

## **An Integrative Literature Review: Tracing Employee Moonlighting as a Thriving Phenomenon**

Geda Misganu\* (PhD scholar), Dr. Zerihun Ayenew\*\* (PhD) and Dr. Kenenisa  
Lemi\*\*\* (PhD)

\*Collage of Business and Economics, Department of Management, Jimma University

\*\*Associate professor, College of Business and Economics, Jimma University

\*\*\*Associate professor, College of Business and Economics, Jimma University

### **Abstract**

*This review article is primarily concerned with exploring the concepts of employee moonlighting, its trends, the benefits and drawbacks associated with multiple job-holding, and the common reasons for employee moonlighting. In pursuit of this, it reviews, evaluates, and integrates previously published studies to create and elaborate the overall understanding of the subject. This paper critically evaluates earlier research on the subject and identifies the gaps in the body of knowledge. The approach employed for the literature review was integrative. The necessary pieces of literature were summarized using appropriately organized headings and subheadings after being theoretically reviewed. Finally, this review article identifies prospective lines of inquiry for potential researchers in the theme.*

**Keywords: Moonlighting, Employees, Multiple job-holding**

## **I. Introduction**

### **1.1 Background of the Review**

The economy and the environment around the world are changing extremely quickly. Practices for managing human resources are likewise evolving and expanding in scope. Employees are much more worried about how they will prosper financially in this time of economic transformation than they are about how they will excel professionally. Due to this, they now have additional jobs with some other employers that pay more than their principal one. This is nothing more than what we may refer to as employee moonlighting (Banerjee, 2012).

When someone moonlights, it typically indicates that they are working one or more jobs in addition to their principal position. It just involves working on a side project (Hassim, Mohd Zdikri bin Md Sabron & Aliza Binti Abu, 2018). Former moonlighting champions Shishko and Rostker, O'Connell, and Krishnan claim that every rational worker who wants to maximize his or her utility will take on a second or third job if he or she is dissatisfied with the hours worked at the primary job and, more specifically, when his or her income is less than the reservation wage (Nunoo, Jacob; Darfor, Kwabena Nkansah; Koomson, Isaac; Arthur, Abigail, 2016).

Employees moonlight in order to raise household income, as a strategy for hedging against future uncertainty, to take advantage of possibilities, for networking, to develop their intellectual capacity, and to improve their scholastic standing at the national level (Georges Mumbere Kisumano & Safary Wa-Mbaleka, 2017). Guariglia and Kim (2003) also examined the relationship between financial constraints and moonlighting and reported that people who have financial constraints are more likely to maintain numerous jobs in an effort to stabilize their consumption levels and raise their standard of life. According to Boateng et al. (2013), a person's willingness to work more than one job is highly influenced by personal and household traits, location, and labor market factors like individual earnings and hours spent in the primary employment.

Thus, moonlighting is becoming a way of life for an increasing number of workers worldwide. It is a social phenomenon that has become prevalent in all countries and walks of life. Despite this widespread prevalence, employee moonlighting is one of the less discussed and under-researched areas in the field of human resource management. Even though moonlighting is a widespread phenomenon, there has been surprisingly little empirical research on it (Betts, S.C. and Patterson W, 2006); it has not received much attention (Amuedo-Dorantes, C., & Kimmel, J., 2009) because data collection is challenging (Husain,

2014), moonlighters are reluctant to disclose their activities, and surveys receive a low response rate (Betts, 2002).

This review article thus intends to create an understanding and elaborate overall acquaintance on the concepts of employee moonlighting, its trends, the benefits and drawbacks associated with multiple job-holding, and precisely discourses concepts on the subsequent essential questions. Is employee moonlighting a mounting phenomenon? Why do employees hold multiple jobs? What are the benefits associated with moonlighting? What are the drawbacks of holding multiple jobs at a time? In pursuit of these questions, the article reviews, summarizes, and synthesizes, previously published works of literature on the topic and finally suggests future research directions.

## **1.2 Objectives**

The general objective of this review article is to create an overall understanding of the concepts of employee moonlighting. Specifically;

- To show employee moonlighting as a growing phenomenon
- To summarize reasons behind employees moonlighting
- To identify the benefits associated with moonlighting
- To summarize the drawbacks of holding multiple jobs

## **II. Methods**

This study is an integrative literature review on employee moonlighting. It theoretically reviews and summarizes relevant literature under properly systematized headings and subheadings. An integrative literature review synthesizes the accumulated state of knowledge on similar or related topics, highlighting important issues and trends in that body of knowledge. The reviewer shapes a coherent whole within a comprehensive, systematic structure (comparable with primary research) describing how the particular issue is conceptualized within the literature, how research methods and theories have shaped the outcomes, strengths, and weaknesses of the literature. In short, it critically evaluates material that has already been published (American Psychological Association, 2003; Taveggia, T., 1974). An inclusive approach is adopted in reviewing and integrating employee moonlighting literature. This is because this body of research exists across disciplines, a broad search of peer-reviewed articles employing the following key terms was done: multiple job-holding, moonlighting, dual job-holding, double jobbing, and second job-holding.

There are clear assessment criteria for the selection of articles to review, articles are assessed on the quality of research and findings, individual studies are synthesized using a clear framework, and findings are presented in a balanced, impartial, and comprehensive manner

(Mark saunders, Philip Lewis & Adrian Thornhill, 2009). This review article followed the structure of Ashmann T.L., & C. J. Majetic (2006) which includes; Title, Informative abstract, Introduction, Material & Methods, Results and discussion, Conclusion, and References as stated in (Mayer, 2009).

The specific inclusion and exclusion criteria used in this review are as follows. Articles from peer-reviewed journals published in English and articles relevant to the specific objectives of this review were included. Whereas, studies in languages other than English, book chapters, conference proceedings, and unpublished documents and opinions are excluded.

Accordingly, previous articles and literature qualifying the specified criterion are theoretically reviewed and organized under the subsequent topics. These are; The concepts of employee moonlighting; The trends in multiple job-holding; the Reasons for moonlighting; and the pros and cons of moonlighting. Articles beyond the above-mentioned topics and subtopics were presumed to be exterior to the scope and excluded from the review. In general, this review is virtuously conceptual as it relies on journal articles accessed from google scholar, Science Direct, Emerald, Research Gate, and Sage publications, and reports from ILO, IZA, and world bank. Finally, concluding remarks about the reviewed studies and future research directions are stated.

### **III. Literature Review and Discussions**

#### **3.1 The Concept of Employee Moonlighting**

The economic theories of labor supply serve as the foundation for relevant theories that explain individual behavior related to having numerous jobs. The fundamental work-leisure choice theory is the source of the reasons for moonlighting in economic models of labor supply. According to the idea, people act as optimal agents who seek to maximize utility while meeting resource and time constraints. The idea goes on to state that the allocated time can be spent either in the market, at employment that provides income and satisfaction, at home, or engaging in leisure activities that provide satisfaction but no financial gain (William Baah-Boateng, Prince Adjei, and Abena D. Oduro, 2013).

Historically, management scholars have sought to understand the experience of working one job within a single organization. While this has been considered the normative model of employment, we are seeing growing numbers of, and therefore increased scholarly interest in, individuals who work multiple jobs for multiple organizations (Moss, Emily D., Campion Brianna B., Caza Sherry E., 2020). The term “moonlighting” refers to a person who works a primary job but also works a second job on the side. It is an act of an employee of doing more than one job, in the practice of moonlighting employee might separate his/ her interest from the main job (Ashwini A., Mirthula G., and Preetha S., 2017). Although the term

"moonlighting" has many different interpretations, it primarily refers to working a job covertly and generally at night. Another name for it is taking a second job without telling your primary employer. Having a second job in addition to your main work is known as moonlighting. Assumptions are also made that the principal work is often a full-time position (Betts S. , 2011). The definition of moonlighting as focused in this particular review is the definition given by Betts (2011), as having a second job in addition to a primary job, where the primary job is assumed as a full-time job.

To be counted as a multiple job-holder, an individual's primary or secondary job must be a wage or salary job. Therefore, a worker occupied in multiple businesses, neither of which are classified as wage or salary employment, is usually not counted as a moonlighter in official statistics. By contrast, a multiple job-holder is an individual who holds wage or salary jobs with two or more employers during the survey reference week; combines a wage or salary job with self-employment; or combines a wage or salary job with one as an unpaid family worker (IZA World of Labor, 2017).

Multiple job-holding, or "moonlighting," is an important form of typical employment in most economies (developed and developing economies). New forms of work, driven by digitalization, may enable its future growth (IZA World of Labor, 2017). Moonlighting draws attention from organization scholars since it offers workers an alternative source of valuable work-related outcomes such as income, training, and benefits. It also hypothetically changes their perceptions, decisions, and behaviors, and may impact their performance, absenteeism, and turnover at their primary jobs (Betts, 2002). In addition, Moonlighting may be done for monetary reasons or non-monetary reasons. In most cases, employees go for undertaking more than one job to ensure work and work security as well as continuity of earnings (Noor Jehan, Himayatullah Khan, and Muhammad Arif, 2019). With such potential effects, organization researchers are sure to benefit by considering the impact of moonlighting on the constructs and relationships they are studying.

Blue Moonlighting; When an employee in the current job becomes dissatisfied with his / her salary, he/she starts searching for a part-time job. But when the employee cannot find a part-time job, his / her attempts to go into the question. Quarter Moonlighting; When an employee takes up part-time work along with his / her current job and spends some of his / her time on the part-time job, it is called quarter moonlighting (Devi, S.Kumaresh & A.Bhooma, 2020). This is normally done by the employee to augment his / her current salary and meet the basic desires. Half Moonlighting; The employee dedicates half the time to the part-time job or the newly established company. A part-time job or company helps the employee to live a fulfilling life. Full Moonlighting; The employee dedicates all of the time to a part-time job or new company in complete moonlighting. The employee remains only as a shock absorber on first work (Devi, S.Kumaresh & A.Bhooma, 2020; Banerjee, 2012).

### **3.2 Moonlighting as a Mounting Phenomenon**

In the past, getting a job may have been common and even expected in most organizations. When someone had a job, he or she was most likely expected to show loyalty through long-term commitment. Downsizing, restructuring, and laying off employees have become the norm in the twenty-first century (Georges Mumbere Kisumano and Safary Wa-Mbaleka, 2017). Thus, according to Kisumano and Wa-Mbaleka employees, expect less job security or career progression within one company, which in turn resulted in employees taking personal responsibility for one's growth and future employability. They have to be agile, multiskilled, and ready to survive in the uncertain, complex, and ever-changing workplace climate. One strategy that employees use to prepare for the worst is moonlighting; that is, concurrently holding more than one job.

The issue of employee moonlighting is a quite wide-spreading phenomenon in most industrialized countries (Heineck, 2003). It has grown considerably over the past two decades (Sussman, 1998). Public employees had high rates of moonlighting engagement (Sabron, M.Z. and Hassim, A.A., 2018; Heineck, 2003); Professional and managerial level employees of public sectors are more engaged in moonlighting (Adebisi, 2019). Moonlighting appears to have increased considerably in many countries in recent decades, particularly in the transition economies of eastern Europe. In Russia, it almost doubled in the early 1990s, from 5.6 percent in 1992 to 10.1 percent in 1996 (ILO, 2004). Moonlighting tends to be highest in the Nordic countries with rates as high as 12% in Iceland, 10% in Norway, 9% in Sweden, and 6% to 7% in Finland and Denmark as well as in the Netherlands, with a rate of 9% (IZA World of Labor, 2017).

Moonlighting has also grown in some industrialized market economies, especially strong among female employees; Its rates in OECD countries range from 5% of the working population in the United States to over 10% in the UK, with disproportionately higher rates among low-income individuals. The recent proliferation of alternative work arrangements and flexible-contract job opportunities, many facilitated by digital platforms and have the potential to considerably raise in the future (Tazhitdinova, 2020).

Information on multiple job-holding is scant for developing countries. Yet the available evidence indicates a significant presence of multiple job-holding countries like Brazil and Nepal where more than 40 percent of workers had secondary jobs in 1998-99 (ILO, 2004).

In Ethiopia, in 2013, 37 percent of workers had more than one job, with a wide disparity between rural (42 percent with more than one job) and urban (18 percent) workers. Having multiple jobs is mainly prevalent among little-educated workers who, presumably, need to take up extra jobs to try to make ends meet. And also, the likelihood of having more than one job is strongly related to the number of hours worked in the main job: The fewer hours

worked in the main job, the higher the likelihood of having additional jobs (World Bank, December 2017).

### **3.3 Reasons for Moonlighting**

People engage in moonlighting for various reasons such as ensuring continuous employment spells even in times of reduced working hours in the main job, overcoming financial constraints, and for accumulation of skills and expertise in other occupations. One could describe the first motive of moonlighting as a symptom of time-related underemployment which measures the individual's availability and desire to work more hours if he or she works less than the normal hours stipulated for the work (William Baah-Boateng, Prince Adjei, and Abena D. Oduro, 2013).

Moonlighting provides an alternative source of valuable work-related outcomes. He also specified that when moonlighting is considered, the primary workplace is no longer the sole supplier of work-related outcomes. He also noted that the relationship between the jobs may be supplemental, complementary, or a combination (Betts S. , 2005). Multiple job-holding was used as an important source of additional income, to sustain farm income, after the farm crises of the 1980s (Taylor, N. and Little, H. Mc Crostie, 1995).

While economic factors continued to prevail as the main reasons for multiple job-holding, non-financial reasons might also be among the reasons (Taylor, N. McClintock, W., Baines, J., Newell, J, 2004). Increasing own income and exploitation of opportunities are two major motives for moonlighting in transition countries (Rose, 1994). Moonlighting is also considered as a self-insurance mechanism that can be used as an alternative to precautionary saving, to smooth consumption, in the presence of fluctuating earnings (Guariglia, A., and Kim, B.Y., 2003).

Education has also been found to positively influence moonlighting (Koler, 1998). Moonlighting can be in response to negative financial shocks and moonlighting might be in response to heightened primary job insecurity (Boheim, R. & Taylor, M., 2004). Gaining experience to build up a business has been associated with moonlighting (Cohen, 1994). Some studies also suggest that having some emotional or other attachment to a specific sector or job might be a reason for moonlighting.

Moonlighting was used as a buffer mechanism (Pere, 2007), because of previous financial stresses, and strains, to facilitate future career and employment development; and to enable a parent to fulfill what they perceive to be parental or financial obligations. Overall, as shown above, many works of literature indicate that reason for moonlighting can be monetary gain, intention to gain work experience, desire to acquire skills, exploration of career options, getting job security, and gaining experience to set up own business.

### **3.4 The Drawbacks of Moonlighting**

Moonlighting is a chronic problem, one that has hurt the efficiency of public services. Employees must spend extra time doing their extra jobs instead of completing their tasks. Most employers would agree that working for other organizations or undertaking re-training during periods of sick leave for example is an unacceptable situation that could have a detrimental impact on businesses (Georges Mumbere Kisumano and Safary Wa-Mbaleka, 2017). Moonlighting is associated with an increased risk of work and non-work injury, which includes higher absenteeism rates. This is presumably due to increased fatigue, lack of sleep, or additional physical and mental stress from being exposed to disruptive or irregular work environments and timetables (Arucci-Wellman, H. R., J. L. Willetts, T.-C. Lin, M. J. Brennan, and S. K. Verma., 2014).

Another important concern concerning moonlighting activities is the fact that, particularly in transition economies, a significant share of these activities takes place as part of the informal economy which has important implications for tax revenues and inhibits a country's ability to improve its social security system and quality of public services as much as it would if these activities were conducted in the formal sector; moreover, informal settings often offer fertile ground for the misappropriation of public resources by individuals who are employed in the public sector as part of their primary employment but who engage in private enterprise when moonlighting (IZA World of Labor, 2017).

The other drawbacks of moonlighting are; workers may be called on to work at any time and thereby prevented from adequately planning their domestic or other responsibilities; it may also involve a high expenditure of time to travel between the jobs. There might also exist a potential conflict between the demands of an individual worker's primary and secondary jobs (ILO, 2004).

**Overworked Employees and Poor Health:** If the employees are engaged in two jobs, they tend to exhaust themselves. Owing to the physical and mental demands of two jobs, they face stress and exhaustion. Such employees are not able to give their best in any of the jobs. Due to excessive work, they may face several health-related problems. **The threat of Competition and Business Secrecy:** When an employee works for another employer or starts his/her own business which is similar to his first job, there is a fear of competition faced by the first employer. In such a situation, there is a conflict of interest. The first employer may also be concerned about the confidentiality of his business secrets. **Inefficiency:** Due to handling two jobs, the employee may not be able to focus on the present job thereby reducing the efficiency of the organization. It negatively affects the employee's performance on the first job. **Ethical Dilemma:** Moonlighting poses an ethical dilemma for the employees. A major problem arises when an employee works for two employers who are from the same industry.

If employees start using the information from one employer for the other, it may lead to major problems. Also, if employees use the resources, physical as well as intellectual, from the employer for their own business or the other job, it will cause ethical problems. The employer may even consider it stealing (Sangwan, 2014).

### **3.5 The Benefits of Employee Moonlighting**

Moonlighting has in the past been seen by traditional companies as being equivalent to treason, and of employees not being dedicated and committed to the cause of the company. It's been frowned upon, and people have gotten into trouble for moonlighting without permission. However, moonlighting has also pros both for the employees and the employers and even for the economy of a country. Moonlighting can be seen as an effective incubator for setting up new self-employed businesses, thereby providing long-term benefits for the economy (Alessandra Guariglia and Byung-Yeon Kim, 2006).

Moonlighting could make a noticeable difference in employee income and ultimately to the standard of living (Hardeep Kaur and Ms. Kavita Saini, 2020). Employees may be learning new skills that can benefit their organization. Employees can improve their job skills on someone else's dime. Allowing employees to Moonlight can help improve retention. Employees may not feel as much desire to look for another job when they can juggle both. Moonlighting can help compensate employees in a difficult economy (Banerjee, 2012).

According to ILO, Moonlighting/ multiple job-holding provides workers with supplementary income; it also facilitates diversification of work activities which may be beneficial, especially if repetitive tasks are undertaken in the worker's main job; ILO then adds independence/personal fulfillment, especially if the second job is related to a hobby or other personal interest (ILO, 2004).

**Job Mobility:** Moonlighting helps an employee to move from one job to another, thereby providing mobility. It increases the chances of getting a new job or a new business while minimizing the chances of being unemployed. **Builds a Strong Network:** Being exposed to more people expands the network base of employees. If the employee works in an industry that acts as a supplier or distributor for the first employer, both the organizations stand to gain from it. **Improved Skill Set:** Since the employees can gain expertise and hone their skills, the employer also enjoys the benefit of the increased skill set of employees. The employee can perform better due to the improved knowledge and skills thereby benefitting the employer. **Low Employee Turnover:** Since employees are economically satisfied, there are lower chances of employee turnover, especially when employees engage in persistent moonlighting (Sangwan, 2014).

## **IV. Conclusion and Future Research directions**

### **4.1 Conclusion**

Employee Moonlighting is becoming a great challenge that human resource managers are facing nowadays. After an in-depth review of past studies on the topic of moonlighting, it can be concluded that the subject is expressively and suggestively controversial. From the employers' point of view, some welcome moonlighting because moonlighters are often cheaper and are more willing to work flexible hours than regular employees, whereas some other may have policies prohibiting their employees from working additional jobs. Thus, this integrative literature review helps human resource managers of this era to understand the concept of moonlighting, the motives behind employees' propensity to pursue it, its contribution to the employees and the organization, the labor market, the economy, and what has to be done to prevent the associated negative consequences. So, the challenge is 'what to do?'; 'how to safely deal with it?'; 'to ban or to develop policies instead?'. The reality is that many people need to work two jobs to make ends meet. A complete ban might lead to the loss of talented individuals. Finally, this review paper sets future direction and calls for prospective researchers to further study and elaborate on the issue as suggested under 'future research directions' below.

### **4.2 Future Research Directions**

Previous researchers didn't make solemn and dependable efforts to address varieties of issues in employee moonlighting/multiple job-holding/double jobbing. Thus, extensive studies are required to address this challenging issue and the forthcoming researchers in the area should focus on the following vital areas.

- ✓ Studies focusing on developing management strategies for moonlighting employees.
- ✓ Studies focusing on identifying the differences in the moonlighting intentions across generational cohorts (silent, Boomers, Generation X, Millennials, and Generation Z).
- ✓ Moonlighting in developing countries in general and in Ethiopia, in particular, focusing on such issues as determinant factors, positive and negative impacts, and what it implies for the labor market.

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