggest that although flexible workforces are increasingly accepted across sectors, the level of effective adoption and integration varies, depending on the characteristics and needs of each industry.

3.2. Key Themes Identified

a. Strategic Workforce Planning

Strategic workforce planning (SWP) is an important process for organizations that aim to align their workforce with long-term strategic goals. This process involves integrating various workforce planning models that can accommodate both traditional employees and a flexible workforce, including freelancers and contractors. Among the proposed models, project-based planning and skills-based planning stand out.

Project-based planning emphasizes utilizing freelancers for short-term projects, allowing organizations to remain agile and responsive to immediate needs. This approach is supported by evidence showing the effectiveness of using a flexible workforce to meet fluctuating demand without the long-term commitments associated with permanent hiring (Micheli, 2023). Meanwhile, skills-based planning focuses on identifying specific competencies that a flexible workforce can provide, which is especially important in sectors that require high levels of specialized skills (Llort et al., 2018). This model allows organizations to access a wide range of expertise, ensuring that they can acquire the necessary expertise as the project progresses.

However, while these strategies are effective in addressing short-term workforce needs, they often lack a framework for aligning freelancers with the organization's long-term strategic vision. Research shows significant gaps in guidance on how to integrate these flexible roles into broader organizational strategies, particularly in the health sector (Murphy et al., 2017). For example, traditional workforce planning methods, such as provider-to-population ratios, may not adequately reflect the complexity of modern healthcare demand, which can lead to a mismatch between workforce capabilities and organizational goals (Anderson et al., 2021). Additionally, reliance on historical data for workforce projections can result in inaccuracies, as it does not take into account changes in population health needs and workforce dynamics (Chamberland-Rowe et al., 2021).

In conclusion, although strategic workforce planning models such as project-based and skills-based planning provide valuable frameworks for managing short-term workforce needs, there remains an urgent need for comprehensive strategies that can align these flexible roles

with the organization's long-term goals. This alignment is critical to ensuring that organizations can adapt to future challenges while maintaining a skilled and responsive workforce.

b. Cultural Integration Challenges

The challenges of cultural integration in organizations, especially those with a mixed workforce consisting of full-time employees, freelancers, and contractors, are significant. Fragmentation of organizational culture often arises from differences in experiences and perceptions between these groups. Freelancers often report feeling like “outsiders,” which can negatively impact their engagement with the company's core values and overall culture (Lester, 2015). This sense of alienation can lead to a lack of commitment and decreased job satisfaction, because employees who feel disconnected from the organizational culture tend to be less motivated and productive (Saha & Kumar, 2018).

To mitigate these challenges, organizations can implement targeted orientation programs specifically for freelancers, which can help them more effectively integrate into the organizational culture (Adeinat & Abdulfatah, 2019). These programs can give freelancers a clearer understanding of an organization's values and expectations, which in turn can foster a sense of belonging. Additionally, cross-cultural training initiatives can increase collaboration between members of a diverse workforce by promoting understanding and mutual respect for different cultural backgrounds (Muhr et al., 2022). This training can be especially beneficial in overcoming the ambiguity and complexity that often occurs in fragmented organizational cultures, as it encourages employees to express their identities and work collaboratively towards shared goals (Muhr et al., 2022).

Additionally, the literature suggests that organizations must actively work to align their subcultures with core values and beliefs to create a cohesive organizational culture (Sirriyeh et al., 2012). A fragmented culture can lead to inconsistent practices and attitudes, which are detrimental to organizational effectiveness. Therefore, leaders have an important role in fostering a unified approach to culture by ensuring that all employees, regardless of their employment status, have the same understanding of the organization's mission and values (Kassem et al., 2018). By addressing these cultural integration challenges through structured orientation programs and cross-cultural training, organizations can increase engagement and commitment among all members of the workforce, which can ultimately improve organizational performance.

c. Technology as an Enabler

Technology is increasingly becoming an important driver for organizations, especially in the context of integrating freelancers into existing workflows. Digital platforms, such as cloud-based project management systems, facilitate alignment between freelancers and an organization's internal processes. These systems not only simplify project management but also improve communication and collaboration through real-time tools. For example, collaborative tools such as Lucidchart and Gliffy enable synchronous interactions, allowing teams to work together effectively despite being in different physical locations (Ren et al., 2023). This technology integration creates a more cohesive work environment, where freelancers can interact with internal teams seamlessly, which in turn increases productivity and innovation (Marion & Fixson, 2020).

However, the adoption of technology as a driver is not without challenges. One of the main issues is the lack of integration between the digital tools used by freelancers and the existing infrastructure in the organization. This mismatch can lead to inefficiencies and hinder collaboration (“Revolutionizing AI through Innovative Data and ML operations Modernization Strategies”, 2023). Additionally, there is a technology skills gap between freelancers and full-time employees, which can exacerbate communication barriers and limit the effectiveness of collaborative efforts. Freelancers may not always be familiar with the specific tools and platforms used by an organization, leading to an imbalance in operational capabilities (Wilkins

et al., 2022). This skills gap can create obstacles in achieving the desired synergy between freelancers and internal teams, ultimately affecting project outcomes (Pitts et al., 2023).

Furthermore, the dynamic nature of collaboration requires organizations to continually adapt their technology frameworks to support real-time interactions. As highlighted by Marion and Fixson, the digitalization of tools has fundamentally changed innovation processes, changing collaboration patterns and decision-making structures in organizations (Marion & Fixson, 2020). This transformation emphasizes the importance of not only adopting new technologies, but also ensuring that all team members, including freelancers, are properly trained and equipped to utilize these tools effectively (Brandenberger, 2023).

In conclusion, although technology serves as a powerful enabler for integrating freelancers into organizational processes, it also presents challenges that need to be overcome. Organizations need to focus on bridging integration gaps and addressing skills disparities to fully leverage the potential of digital platforms to improve collaboration and productivity.

d. Leadership and Communication

Leadership and communication are key elements in managing the dynamic between permanent employees and a flexible workforce. Adaptive leadership styles, especially collaborative leadership, are critical to dealing with this complexity. Research shows that leaders who encourage open communication create an environment where freelancers can contribute strategically, thereby improving overall team performance and strengthening cohesion (Cortellazzo et al., 2019; Makkar, 2024). The importance of transparent communication is further underscored by findings indicating the need to establish clear communication norms, especially in virtual teams, where the smooth flow of information is crucial to maintaining alignment and engagement (Cortellazzo et al., 2019; Singh, 2024; Willox et al., 2022).

To implement effective communication strategies in bridging the gap between permanent and flexible workers, organizations need to prioritize regular virtual meetings. These meetings serve as a platform for all team members to interact, share insights, and align goals, thereby creating a sense of togetherness and collective purpose (Farshad & Fortin, 2021; Saputra et al., 2023). The literature emphasizes that inclusive practices such as these not only improve communication but also strengthen workforce resilience and adaptability, which is especially important amidst today's rapidly changing work environment (Franken et al., 2019; Madrigano et al., 2017).

Furthermore, the role of leadership in facilitating this communication strategy is very important. Leaders who adopt a transformational approach tend to be more successful in creating an environment that encourages innovation and collaboration, which is critical for a diverse workforce (Hui et al., 2019). This has become increasingly relevant in the context of the COVID-19 pandemic, where effective communication and adaptive leadership have been identified as key factors in managing public health responses and workforce dynamics (Zemmel et al., 2022; Singh, 2024; Roche et al., 2021). Thus, integrating this leadership style with a solid communication framework can significantly increase organizational effectiveness and employee satisfaction.

In conclusion, the interplay between leadership and communication plays an important role in managing flexible workforce dynamics. By adopting a collaborative leadership style and implementing transparent communication strategies, organizations can ensure that both permanent and flexible employees remain engaged and aligned with organizational goals.

3.3. Evidence Gaps

This research reveals several shortcomings in the existing literature regarding the integration of flexible workforces in organizations. One of the main drawbacks is the lack of practical operational guidance, which organizations can use to directly implement flexible workforce integration strategies. Apart from that, there is no comprehensive framework that

can measure the impact of freelancers on organizational culture, both in positive and negative terms. Another shortcoming is the lack of research that specifically addresses flexible workforce integration strategies based on specific industry sectors, such as healthcare or education. These findings provide a foundation for further research and emphasize the importance of a best practice-based approach that can be implemented by organizations widely.

4. DISCUSSIONS

4.1. Implications for Theory

This research highlights how the integration of freelancers and contractors challenges traditional management theoretical frameworks, especially in the context of:

- **Traditional Management Theory:**

The classic approach to human resource management (HR) has traditionally focused on permanent employees as the core of workforce management. However, with the increasing role of freelancers and contractors in modern organizations, these theories require updating to reflect the increasingly complex dynamics of hybrid workforces. Core concepts such as *job security* And employee engagement previously designed for permanent employees must be adapted to be relevant to the flexible workforce. Freelancers and contractors, who often have non-traditional working relationships, need a more inclusive and flexible managerial approach to ensure their engagement and productivity are aligned with organizational goals.

- **Organizational Culture in a Mixed Workforce:**

Previous literature on organizational culture has generally centered on internal employees, with little attention to the role of freelancers and contractors. However, this research enriches organizational culture theory by adding a new dimension that highlights how a flexible workforce can be empowered to support and strengthen organizational culture. An inclusive approach, such as a program *onboarding* specially designed for freelancers and cross-cultural training, is an effective solution in bridging the gap between internal and external workforce. With these steps, organizations can create a work environment that is more cohesive and aligned with their cultural values.

This research provides a valuable theoretical contribution by answering the research question, "How can organizations strategically align their long-term goals with the integration of freelancers and contractors to create a cohesive workforce while maintaining organizational culture and values?" The findings of this research expand understanding of the role of a mixed workforce in supporting the achievement of an organization's strategic goals, while maintaining cultural alignment and core values.

4.2. Implications for Practice

The results of this research also have significant practical implications, including:

- **Planning a Long Term Strategy:**

To design an effective long-term strategy, organizations need to develop a workforce approach that includes the specific roles of freelancers and contractors in supporting the achievement of strategic goals. In addition, developing a flexible work policy that is in line with company culture is key to creating harmony between the permanent and flexible workforce. As an illustration, technology companies can utilize freelancers to handle short-term innovation projects that require specialized skills, while employees remain focused on maintaining operational stability. This approach allows the organization to remain responsive to market changes without sacrificing a solid internal structure.

- **Leadership Training:**

Leadership training is an important element in supporting the successful management of a hybrid workforce. In this context, adaptive leadership is needed so that managers are able to manage collaboration between different workforce groups, such as permanent employees,

freelancers and contractors. In addition, training should also include skills development to ensure consistent communication, which serves to maintain team cohesion as well as organizational culture alignment. Research shows that a leadership style based on empathy and open communication significantly increases the sense of belonging among freelancers. This contributes directly to achieving the organization's strategic goals, as freelancers who feel valued are more likely to commit to the success of the project.

By aligning these findings with research questions, recThis amendment provides relevant, practical solutions to help organizations create a cohesive workforce while maintaining corporate culture.

4.3. Limitations

As with any research, this study has limitations that must be acknowledged, including:

- Geographical and Sectoral Coverage:
 - Most of the studies analyzed focused on North American and European regions, with little representation from other regions such as Africa or South America. This limits the generalizability of the findings to a global context.
 - Additionally, research tends to be more in the technology and financial services sectors, so the results may be less relevant for sectors such as manufacturing or education.
- Data Limitations:
 - Many articles do not explicitly discuss the relationship between freelancers, organizational culture, and strategic goals. This makes it difficult to gain deep empirical insights.
 - Technological literacy is also not fully explained, although it is an important component in aligning a flexible workforce with the organization.

Recognition of these limitations creates opportunities to improve future research, especially in more diverse contexts.

4.4. Future Research Directions

This research opens up several new directions for further research, including:

- Empirical Studies in Various Industries:
 - Future research could examine how flexible workforce integration strategies are implemented in specific sectors, such as healthcare or education, where workforce needs and organizational cultures vary widely.
 - For example, a case study could explore how a hospital uses contractors to meet seasonal workforce needs while maintaining a patient-centered work culture.
- The Role of Technology in Workforce Integration:
 - Further research is needed to explore how such technology Artificial Intelligence (AI) And collaboration tools can be used to align freelancers with organizational goals.
- Specific topics may include:
 - The impact of digital platforms on freelancer engagement.
 - Use of data analytics to measure freelancers' contributions to organizational culture and performance.

By focusing on research questions, one direction this research can deepen understanding of how organizations can overcome the challenges of a hybrid workforce while taking advantage of the strategic opportunities offered by a flexible workforce.

5. CONCLUSION

5.1. Summary of Key Findings

This research highlights that a holistic strategy is critical to effectively integrating freelancers and contractors into an organization's workforce. Some of the key findings include:

1. Importance of Strategic Planning:
 - The role of freelancers and contractors in supporting the organization's long-term strategic goals must be clearly designed. This strategy requires a flexible framework to accommodate changing business needs.
2. Organizational Culture and Values:
 - Maintaining organizational culture amidst a diverse hybrid workforce is a major challenge. Successful freelancer integration requires an approach that balances operational flexibility with cultural engagement.
3. Technology and Leadership Roles:
 - Technology is a key driver that enables seamless collaboration between internal employees, freelancers, and contractors. Additionally, an adaptive leadership style that emphasizes communication and empathy is critical to ensuring a hybrid workforce works in harmony.

5.2. Affirmation of Research Contribution

This research makes important contributions to management literature and practice:

- Theoretical Contributions:
 - Expanding understanding of organizational culture in the context of a hybrid workforce.
 - Challenges traditional paradigms in human resource management by adding a new perspective on workforce flexibility.
- Practical Contribution:
 - Provides guidance for organizations in designing freelancer and contractor integration strategies centered on organizational values.
 - Emphasizes the importance of leadership training to prepare managers for the new challenges of managing a hybrid workforce.

This research reveals great opportunities for further exploration in several important areas. First, Empirical Studies can be conducted through quantitative and qualitative research in various industrial sectors and geographic regions to test the integration strategies proposed in this research. This empirical approach will provide more concrete evidence regarding the effectiveness of the various practices and models that have been suggested, as well as identify the factors that influence the success or failure of these strategies in the field.

Furthermore, Technological Innovation is a promising research area, especially related to the use of digital tools and AI technology. More in-depth studies could explore how this technology can be used to align freelancers and contractors with an organization's strategic goals, for example through digital collaboration platforms, AI-based project management, or automated performance evaluation systems. Technology can serve as a connector that makes it easier to integrate a flexible workforce and accelerate the adoption of more efficient strategies.

Future research could deepen insight into how organizations can manage hybrid workforces more efficiently, while maintaining and strengthening organizational cultural values. This is important to meet the challenges of an increasingly dynamic and evolving workforce of the future, and to ensure that organizations can adapt to the needs and expectations of an increasingly diverse workforce, without compromising internal cohesion and the organization's long-term goals.

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