

## The Sustainability of Employee Efficiency through Moonlighting Style

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### Abstract

The term "moonlighting" refers to the practice of holding two or more jobs at different organizations at the same time. Employees moonlight for different reasons, including extra cash, paying off debt, starting a business, and leisure. Low salaries and economic hardships are commonly stated as grounds for moonlighting. Many people believe moonlighting will lead to poor performance, absenteeism, weariness, and career conflicts. Moonlighting has become such a challenge for Human Resource Management that it necessitates numerous thoughtful interventions to ensure employees' effective work performance while also supporting their opportunities for self-growth and development. Work adjustment is revealed by how happy the employees are with the work environment and vice versa. This is called the individual's satisfaction with their job. This also leads employees to moonlight. Work behavior is considered productive or cooperative. When employees are treated like humans, they increase their productivity. If the policy is suitable, an employee will moonlight with authorization, making HR's job easier if they can accomplish their job effectively and contribute to its success. This article summarises moonlighting nowadays. Review articles analyze primary research in new directions, strengthen present theories, or uncover patterns in existing studies. These reviews provide an overview of the literature on employee efficiency through moonlighting.

**Keywords:** Moonlighting, Human Resource Management, Job Satisfaction, Work Behavior

### Introduction

Getting a job in an organization used to be normal and even expected. A job would have required long-term commitment from everyone who had one. Laying off workers in the twenty-first century became commonplace. Changing jobs is no longer an option. Employees

must be adaptable, multi-skilled, and flexible. Some argue that the new psychological contract between employees and employers means that unless extraordinary, employees should not expect job security or career advancement inside the same business. Employees must now take ownership of their development and future employment (Kisumano & Wa-Mbaleka, 2017). Employees utilize moonlighting to prepare for the worst, which means they work two jobs simultaneously for security. Employees that are dissatisfied with their pay structure may take on extra work. Many people believe that doing two jobs will lead to poor performance, absenteeism, fatigue, and professional conflict. Multi-tasking or moonlighting is becoming more popular. And so does the expense of living in Malaysia, notably in the Kuala Lumpur area.

### Literature Review

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#### *Types of Moonlighting*

Due to its workforce's work-life balance initiatives, moonlighting has increasingly expanded, especially in the IT sector (Ashwini et al., 2017). Employees might moonlight to keep their careers and financial stability.

According to Banerjee (2012), there are Four forms of moonlighting:

NO.	TYPE	DESCRIPTION
1.	Blue Moon	Employees who are dissatisfied with their performance appraisal. Employees will begin looking for extra jobs with higher compensation, but their efforts will yield few positive outcomes.
2.	Quarter Moonlighting	Employees that are dissatisfied with their existing salary and seek additional money through part-time employment after their regular job,
3.	Half-Moonlighting	Employees who aspire to live a lavish lifestyle and spend more than they earn.
4.	Full Moonlighting	Employees who are influenced by familial, social, cultural, and societal issues. These characteristics exert mental strain on individuals' perceptions of their earning potential disparity, driving them to seek alternative cash sources. Individuals are compelled to augment their income by starting their businesses or working a full-time second job.

(Benerjee, 2012)

### Advantages

On the bright side, moonlighting has been demonstrated to increase job mobility (the possibility of acquiring a new job), build a strong network (by meeting more people) and reduce employee turnover (Sangwan, 2014). Employees use moonlighting to balance their income streams, especially in today's fast-paced society. However, public servants sometimes forget their responsibilities when juggling multiple tasks. This is one of the government's biggest problems in dealing with underperforming public servants. However, performance is a delicate subject that anyone may manipulate. No one was unhappy with

their performance. Employees with higher boundaryless career orientations will spend more time on things that match job criteria, resulting in increased job engagement (Peng et al., 2021). Several organizations have rules and processes for moonlighting employees to avoid potential conflicts of interest.

### **Disadvantages**

Many employers discourage moonlighting due to fatigue, tardiness, and poor performance. Two jobs tend to exhaust them physically and mentally. As a result, they are unable to work two jobs. Some people can work well in both environments. Moonlighters face frustration and stress, which impacts their primary work performance. To avoid any conflicts or difficulties with their usual job performance, employees must first acquire consent from their employer (Banerjee, 2012). It is about how both sides are affected. From an employee's perspective, he is struggling to survive in an increasingly chaotic atmosphere. Uncertainty motivates people to work extra jobs to boost their income and safeguard their families. It is not always the case that a company fails to provide 360-degree work satisfaction and security due to a lack of employee care. Choosing a different professional path does not imply a lack of organizational loyalty or dedication to the organization's aims. A second job may be the best option in this perilous atmosphere (Kaitharath, 2021). The study indicated that employee performance fueled moonlighting disputes and indicated that part-time work can be physically taxing, impeding peak performance (Zdikri & Hassim, 2018). As well as providing value, moonlighting may influence an employee's behavior and work attitudes.

Moonlighting can lead to excessive hours. Working two jobs at the same time is unsustainable. On the contrary, most part-time employees report feeling harried or pressed for time "often or often." The employer can also ensure that the employee's side jobs don't interfere with their major jobs (Banerjee, 2012). Dual-jobbers may also be less motivated or focused on their primary work, reducing the organization's efficiency (Banerjee, 2012). Employees' efficiency and productivity may decline. In terms of performance, achieving a goal is comparable to "productivity." Unlike productivity and effectiveness, performance is subjective. A moonlighter's second employer is a competitor. When an employee works for a competitor, the first company fears competition. There will be arguments in such a setting. The first firm may be concerned about its trade secrets. The problem comes when an employee has two jobs. It leaks sensitive corporate data. It's also unethical to use the company's physical and intellectual resources. Thus, it is theft (Kaur & Saini, 2020).

### **Reasons for Moonlighting**

Employees moonlight for various reasons, but common ones are earning extra money, paying off debt, starting a business and the enjoyment gained from working a second job. Low wages and economic difficulties are sometimes cited as major reasons why an informal economic activity is a second job for formal sector workers. The literature called this phenomenon an illustration of the financial needs of moonlighting (Timothy & Nkwama, 2017). Moonlighting can therefore be considered a worker's self-improvement effort to maximize their salary and employment value (Timothy & Nkwama, 2017). Michelotti (1977); Shishko and Rostker (1976); Miller and Sniderman (1974); Mott (1965); Mullally (1976) all suggest that employees moonlight for non-monetary reasons (Mushtaq et al., 2019). A second job may be necessary to meet those needs and desires that cannot be met through primary work. In other words, a single employee performs multiple functions at two or more different workplaces, i.e., work

heterogeneity (Mushtaq et al., 2019). Moonlighting has a positive correlation with the household's total income. Thus, wealthy individuals may moonlight by increasing their total income to fulfill their aspirations.

There are two explanations for moonlighting, supplement income and search for a better job scope. Better job scope can be defined as the variance of the job task, job differentiation, and high employment uncertainty on the primary job as a form of insurance to mitigate financial shocks during downturns (Hirsch et al., 2016). The continuing global recession has led to a dramatic rise in the number of adults who support themselves by keeping several part-time jobs. According to the U.S. Bureau of Labor Statistics (2015) data, the number of people working several jobs in some states is as high as 10% of the workforce (Walsh et al., 2016). Individuals must now find new ways of providing job security, constantly upgrading their abilities and skills and shifting from one job to another (Hennekam, 2017). The study of moonlighting has not been an attractive issue to be discussed in the first half of the last century. Unfortunately, moonlighting has become more popular in the new era parallel with modern growing economies to be studied and explored.

The most reason for moonlighting is monetary benefits, work experience in a short period, acquisition of new skills, exploring a new career, job security, and setting up their own business. It is a common practice to hold a second job besides a primary job. It is also well established global trend and moonlighting practices were found in both skilled and unskilled labor. There are many reasons for an employee to be a moonlighter. Job satisfaction is the phenomenon of human behavior which reflects the attitude of an employee in a workplace. Job satisfaction is how employees feel about the organization or determined aspect of it (Spector, 1997), how much employees like or dislike their work (Siqueira & Junior, 2004), and reflect upon it. The organization has a pleasurable or positive emotion resulting from the appraisal or job experience (Kreitner & Kinicki, 2006). Aside from poor compensation, non-monetary motivations including recognition and networking for personal growth are important elements that inspire people to moonlight (Asravor, 2021). The main job insecurity model suggests that people may seek a second job if they fear losing their primary employment (Atherton et al., 2016).

In human behavior, job satisfaction represents an individual's attitude about their workplace. Job satisfaction is defined as employees' attitudes toward their employment and professions. Thus, double-jobbing allows employees to make more money and boost job satisfaction. Besides, organizational commitment is the degree to which an individual identifies with and participates in a particular organization. Increased organizational commitment results in increased performance and productivity (Khatri, 2014). It is critical to have a committed attitude toward work because committed individuals are expected to demonstrate a willingness to work harder to accomplish organizational goals and a greater desire to remain employed at an organization (Kreitner et al., 2014).

### **HR Challenge**

Moonlighting has become such a challenge for Human Resource Management that it necessitates numerous thoughtful interventions to ensure employees' effective work performance while also supporting their opportunities for self-growth and development. The workers do moonlight for various purposes. Sometimes, it will lead to a range of conflicts of

interest between employees and employers. An employer that restricts an employee from moonlighting can increase turnover. Employees will look for another employer that can allow them to have the freedom to do a second job. Innovative concepts evolve day by day to change employee working styles and culture. There is hard-hitting competition around the globe to survive the fittest. Human Resources's task is to build a win-win situation between employees and management to pursue personal development together with organizational development (Seema & Sachdeva, 2020).

### **Concept of Moonlighting**

Moonlighting can be categorized into two types. Employees who moonlight with their primary employer's approval are the first type. While employees who moonlight illegally (Sakyi & Agomor, 2020) without alerting their prior employer (Zdikri & Hassim, 2018) or authorization from an organization's management are the second (Sabron et al., 2017; Sakyi & Agomor, 2020). In job performance, the primary job is done during the day, while the extra part-time job is done mostly during evenings or nights. With moonlighting, employees maintain their primary job and carry out additional jobs or activities (Sakyi & Agomor, 2020). However, some workers combine primary and secondary jobs during the day on separate days and at different times, and some workers hold two other jobs as full-time jobs (Boyd et al., 2016). In its broadest connotation, moonlighting refers to more than one job simultaneously over a period (six months) or permanently (Sakyi & Agomor, 2020).

Additionally, it has an indirect emotional and physical impact on the team with which they work. Stress and exhaustion will increase as a result of an imbalance in the needs of the primary job vs the part-time employment. This will lead to employees being less engaged in their work and less likely to stick around (Peng et al., 2021). As a result, the organization's overall output is reduced (Jose Kaitharath, 2021). In today's environment, working two jobs is extremely common. Moonlighting occupations negatively affect employees' job performance and organizational productivity. This is because secondary work may absorb a significant amount of energy that a person would otherwise devote to the primary job, resulting in poor job performance, increased absenteeism, and decreased job commitment.

Additionally, shifts in attitudes and perceptions affect decision-making and job-related behavior, affecting individual and organizational performance (Zdikri & Hassim, 2018). Organizations must contend with the threat of competition and the need for commercial secrecy. When an individual works for another organization similar to his initial position, the first organization fears competition. Conflicts of interest are unavoidable in such a circumstance. Additionally, the first organization may be worried about the secrecy of its trade secrets. Apart from that, an employee's inefficiency in handling two duties may result in less engagement or focus on the primary work, lowering the organization's efficiency (Banerjee, 2012).

### **Moonlighting in Malaysia**

There is a study on lecturers in Ghana's public universities that are underpaid compared to private sector lecturers or employees with the same qualifications in other sectors. As a result, financial constraints, economic hardship, and low wages are frequently cited as critical reasons University lecturers may work part-time, hold multiple jobs, or engage in informal activities (Timothy & Nkwama, 2017). Although there are no hard and fast data available in

Malaysia, most employers agree that the number of employees working an extra job or two on the side is increasing. According to Malaysian Employers Federation Executive Director Shamsudin Bardan, moonlighting is common among workers earning less than RM2,000 per month and residing in Kuala Lumpur (*A Perennial Problem for Employers*, 2007). In recent years, the number of companies coming to MEF to seek advice on coping with late and weary workers due to the extra hours on other jobs increased. It is becoming a recurring problem for employers because, while they appreciate that some of their employees require the extra work, they feel short-changed if they arrive tired and unable to offer their all. As far as Malaysia is concerned, there is currently no specific regulation governing the subject. There is currently no particular law enabling or forbidding the practice of dual employment in Malaysia. Dato' Hj. Omar Hj. Osman, president of the Congress of Unions of Employees in the Public and Civil Services (CUEPACS), indicated no legal prohibition against civil officials taking on additional occupations as long as they do so on their own time. The impediment is that employees are not compensated appropriately; moonlighting was primarily performed by individuals earning less than RM2,500.00 per month. The national capital is civil officials and around 10% of cab drivers in Kuala Lumpur and Putrajaya. He believes that rewards and recognition are critical for increasing production since they make employees feel appreciated.

The laws governing regulations prohibiting multiple employment vary by state (National Conference of Legislative Sessions of the States, 2018). It is noted that The United States legal system may permit any employee to work in multiple jobs without incurring any penalties or restrictions. Legislators, on the other hand, are allowed to engage in additional employment. Additionally, people were permitted to work two jobs as long as they were previously employed as employees in another organization, becoming legislators. Nonetheless, the laws prohibit them from engaging in dual employment if there is a contradiction in carrying out their responsibilities. The United States Census Bureau recently revealed data indicating that approximately 13 million Americans work several jobs. The bulk of seasonal jobs have two jobs, and only 6.9% work in more than two occupations (Beckhusen, 2019). Without question, America has comprehensive legislation regarding moonlighting. As a result, no sort of public employment is acceptable. In connection with public schools and work at state, and municipal government levels are not permitted.

Additionally, Indian employment laws contain particular regulations addressing double employment. For example, the stipulations of its labor statutes expressly forbid the practice of multiple employment (Pandey, 2016; Venkateshwar, 2018). The Factories Act of 1948 states that an employer cannot require an employee to work more than 9 hours per day (section 51) or more than 48 hours per week (section 54). In addition, section 60 prohibits multiple employment. Furthermore, section 65 of the Bombay Shops and Establishments Act 1948 prohibits double work during the holiday season. Dual employment is likewise prohibited by section 9 of the Delhi Shops and Establishments Act 1954. A study in Ghana determines the effect of job security on workers' moonlighting behavior. They discovered that increased job security for individuals with a single job increased the likelihood of declining moonlighting. However, they found that people who worked two or more jobs exhibited a higher level of moonlighting behavior (Nunoo et al., 2018). Individuals who moonlight seek greater job satisfaction than they can obtain in their primary jobs (Ara & Akbar, 2016). Job satisfaction is critical in motivating employees to take on a second job or continue working in

their current one. Numerous studies have established the essential nature of job-related variables in determining job satisfaction (Meyer & Allen, 1991; Mushtaq et al., 2019).

Employees working several jobs is not a new phenomenon. An older study on employees doing numerous jobs was discovered in the 1960s (Jamadin & Noordin, 2014). There is still a shortage of literature on the practice of moonlighting in Malaysian academia. However, literature from international studies was consulted to provide additional context for the moonlighting practice in the context of Malaysia (Zdikri & Hassim, 2018). Shishko and Rostker (1976) conducted the first theoretical and empirical examination of moonlighting, arguing that labour supply for a second job decreased as primary job pay increased (Dickey et al., 2015). Krishnan (1990) also discovers that working longer hours and earning more money at one's regular job deters moonlighting, lending additional credence to the hour's limited motivation for moonlighting. Studies have indicated that all rational workers seeking to maximize their utility would add a second or third job if their income is less than their monthly expenses (Aryati, 2017). This is a motivation for various reasons, primarily financial and non-financial (Asravor, 2021). Employees who adopt moonlighting can significantly increase their income and, ultimately, their standard of living (Kaur & Saini, 2020). On the other hand, moonlighters are regarded as unique individuals with higher aspirations and increased energy. The job rate of pay from the organization also can be the reason that will lead to decreased job satisfaction. It will be a reason for employees to find other job opportunities.

### ***Theories***

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#### ***Theory of Work Adjustment***

The theory of work adjustment first originated in 1964 and was based on findings from the Minnesota work adjustment project, which began in 1957 (Dawis, Lofquist, & Weiss, 1968; Weiss, Dawis, England, & Lofquist, 1967). The fundamental purpose of the Minnesota work adjustment project was to measure and predict how individuals tend to adjust to their work environment. TWA is a comprehensive, dynamic and mutually reciprocal working theory, which allows academics to comprehend the working conditions of individuals and organizations (Shtivelband, 2015). However, it is said that the perfect match does not exist and the people and environments evolve and change due to changing skills, knowledge and factors affecting the environment.

#### ***Theory Work Planned Behaviour***

The theory of planned behavior extends the theory of reasoned action that was necessitated by the constraints of the original model in dealing with behaviors over which persons have only partial volitional control (Ajzen, 1991). According to the theory, three types of considerations that influence human behavior which is beliefs about the possible consequences of the behavior (behavior beliefs), beliefs about the normative expectations of others (normative beliefs), and beliefs about the presence of factors that may facilitate or impede the performance of the behavior (normative beliefs) (control beliefs). The approach of this theory provides critical insights to build behavioral change treatments focused on strengthening self-management of employees' needs and resources in a culturally appropriate manner, finally fostering higher well-being at work.

***Social Exchange Theory***

The Social Exchange Theory (SET) is the most generally utilized theoretical plan for explaining the link between the understanding and behavior of employees (Cropanzano & Mitchell, 2005). According to SET, individuals' social behavior is primarily determined by the exchange process between two individuals or between an individual and their organization. This exchange of behavior is referred to as reciprocity (Konovsky & Pugh, 1994; Seema et al., 2021). A connection of social trade is based on reciprocity. Therefore, when employees are content with their work, they are likely to support their organization in return. In this way, SET contributes significant theoretical justification to the phenomenon of employee engagement within an organization (Saks, 2006; Seema et al., 2021). Hence, SET presume that when employees experience a high level of job satisfaction, they demonstrate a high level of organizational commitment and tend to avoid or minimize their intentions to work for secondary jobs or organizations, i.e., moonlighting and intentions to quit the job (Seema et al., 2021).

***Theoretical Framework***

Theoretically, moonlighting occurred for a reason and has both positive and negative impacts. Theories like the Theory of Work Adjustment (TWA), the Theory of Work-Planned Behaviour (TWA), and the Social Exchange Theory (SET) all play a role. The theories imply that people and environments interact because they both have needs that must be met by one another. Only strong employees will undoubtedly engage in moonlighting. The theory of planned behavior extends the theory of reasoned action that was necessitated by the constraints of the original model in dealing with behaviors. The TPB is specifically intended to describe someone's readiness to engage in a specific activity and is considered to be the immediate precursor of conduct (Ajzen, 2011). According to the Social Exchange Theory (SET), an individual's propensity to interact with others is largely determined by the ease with which they can communicate and work within a group or inside an organization. This pattern of behavior is called "reciprocity" (Konovsky & Pugh, 1994; Seema et al., 2021). A social trading link is predicated on the principle of reciprocity. So, SET believes that contented employees are less likely to moonlight or contemplate leaving their current jobs (Seema et al., 2021).

The theories employed in this study pertained to the reason employees involve in moonlighting or the elements that force them to have two jobs to increase their income. The situation in Malaysia shows that the rising debt numbers among Malaysian public servants were troubling (Nizar, 2015), and it was not easy to get out of debt (Azman et al, 2015). The debt management programme under the surveillance of the Credit Counselling and Debt Management Agency (AKPK) received 50,361 debt cases (Nizar, 2015). The rising cost of living and other financial commitments cause financial strain and struggle for a living (Mokhtar and Husniyyah, 2017). Malaysian governmental employees got a new wage structure in 2016. (Anis et al. 2016). Due to income levels, the effort did not help employees with household debt (Bank Negara Malaysia, 2018). Therefore moonlighting is the popular solution to overcome the financial problem. Certainly, it has an effect, whether it is negative or positive depending on the employee's motivation for working extra hours and how the company treats them.



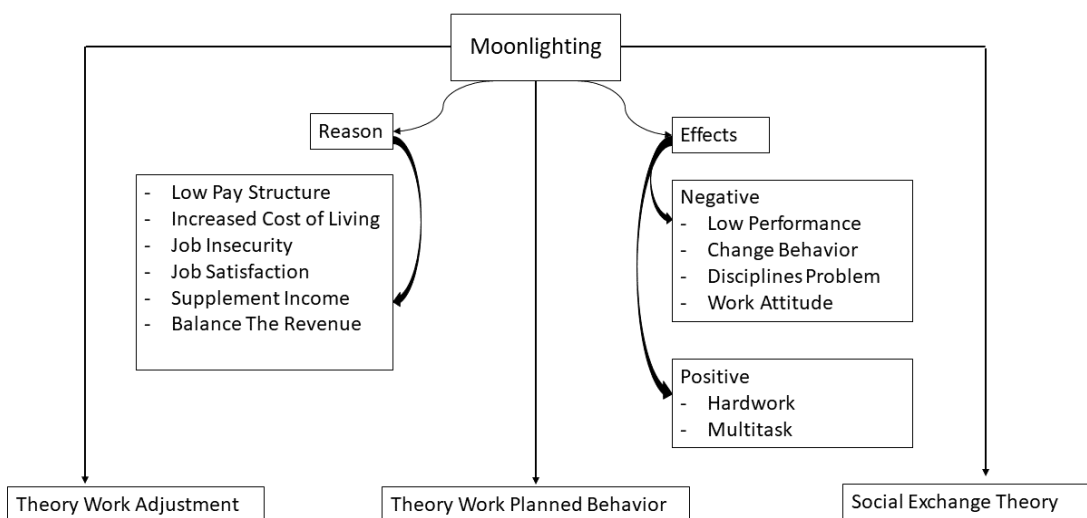


Figure 1: The relation between Moonlighting and theories regarding the reason and effects

### Conclusion and Recommendation

Thus, to avoid ambiguity, moonlighting must be regulated and controlled. Policies must be implemented and their terms incorporated into employment contracts so that employees know and understand the consequences of violating them (Banerjee, 2012). Other researchers may consider the moonlight activities of homemakers in the future. Nowadays, this is because technology enables them to perform multiple jobs to meet their needs and supplement their family's income. As a result, today, anyone, including homemakers, can be an entrepreneur. While they may have multiple jobs at home, such as baking, they can still join a multi-level business if they have a time-consuming problem. Thus, researching to assist an employer in developing an effective policy for moonlight employees can be considered good research to be written. Therefore, the employee will feel more at ease moonlighting and the employer will be more receptive to them. This study's successes and shortcomings suggest allowing employees to moonlight within limits. Moonlighting can help employees gain extra money, easing wage pressure on employers. This helps limit staff turnover. Furthermore, if the policy is reasonable, an employee will moonlight with permission, making it easier for H.R. to manage the employees as long as they can perform their job well and contribute to its success.

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