

# Advertorial

## Perceived security risk, perceived privacy risk and perceived trust of mobile payment adopters and non-adopters

The Covid-19 pandemic has shaken the world since 2019, causing changes in human behaviour to a vast extent. In the absence of proper treatment, all countries strictly observe preventive measures like wearing face masks and social distancing. As a measure of the latter, shifting from cash to digital payments, a medium of convenience became necessary as physical cash handling can expedite the spread of the virus. In line with this, the World Health Organization (WHO) also recommended using digital payment methods instead of cash and contact-based payments. The Central Bank of Sri Lanka also facilitated several electronic modes of payment as a measure of relief for the spread of the pandemic.

Although the spread of the epidemic can be a positive factor and the development of digital payments, the enormous rise of cyber threats was also witnessed within the country. A nearly 400 per cent increase in cyber security-related matters was recorded in 2020 compared with 2019. Although over 57 million internet banking transactions were recorded in 2020, the volume of mobile banking transactions is approximately 27 million (Central Bank of Sri Lanka, 2021). This proves that a significant non-adopter segment still prevails in the mobile payment market. However, to accelerate the diffusion of mobile banking, identification of the dichotomous nature of the perceptions between adopter and non-adopter groups is vital. Hence, there is a need to segment the customer group further to identify their heterogeneous nature.

In line with this, the objectives of this study are, identified as 1) to understand the differences between adopters' and non-adopters' perceptions related to security risk, privacy risk and trust in mobile payments, 2) to understand the differences between prospective adopters and persistent non-adopters related to a security risk, privacy risk and trust in mobile payments, 3) to segment adopters to identify the heterogeneous nature of the adopters and 4) to understand the differences related to a security risk, privacy risk and perceived trust within the adopter group.

### Mobile payment landscape in Sri Lanka

For decades, Sri Lanka has been a cash-based economy, gradually transforming its payments landscape to card-based transactions and digital payments. SMS-based payments,



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### -IMPACT OF COVID-19 PANDEMIC-

W.A.P./GPRS-based payments, U.S.S.D. Payments, and then the latest form of mobile payments powered by mobile apps, are considered milestones of mobile banking evolution in Sri Lanka. Initially, mobile banking applications are primarily limited to commercial bank customers, and lack of awareness stands as the major obstacle to expanding mobile money systems in Sri Lanka. At the commencement of mobile money services, the Central Bank of Sri Lanka required all users to have a bank account. Afterwards, regulations were revised, enabling customers to use mobile money services without a bank account and providing the opportunity for mobile money service providers to enter the market.

Now, most Sri Lanka banks possess a mobile version of online internet banking applications and mobile payments occupy more than half of the mobile banking function. The extensive mobile phone penetration enhanced the potential to popularise mobile payments. The number of mobile connections in Sri Lanka has reached 149% of the population, and 10.1 million internet users will be available by 2020 as highlighted by Kemp in 2020.

There are 14 mobile phone-based payment service providers in Sri Lanka, including operators of customer account-based mobile payment systems (QR) and operators of mobile phone-based e-money systems (Q.R. payments displaced traditional P.O.S. terminals with the introduction of Lanka QR. Currently, multiple digital wallets prevail in the market, such as Genie, e2y-cash, Fri, mCash, and Upay, to name a few. In collaboration



with telecommunication providers, banks have taken initiatives to generate mobile payments to broader customer segments at the bottom of the pyramid, such as small-scale businesses like groceries, pharmacies and street vendors via apps like SmartPay. Nevertheless, Sri Lankan consumers are still loyal to using cash over other payments because of availability, efficiency and the propensity to carry exact loose change. In line with this, mobile banking transactions remain far behind the volume of internet banking. A.T.M., debit cards, credit cards and cheque transactions. However, the pandemic has fast-tracked the shift of people from this typical payment means to digital payments. During the pandemic, governments of higher middle-income countries like Sri Lanka also have taken steps to digital means of payments like the remote

bank, opening e-wallet accounts, and remote financial services renewals. Contrary to this, the digital payment preference of Sri Lankans are lower compared with other nations like China and Australia due to the lack of technical infrastructure. However, according to Channa De Silva, C.E.O. of Lanka Clear, Sri Lanka's national payment infrastructure, the plan ahead is to introduce smart messages for digital payments. With this feature, payment-related SMS from a bank or utility company contains a link directed to the customer's Fintech app with the information required to make the payment. It will further facilitate mobile payments in the future.

Prior studies primarily investigated the impact of perceived risk, perceived security, perceived privacy and trust on mobile payments. Therefore, differences in these perceptions among banking entities were relatively understudied. In the current study, bank consumers who use mobile payments have been considered 'adopters', and the banking customers who did not yet adopt mobile payments were named 'non-adopters'. An online questionnaire was developed using Google forms to collect the primary data as the researchers used an international existing model to evaluate phenomena in Sri Lanka. The data of 267 respondents was collected with an overall 85% of response rate through convenient sampling.

### Discussion

The Covid-19 pandemic has created a shift from cash to mobile payment worldwide. Following this, mobile pay-

ment adoption in Sri Lanka has mainly been accelerated. Nevertheless, the enormous rise of cyber crimes was also reported at the same period. In this background, we attempted to capture the dichotomous risk perceptions (privacy, security, and trust) of mobile payment users and non-users. Furthermore, we segment the non-adopter category as prospective adopters and persistent non-adopters. Adopters were categorised as advanced users and laggards to capture the differences in risk perception within the sub-groups.

The adopters have higher perceived trust in mobile payments than non-adopters, and the difference was significant. Therefore, the non-adopters bear higher risk perceptions when compared with adopters. Nevertheless, these differences were not statistically significant. There is no difference in risk perceptions prevailing within the adopter and non-adopter segments.

These works are carried out in a similar domain; internet banking and different country contexts. Thus, our results are encouraged scholars to support this debate regarding the perceptual differences related to the risk and trust among various customer segments in different contexts. Hierarchical cluster analysis results reveal that mobile adopters are twofold according to the usage behaviour; individuals who are limited to utility payments and individuals with comprehensive usage behaviour.

Furthermore, utilizing k-means cluster analysis, we identify two categories of mobile payment users; Ad-

vanced Users who are adopters of extensive usage of mobile payments and Laggards who are limited to one or a few uses.

### Implications to the Practice

This study has several managerial implications for the banking industry. First, this research focuses on highly educated customer groups. Therefore, understanding the perception of the educated customer segment is worthy since the large majority of mobile payment users are educated, young people. Secondly, this study proves that there is still a non-adopter segment that prevails within the market and the pandemic was unable to shift their intention for mobile payments. Nevertheless, most non-adopters hold a prospect for adoption in the recent future.

Therefore, banks can still design marketing campaigns to grab this customer segment. Thirdly, the adopter group consists of the utility bill payer segment and the comprehensive user segment. Therefore, banking institutions and managers should focus their attention on the causes of the reluctance to use other services and shift utility payers to other usages like fund transfers, internet transactions and others.

This article is an extraction of the chapter (Perceived Security Risk, Perceived Privacy Risk, and Perceived Trust of Mobile Payment Adopters and Non-Adopters: Impact of the Covid-19 Pandemic) published in the edited book titled 'Promoting Inclusivity and Diversity Through Internet of Things in Organizational Settings' published by IGI Global on September 15, 2022. Please visit <https://www.igi-global.com/book/promoting-inclusivity-diversity-through-internet/296244> for more information.

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## The art of gamifying digital gig workers

### A THEORETICAL ASSESSMENT OF EVALUATING ENGAGEMENT AND MOTIVATION

The global Covid-19 pandemic has affected the work patterns found within organizations. Two key trends have emerged at the organization level: employees requesting to leave (primarily within the aviation, hospitality, and travel industries) and employees requesting to work part-time or on a contractual basis (e.g., within the education and healthcare sectors).

In addition to this so-called 'new normal', we are witnessing a rapid growth in the number of digital workforces employed either full or part time by organizations. Thus, theoretically, we aimed to contribute to the literature by exploring this phenomenon through the Swift Trust Theory (STT) and Psychological Contract Theory (PCT) lenses to understand how firms use gamification to engage their digital gig workforces. We collected our data from Organizations that use some form of gamification in the process of engaging their employees and extended our inquiry to understand whether they did the same in engaging their gig workforces. We restricted our data to only those firms that had engaged white collar gig workers.

### The psychological contract and swift trust of gig workers

Gig workers' perceptions of social support, engagement and job satisfaction have been examined in previous studies. These were focused on the factors that influence worker performance under conditions of traditional employment, in which psychological (PC) fulfillment is identified as an essential performance predictor.

Recent studies have found that the psychological contract has a positive impact on the swift trust of gig workers, as it increases employee trust in an organization, which, in turn, affects employee attitudes and behaviours, such as their task completion, commitment and satisfaction. The main objectives of our study were to uncover the mechanisms underpinning worker performance from the perspective of PC fulfillment among white-collar work-

ers and to investigate what other factors, besides work, affect employee's performance. We found that the main causes of stress for both blue- and white-collar workers are roles, relationships and peer support. An occupation can cause unwarranted stress to an employee, whether blue- or white-collar.

Further studies have demonstrated that the role played by an employee within an organization can be overloaded, causing stress. Relationships have been shown to contribute greatly to the development of unnecessary work-related stress. For example, the relational contract (RC) requires the Organization to provide employees with job-related training, professional development, fair treatment and job security.

However, Researchers have focused on exploring the mechanism underpinning worker performance from the PC fulfillment perspective, which has been regarded as a crucial predictor of task performance under traditional employment. Employee performance is defined as their ability to accomplish their core job or role-based responsibilities. When considering social exchange theory, which emphasizes reciprocity, it is possible to understand how employees respond to their perceptions of whether the PC is being upheld.

### The effect of the relational contract on the swift trust of gig workers

The relationship between a client manager and a contractor is more fragile than that between an employee and a manager in an Organization. We found a strong RC based on the trust developed among gig workers.

Any employee managers' attempts at control are characterized as personal interactions with workers, but also how these relationships unfold within the Organization's established bureaucratic and socio-technical structures. Gig workers may also be less able to satisfy their



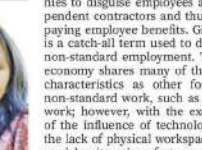
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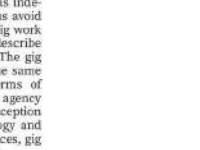
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social and relatedness needs as part of the gig economy. Gig employers benefit from the on-demand nature of the workforce in many ways, as they are able to achieve more flexibility in staffing and reduce short-term human capital costs. Consumer thus gain access to services they might not otherwise be able to afford. Based on the literature, the relational contract on swift trust of gig workers can be built based on several factors including economic and career instability. Platform providers can also benefit from effectively managing gig workers using platform technologies.

### The effect of swift trust on the task performance of gig workers

Our findings indicated a very low beta value for the relationship between Swift Trust and the task performance of gig workers. This implies that, even though digital gig workers engage with different online platforms to fulfil their tasks, employee trust levels are low. Despite some progress in the discussions regarding labour agency in the gig economy, communication and labour Organization among gig workers are still primarily focused on place-based work - e.g., delivery drivers and taxi drivers, who form communities near restaurants and traffic intersections.

Hence, the concept of labour agency is generally understood through unions and collective bargaining with lack of legal intervention on unethical work terminations

of gig workers. This generally leads to a lack of trust in the job among gig workers. The study of how practices of the gig economy are performed at different levels and in different places provides insights into how workers from low- and middle-income regions negotiate, challenge and reject the gig economy. In our study, we advance the concept of the 'hidden transcripts' of the gig economy, which need to be considered in the spatiality of work to build better work-base relationships.

### The effect of task performance on Swift Trust and the engagement of gig workers

We found a very high beta value on task performance on Swift Trust and engagement of gig workers. Digital gig workers had a very high task performance on Swift Trust and engagement of gig workers. The popularity of freelancer has enhanced the appeal for Organizations to manage dispersed virtual teams coupled with accessing talent on demand.

Organizations and individuals alike benefit from these teams, which provide flexibility in work. Virtual teams face a variety of challenges linked to their geographic and cultural diversity, but also to the knowledge that their membership is only temporary. Previous studies indicate that both transactional and relational Swift Trust and engagement of gig workers can contribute to gig worker task performance. These findings are consistent with previous studies in the field of orga-

### Managerial experience between the task performance and engagement of gig workers

The gamified experience between the task performance and engagement of gig workers can also be improved in following ways. Global digitalization and automation are having a profound impact on both production and work Organization. The changes associated with the gig economy are referred to as the 'fourth industrial revolution' which appears to be marking the beginning of a new era in manufacturing in Europe. With the goal of promoting the digital single market, the European Union (EU) has undertaken a variety of initiatives, such as funding for research and infrastructure as part of a broader digital single market strategy.

The second highest beta factor was found to be from gamified experience between task performance and engagement of gig workers. In the gig economy, there are both skilled and unskilled workers. The former can be divided into three groups: drivers (Uber, Lyft, Ola), food delivery riders (Zomato and Postmates), and workers who perform basic tasks (TaskRabbit). New opportunities and challenges have emerged in the gig economy. Many platform companies have drawn the attention of Academics, Trade Unionists, and current or former gig workers due to their business and labour practices. Some platforms have

been accused of encouraging 'sham contracting' by allowing companies to disguise employees as independent contractors and thus avoid paying employee benefits. Gig work is a catch-all term used to describe non-standard employment. The gig economy shares many of the same characteristics as other forms of non-standard work, such as agency work; however, with the exception of the influence of technology and the lack of physical workplaces, gig work has its unique features.

As a result of the technological changes that are influencing standard working and employment practices, the restructuring of business models and individuals seeking non-traditional career paths, gig work has become an increasingly popular method of employment. Researchers and practitioners have taken note of these trends and are exploring how gig workers cope with the complexities of these new arrangements as well in their motivation to engage in gig work. Games have captured human motivation for thousands of years across diverse cultures.

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