

Freelancing - a new approach on the boundary between fragile and anti-fragile after the 2008 economic crisis

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Abstract. *Approaching freelancing, a topical subject in regards to human resources, especially after the economic crisis of 2008, places emphasis on the main advantages of integrating it in HR activity. The economic crisis has represented a critical moment for Romanian organisations and their HR activity, thus generating a series of negative effects on profit and the employees' individual performances. Ameliorating these negative effects is the top managers' task, just as much as it is the HR departments, whose role has evolved towards that of a mediator in charge of creating the most appropriate climate for achieving performance, efficiency and optimal results. In order to propose a healthy implementation process, with a view to indicating the phenomenon subjected to analysis, the first step was to analyze each employee's individual performance metrics. Then, a mathematical modeling of performance with the human resource was developed, by applying an additional linear model on 4 major tasks of human resources spending and a report on performance was calculated - the cost being connected to implementing freelancing in HR activity in the marketing department. The present study, therefore, provides a concrete solution to the great challenge found in HR management, which is assuring that there is concordance between making spending in HR as efficient as possible and ensuring a high level of motivation and increasing performance with human resources in the organization.*

Keywords: performance, mathematical modelling, freelancing, optimisation.

Introduction

The world of business is continuously changing. The problems that organizations are facing nowadays, in terms of human resources, are extremely complex and the financial situation in certain sectors of activity has led to solutions to reduce spending on human resources and to finding new ways of making work more efficient. Companies act and develop in the context of a global economy and today's society is increasingly using the resources of new technologies and the internet. Global organizations and food industry sectors have understood the need to adapt to market movements while maintaining the appropriate climate in which they can perform. The motivation to address this issue focuses primarily on the role of the anti-fragile manager who loves errors, uncertainty, faces the unknown, allowing him to do things without understanding and yet to do well, starting from evolution, technological innovation, financial economic success, performance, and collective survival, towards performance, efficiency and optimizing results across the industry. Thanks to anti-fragility, today's managers are much better at doing things rather than thinking. We can detect anti-fragility (and fragility) in any field of application, using a simple asymmetry test: everything that gets more profit or advantages from shocks (2008

financial crisis) is antifragil; the opposite is fragile. Antifragil - means strength or robustness and only the strongest can handle shocks and remain the same. The fragile belongs to that category of people usually dressed in suit and tie, Fridays included, who solemnly listen to jokes and who tend to have health issues with the back due to posture at the office, or from travelling, or studying newspapers and magazines. (Taleb 2014, p.17).

Fixed-term labor gives flexibility to the employees, but much more is needed to be done to overcome the economic and financial crisis. We must admit that staff recruitment can only be carried out when needed, as pointed out in the present research, or it can be done systematically. The motivation for this work is given by the approach and analysis of freelancing, a new recruitment process involving the use of temporary labor in many fields of activity.

Elaborating the research plan that concerns the introduction of freelancing in HR activity. Current state of research

Due to technological innovations and the changing needs of the population, we can see an increase in the number of people who want to work as freelancers or who have become freelancers. At present, there is a well defined context of freelancing in some business sectors, through the online platforms that enable freelancers to work in the free labor market. If in 2011 there were 2 million freelancers on the market, in 2016 the share increased by 45%, i.e. 2.9 million freelancers (source: Freelance Infographic).

Essentially, organizations employ their labour services on a project basis. Du Gay et al (1996) argue that the defining feature of freelance work is that it is a transactional short-term contract where the employer does not take responsibility for the personal development and employment career of the worker. Freelancers are usually paid on the basis of their productivity (output of their work) rather than the more commonly used approach in continuous employment where workers are paid on a time input basis (e.g. weekly wage or month salary). The modern dynamic economy is closely associated with freelancers through core attributes such as portfolio work, discontinuous and contingent labour contracts, self-employment and outsourcing. (Burke, A., 2011, p. 131-158).

Freelancers create more opportunities for entrepreneurs and corporations in adopting strategies.

So, instead of engaging in long-term contracts to secure the workforce for a new business, freelancers are preferable on the short term. On a wider scale, this allows businesses to budget labor costs and access them only after a certain performance / risk threshold has been surpassed. Therefore, employers will increasingly rely on external labor for a fixed period of time to reduce spending on human resources and to achieve their business goals in a normal and flexible manner. The first anti-crisis measures that organizations take into consideration, include budget cuts at all levels of activity, cost reduction and staffing. Benefits in terms of hiring out external labour: Flexibility, project based payment, accessing the largest database of freelancers on existing platforms; (Fiverr, Elance. Freelancer.com), lowered salary costs.

Disadvantages when hiring external labour: Dependence on a platform that works online, low level of internal data security.

Outsourcing can not be tackled by large companies such as Apple, Google, Microsoft, IBM, Toyota, General Electric, because recruitment policy is one of retaining talent in the

company, and the human resource is a competitive advantage, belonging to a Labour Organization is practically non-existent.

At present, the technological framework in terms of freelancing is supported by the existence of several freelancing platforms: Congrazie.ro- known by the freelancers community in Romania, where jobs are posted in different categories, such as: Online marketing, content writing, web design etc, and the access is 100% free. Freelancer.com is one of the largest online freelancing platforms. To date, more than 4 million freelancer jobs have been posted and over 7 million freelancers are registered. The most popular skills that registered freelancers have are: PHP, graphic design, website design, MySQL and content writing. The fee may vary depending on the type of service, starting from 3 euro/h, up to several hundred euros/h. The money can be paid through PayPal.

Online freelancing platforms, which have opened opportunities for people from all over the world, are the most important incentive for the freelance economy. For example, UpWork, the largest platform of this kind in the world, has about 12 million registered freelancers. Of these, most are Americans (over one million), Indians (around 650,000), Filipinos (about 180,000) and Romanians, with about 45,000 freelancers offering their services.

The labor market is radically transforming and more and more people will start working in the freelance economy. In fact, the forecasts of economic specialists show that in 2020, freelancers will represent the majority of the global labor force. "This type of economy will increase exponentially, especially because it is strongly helped by new technologies. The emergence of new platforms and software applications will facilitate this development."(Axinescu, 2017).

Identification of the problem in the entire marketing department of the organization

Referring to the external workforce in the human resources activity is the answer to the inefficiency of certain departments that implicitly lead to the decrease of performance in the whole sector of activity. This research covers the marketing department, both in detail and at large. The identified problem is the ineffectiveness of the marketing department's creation sub-sector, which results in lowered profits across the whole organization and lowered performances of all employees. Following the staff assessment and based on the Annual Performance Review Sheet of each employee at the department level, it was decided to implement another recruitment system, one that would increase the performance in the organization, namely to hire two freelancers from the platform. Freelancers are paid on the basis of a work contract, paid on the number of hours worked, so that the organization achieves its established goals, namely to reduce wage costs.

The goal of the present research is to increase the efficiency of the activity in the whole organisation by relying on freelancers.

Objectives: Reduce personnel costs by at least 30%; Achieving the performance of 40% Increasing the performance in the marketing department's creation sub-sector by at least 15%.

Case study on the implementation of freelancing in SC Galmo & Comp SRL. Company description

SC Galmo & Comp SRL Galati is concerned with increasing the level of quality, customer satisfaction, economic efficiency in all activities while constantly evolving towards the

competitiveness demanded by the market. The fierce competition as a result of European integration as well as the increased complexity of the services provided by SC Galmo & Comp SRL Galati leave room only for those who are able to guarantee the implementation of a viable program of performance and quality improvement, the proof being the success with which it has implemented and maintained the quality system. The organization's strengths towards the requirements and demands of partners and customers are: the quality of the services provided, the rigorous application of cutting-edge technologies and the maintenance of long-term performance within the company.

After the crisis 2008 we can say that the human resources in Romania have undergone additional efforts necessary to meet the professional and personal needs.

Food expenditure has increased in Romania in recent years compared to the European average. One explanation emerges from considering the food sector as a difficult financially economic one, and therefore with a reduced priority in budget allocations, or state subsidies.

The entire food sector of activity in Galați is concerned with increasing the level of quality, customer satisfaction, economic efficiency at all levels, constantly evolving towards the competitiveness demanded by the market. The fierce competition as a result of European integration and the increased complexity of the services provided, leave room only to those who are able to guarantee the implementation of a viable program to increase long-term performance with the human resource. (Connoly, T., Arkes, H., Hammond, K., 2000)

In the management of organizations, THE DECISION¹ is the key element in the action chosen by managers to achieve the set goals. The decision implies the courage to choose the best solution from several possible variants. (Winterfeld Von D. & Edwards W. (1986, p. 26). The way in which decisions are designed and applied depends to a large extent on the efficiency of the activities that take place in the organization. The decision, through its content, nature and role, is the driving force of the management, the ongoing process of harmonizing objectives with resources. (Terry Connoly, Hal Arkes, Kenneth Hammond, Judgment and Decision Making, (2000 pp. 4-5)

Also, in making the decision, it is important to take into consideration the impact on the marketing department or throughout the organization in terms of change.

It should be taken into consideration that in an economic crisis, employees are more vulnerable to change and any managerial decision taken by the anti-fragile manager may affect the motivation and performance of employees. However, courage, inspiration, power of change and professional experience lie at the heart of the anti-fragile manager's decision-making. Winterfeld Von D. & Edwards W. (1986, p. 26)

The decision appears as a conscious choice chosen by the manager, from several possible variants and on the basis of significant information to coordinate and regulate the activities, as well as their control and forecasting. (Gh. Ionescu, E. Cazan, A.L. Negruta, Modeling and Optimizing Managerial Decisions, (1999, p.101-103). In high-risk situations, the anti-fragile manager takes the decision on the basis of complete information, but with direct effects on the staff to be fired. The manager can judge the probability of subsequent events as well as the results and their effect, seeking the best solution to prevent resistance and opposition to change on the part of the employees.

Resistance to change on the introduction of freelancing

Planning a change requires setting up a series of actions to change the behavior of individuals and groups, structural configuration, reorganizing and management methods. Resistance to change arises due to obsolete mentalities, fear of the new and the consequences of change, fear of layoffs, all these are elements that undermine change in organizations. (Codecs, 2002).

Kurt Lewin considers change as a dynamic balance of forces that on the one hand put pressure on change and, on the other hand, determine resistance to change. So I did an analysis of the Lewin force field and I noticed a state of imbalance in the analysis and implementation period, caused by a number of factors such as fear of the new, fear of layoffs, and opposition from some employees. The forces that require change are: the inefficient financial resources of the organization, the outsourcing of the respective service, the decrease in profit, and the forces opposed to the change are the fear of the new, the fear of the employees of expanding the job post on the same pay system.

In order to achieve the normality and balance necessary to ensure the efficiency of work, it was decided to successfully introduce actions that would improve the balance of the whole marketing department identify the employees who oppose the change, namely: Identifying the reasons for any opposition, identifying people who may be involved in the change and what are the benefits of introducing freelancing into the department, as well as actions that lead to equilibrium. (Volume 4, Power, Leadership and Change, The Open University Business School, Codecs, 2002).

Recognizing the need for change in marketing department

The most important aspect in the analysis of the forces of the change is the understanding by the staff of the organization, anti-fragile and subordinate managers of the need for change.

The entire organizational structure needs to be tailored to new market demands and challenges, and the current industry is not performing in this form, requiring the introduction of freelancing in human resources to reduce wage costs.

When the context is decisive from a cognitive point of view, the rationality is the key dominative in making managerial decisions by assuming the decision and the risk that may arise.

Black Swan phenomenon by Nicholas Taleb explores the impact of events with catastrophic consequences. However, in our case the probability of not being able to implement the efficiency strategy is low.

Characteristics, indicators and parameters regarding the introduction of freelancing. Mathematical calculation of human resource performance across the organization.

A mathematical calculation was performed on the basis of the analysis of each employee evaluation sheets (Key Performance Indicators).

Thus, in 6 months the entire business sector had 4 major assignments. Through a mathematical and economical calculation, successive simulations will be carried out on the four major assignments, using the following symbols:

N- the number of employees per marketing department
 x- the number of employees of the team, where $x \in \{0,1\}$
 K – the number of employees working on the assignment i
 Pi xi – the value achieved by employee x on the i assignment
 P (SK) – the performance of the marketing department
 E (P (SK)) – performance expectancy (maximum value)
 Pi (xi^k) – average performance on k assignments

By following the symbols presented, we will take into account that the performance of the marketing department is a coefficient dependent on 3 variables, as follows:

$P(SK) = f(N, K, P_i x_i)$

$$P(SK) = \frac{\sum_{i=1}^N P_i(x_i^k)}{N} \quad (1)$$

$$P_i(x_i^k) = \frac{\sum_{k=1}^K P_i(x_i^k)}{K} \quad (2)$$

As the department has:

$N = 1 + 1 + 1 + 1 + 1 + 2 + 2 + 2 + 2 \Rightarrow N = 13$

Table 1. Assignment 1 – Current scenario with 2 permanent employees

Employees in the marketing department	Attribute-value*	Coefficient	Obtained value(1)
X1 – Manager	1	P1x1	0.958
X2 – Creation Team leader	1	P1x2	0.437
X3 – PR Team leader	1	P1x3	0.563
X4 – Advertising Team leader	1	P1x4	0.801
X5 – IT Team leader	1	P1x5	0.605
X6 – Creation 1 Employee	1	P1x6	0.503
X7 – Creation 2 Employee	1	P1x7	0.432
X8 – PR1 employee	0	P1x8	0
X9 – PR2 employee	1	P1x9	0.521
X10 – Advertising 1 employee	0	P1x10	0
X11 – Advertising 2 employee	1	P1x11	0.721
X12 – IT1 employee (Web + Maintenance)	0	P1x12	0
X13 – IT2 employee (Integration)	0	P1x13	0
	/	/	5.541

Source: Internal data from the company (Key Performance Indicators).

*Attribute-value = 1 => Employee x works on the assignment- I*Attribute-value = 0
 => Employee x works doesn't work on the assignment i

$$P_i x_i = \frac{\sum_{i=1}^K P_i(x_i)}{K} \quad (3)$$

$$P_i x_i = \frac{0.958 + 0.437 + 0.563 + 0.801 + 0.605 + 0.503 + 0.432 + 0 + 0.521 + 0 + 0.721 + 0 + 0}{9}$$

Pi xi = 0.61

The obtained value of the employee x on the assignment - I

$$P(SK) = \frac{\sum_{i=1}^N P_i(x_i^k)}{N} (4)$$

$$P(SK) = \frac{0.958 + 0,437 + 0,563 + 0,801 + 0,605 + 0,503 + 0,432 + 0 + 0,521 + 0 + 0,721 + 0 + 0}{13}$$

$$P(SK) = 0.42$$

Table 2. Assignment 2 – Scenario with only 1 employee in Creation

Employees in the marketing department	Attribute-value	Coefficient	Obtained value(2)	Arithmetic mean (1)+(2)
X1 – Manager	1	P2x1	0.947	0.952
X2 – Team leader	1	P2x2	0.503	0.470
X3 – PRTeam leader	1	P2x3	0.510	0.536
X4 –AdvertisingTeam leader	1	P2x4	0.643	0.722
X5 –ITTeam leader	1	P2x5	0.645	0.625
X6 – Employee 1	1	P2x6	0.523	0.513
X7 – Employee 2	0	P2x7	0	0.216
X8 – PR 1 employee	0	P2x8	0	0
X9 –PR2 employee	1	P2x9	0.489	0.505
X10 –Advertising 1 employee	0	P2x10	0	0
X11 –Advertising 2 employee	1	P2x11	0.542	0.631
X12 –IT1employee(Web + Maintenance)	0	P2x12	0	0
X13 –IT 2 employee (Integration)	0	P2x13	0	0
	/	/	4.802	5.171

Source: Internal data from the company (Key Performance Indicators).

$$P_{jxi} = \frac{\sum_{j=1}^K P_j(x_i)}{K} (5)$$

Where:

P_{jxi}= the arithmetic mean of employee x performance for previous assignment and current assignment

$$P_j xi = \frac{\frac{P_{1x1}+P_{2x1}}{2} + \frac{P_{1x2}+P_{2x2}}{2} + \frac{P_{1x3}+P_{2x3}}{2} + \dots + \frac{P_{1x12}+P_{2x12}}{2} + \frac{P_{1x13}+P_{2x13}}{2}}{8}$$

$$P_j xi = \frac{0,952+0,470+0,536+0,722+0,625+0,513+0,216+0+0,505+0+0,631+0+0}{8}$$

$$P_j xi=0.64$$

$$P(SK) = \frac{0,952 + 0,470 + 0,536 + 0,722 + 0,625 + 0,513 + 0,216 + 0 + 0,505 + 0 + 0,631 + 0 + 0}{13}$$

$$P(SK)=0.40$$

Table 3. Assignmentnr. 3 – Scenario with 1 employee and 1 freelancer in Creation department

Employees in the marketing department	Attribute value	Coefficient	Obtained value(3)	Arithmetic mean (1)+(2)+(3)
X1 – Manager	1	P3x1	0.961	0.955
X2 – Team leader	1	P3x2	0.743	0.561
X3 –PRTeam leader	1	P3x3	0.549	0.540
X4 –AdvertisingTeam leader	1	P3x4	0.776	0.740
X5 –ITTeam leader	1	P3x5	0.618	0.622
X6 – Employee 1	1	P3x6	0.512	0.512
X7 – Freelancer 2	1	P3x7	0.672	0.368
X8 –PR 1 employee	0	P3x8	0	0
X9 – PR2 employee	1	P3x9	0.513	0.507
X10 –Advertising 1 employee	0	P3x10	0	0
X11 –Advertising 2 employee	0	P3x11	0	0.421
X12 – IT 1 employee (Web + Maintenance)	0	P3x12	0	0
X13 –IT 2 employee (Integration)	0	P3x13	0	0
	/	/	5.344	5.392

Source: Internal data from the company (Key Performance Indicators).

$$P_{jxi} = \frac{\frac{P_{1x1}+P_{2x1}+P_{3x1}}{3} + \frac{P_{1x2}+P_{2x2}+P_{3x2}}{3} + \frac{P_{1x3}+P_{2x3}+P_{3x3}}{3} + \dots + \frac{P_{1x13}+P_{2x13}+P_{3x13}}{3}}{8}$$

$$P_{jxi} = \frac{0,955 + 0,561 + 0,540 + 0,740 + 0,622 + 0,512 + 0,368 + 0 + 0,507 + 0 + 0,421 + 0 + 0}{8}$$

$$P_{jxi}=0,65$$

$$P(SK) = \frac{0,955 + 0,561 + 0,540 + 0,740 + 0,622 + 0,512 + 0,368 + 0 + 0,507 + 0 + 0,421 + 0 + 0}{13}$$

$$P(SK)=0.40$$

Table 4. Assignment 4 – Scenario with 2 freelancers in Creation department

Employees in the marketing department	Attribute value	Coefficient	Obtained value	Arithmetic mean (1)+(2)+(3)+(4)
X1 – Manager	1	P4x1	0.972	0.959
X2 – Team leader	1	P4x2	0.752	0.608
X3 –PRTeam leader	1	P4x3	0.676	0.574
X4 –AdvertisingTeam leader	1	P4x4	0.777	0.749
X5 –ITTeam leader	1	P4x5	0.622	0.622
X6 – Freelancer 1	1	P4x6	0.785	0.580
X7 – Freelancer 2	1	P4x7	0.674	0.444
X8 – PR 1 employee	0	P4x8	0	0
X9 – PR 2 employee	1	P4x9	0.623	0.536
X10 – Advertising 1 employee	0	P4x10	0	0
X11 – Advertising 2 employee	0	P4x11	0	0.315
X12 – IT 1 employee (Web + Maintenance)	0	P4x12	0	0
X13 – IT 2 employee (Integration)	0	P4x13	0	0
	/	/	5.881	

Source: Internal data from the company (Key Performance Indicators).

$$P_{jxi} = \frac{0,959 + 0,608 + 0,574 + 0,749 + 0,622 + 0,580 + 0,444 + 0 + 0,536 + 0 + 0,315 + 0 + 0}{8}$$

$$P_{jxi}=0.67$$

$$P(SK) = \frac{0,959 + 0,608 + 0,574 + 0,749 + 0,622 + 0,580 + 0,444 + 0 + 0,536 + 0 + 0,315 + 0 + 0}{13}$$

$$P(SK)=0.41$$

Conclusion of mathematical modeling

Following the simulation on the four major assignments, we calculated the performance achieved across the entire marketing department, both with the N-number of employees in the entire business sector and with K- the total number of employees working on assignment -i.Following the simulation, we obtained -4 the highest value (0.67) in the assignment, which shows that the introduction of the 2 freelancers in the Creation department, is the best option.

The mathematical and economical calculation of the human resource expenditures in the marketing department

$$CSK = CSKF + CSKV$$

CSK- total cost with the human resources in the Creation department

CSKF -fixed costs

CSKV - variable costs

$$CSKV_0 = CSKV_{x6} + CSKV_{x7} + CSKV_{x2}$$

where

$$CSKV_{x6} = CSKV_{x7} = CSKV_{x2}$$

where

CSKV₀ represents the initial variable costs

CSKV_{x6}- variable costs with Employee 1

CSKV_{x7} - variable costs with Employee 2

CSKV_{x2}- variable costs with the Team Leader

$$C_{SK}V_{Fr} = C_{SK}V_{x2} = \frac{C_{SK}V_0}{3}$$

CSKV_{Fr}- variable costs with Freelancer 1

Cost calculation per year

$$CSKF_0 = 86016 + CSKF_{x2}$$

$$CSKF_0 = 86016 + CSKF_{x2} + CSKV_0$$

$$CSKF_1 = 29459 + CSKF_{x2}$$

*provided that there is no increase in the salary for x2 (team leader).

Where:

- 86 016 represents the cost per year for salaries of 2 permanent employees, (86 016 Wages in one year from the profit and loss account)

- 29 459 represents the expense per year for 2 freelancers

$$C_{SK1} = 29459 + C_{SK}F_{x2} + \frac{C_{SK}V_0}{3}$$

$$\Delta CSK = CSK_1 - CSK_0 = (29459 + CSKF_{x2} + \frac{CSKV_0}{3}) - (86016 + CSKF_{x2} + \frac{CSKV_0}{3})$$

$$\Delta \text{CSK} = -56557 \Rightarrow \Delta \text{CSK} < 0 \Rightarrow \text{cost reduction}$$

Conclusion of the mathematical and economic calculation in terms of cost

Analyzing the fixed and variable expenditures of the previous year and of the current year, we obtained a negative value of the ΔCSK coefficient, which shows a reduction in the wage bill in the entire marketing department-56,557.

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The mathematical calculation of the performance-cost ratio of the human resource in the entire marketing department

$$\text{RP/C} = \frac{\frac{\text{PSKT}_1}{\frac{\text{CSK}_0}{12} * 1,5}}{\frac{\text{PSKT}_4}{\frac{\text{CSK}_1}{12} * 1,5}} = \alpha$$

α - performance / cost ratio at the initial moment

β - current performance / cost ratio

1,5 represents the duration (6 months)/ no. of assignments

$$\text{RP/C} = \frac{\frac{0,42}{\frac{86016}{12} * 1,5}}{\frac{0,41}{\frac{29459}{12} * 1,5}} = \frac{\frac{0,42}{10752}}{\frac{0,41}{3682,37}} = 0,35$$

Conclusion of the mathematical modeling of the cost-performance ratio

The result of the P / C ratio at the initial time (2016) relative to the current P / C ratio calculation (2017) may be subunitary (favorable for entering the two freelancers) of the 2 employees). The result of the cost-to-cost ratio is subunit with a value of 0.35, which shows that the introduction of the two freelancers into the creative sub-sector of the marketing department is a favorable decision.

Nassim Nicholas Taleb said in his book Antifragil that „Antifragility implies more wins than losses, i.e. more advantages than disadvantages, which lead to a favorable asymmetry. While fragility involves more loss than gain, meaning asymmetry - more loss.”(Taleb. 2010, p. 17).

In our case, the result of the cost-performance report is proper, with a value of 0.35, which shows that the introduction of the two freelancers in the marketing department's creation sub-sector is a favorable decision.

Conclusions and future suggestions

The cost, efficiency and productivity challenges faced by organizations today are caused by the economic, political and social environment and by the changes that occur at the European and Global levels.

Another issue related to the human resources market in the post-recession era is the world-wide talent shortage. A recent study on the talent crisis shows that Romania is ranked first, alongside Taiwan, in terms of talent shortages

We are under the illusion that the world is functioning due to long-term plans and projects, but there is evidence that this idea is real to some extent. In times of economic crisis, technology, improvisation and courage are the result of anti-fragility put into practice by those who take risks.

Risk management is the margin of error or the line between fragile and anti-fragile. Anti-fragile managers can play an active role to ensure efficiency and performance.

This paper aims to analyze the effects of the latest economic crisis, so that in the future, when organizations will face a lack of financial resources, its effects could be minimized.

From the freelancers point of view, their future is promising and organizations will hire out more self-employed or freelancers via platforms on the web. The geographic position of a contractor will no longer be a problem for them, because very good results will be delivered under much reduced contract costs in a timely manner. Self-employed workers meet their deadlines and are not subject to fixed schedule.

Future projections of this scientific paper

Offering an outsourcing solution to analyze inefficient departments, Romania is the fourth most attractive and competitive destination in the world for outsourcing companies in 2015, according to the Where in the World ranking? Business Process Outsourcing (BPO) & Shared Service Location Index, developed by Cushman & Wakefield's, one of the world's most prominent industry indexes. (Somanescu, 2017).

Broadening and deepening the research through critical analysis, factors of influence and prospects for economic growth and macroeconomic performance.

The present paper may have an international dimension in the sense of testing some entrepreneurship models based on freelancers' expertise.

The opportunity to develop ideas on how freelancers in different areas can upgrade to next level, job creators, based on their expertise from freelancing projects.

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