

A Study on issues of work life balance of moonlighting employees of select small companies in Hyderabad City, of Telangana State

By

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Abstract

The area of human resource management is rapidly evolving, and it is increasingly recognizing its role in the non-stop operation of an enterprise. Innovative methods are being developed daily to provide workers with a suitable atmosphere in which to operate in a more inspired manner. There is a fierce fight for the survival of the fittest all over the world, and we must adapt to evolving work cultures and ways to implement modern human resource strategies in different organizations. Those who fail to adapt will be forced to recognize defeat and stay in the backyard. As a result, the company must implement the most up-to-date human resource practices. For the most part, one job suffices. For a few, though, it only clears the bills, and they must go for multiple jobs to make ends meet. Employees might be acting in this way to simply enhance their income, pay off loans, pick up new skills, or perhaps take advantage of the opportunity to optimize use. Employees who work second jobs encounter a range of moral issues. Employers, particularly HR managers, and employees both have challenges. Going undercover cannot be prevented due to shifting circumstances, but it should be monitored and controlled. The creation of policies is crucial, but their administration must be incorporated into the contract of employment, and workers must understand the repercussions of any violations.

Keywords: Moonlighting, secondary employment, Job satisfaction, Additional income, coping strategies, work-life balance.

Need for the study

- Research studies on the practice of moonlighting carried out in India are comparatively less than abroad.
- With the advancement of technology, and with India becoming a hub for IT, many employees are resorting to moonlighting to fulfill their basic and selfactualization needs.
- An attempt is being made to examine the reasons for employee moonlighting, various issues and challenges faced by the moonlighters, and the coping strategies that they adopt to balance their primary, and secondary jobs with their personal lives.

Problem statement

Moonlighting must also be supervised and monitored to avoid uncertainties. Policies must be established, and their terms must be integrated into the employment contract so that workers are aware of and understand the implications of violating them. This research paper intends to assess the need for moonlighting by employees and their issues and challenges by carrying out a study in small select companies in Hyderabad.

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Research Gap

- The coping strategies adopted by moonlighters to balance their primary and secondary jobs along with their lives have not been discussed in earlier research studies. Hence an attempt is being made to explore this gap in this study.
- There is a greater trend of job mobility in multiple job holders. The ambition to become one own boss is one of the most sought reasons for practicing multi-job nowadays days.

Significance of the study

- In India, moonlighting is a natural phenomenon among the employed group who take up multiple jobs to achieve their personal and professional goals. Research studies on the practice of moonlighting carried out in India are comparatively less than abroad.
- With the advancement of technology, and with India becoming a hub for IT. Thus as an answer to this many employees are resorting to moonlighting to fulfill their basic and self-actualization needs.
- Considering all the mentioned reasons an attempt has been made to examine the reasons for employees moonlighting and also the coping strategies that they adopt to balance their primary and secondary jobs with their personal lives.

Hypothesis of the study

- H01:- There is no significant difference concerning motivating factors of primary employment.
- H02:-There is no correlation between work-family conflict and work satisfaction.
- H03:-Work-family conflict leads to psychological distress.

Scope of the study

The present study is conducted by circulating questionnaires in small select companies of Hyderabad city in the state of Telangana, India. The study intends to analyze and understand the issues and challenges faced by moonlighting employees of small select companies in Hyderabad city in the state Telangana state.

Limitations of the study

The present study makes an effort to look into the employee moonlighting issues and challenges- A study of select small companies in Hyderabad. Although utmost take had been taken in the process of data collection, analysis, and interpretation the results may not be generalized because:

- The sample is collected using the snowball technique for small companies. There may be a different approach for large-scale companies.
- The study has been conducted for a limited period and on a confined sample.
- The data thus collected may not be considered sufficiently applicable at all times.
- The present finding is based on the survey method and hence depends entirely on the perception of the selected respondents especially on some variables regarding the power sector and reforms.

Introduction

Moonlighting has been identified as a preventative motive in many countries. In the presence of fluctuating earnings, (Guariglia & Kim,2003) considered moonlighting as a self-insurance method that can be used instead of precautionary saving to smooth consumption. In Russia, however, (Clarke,1999) found no connection between economic hardship and moonlighting.

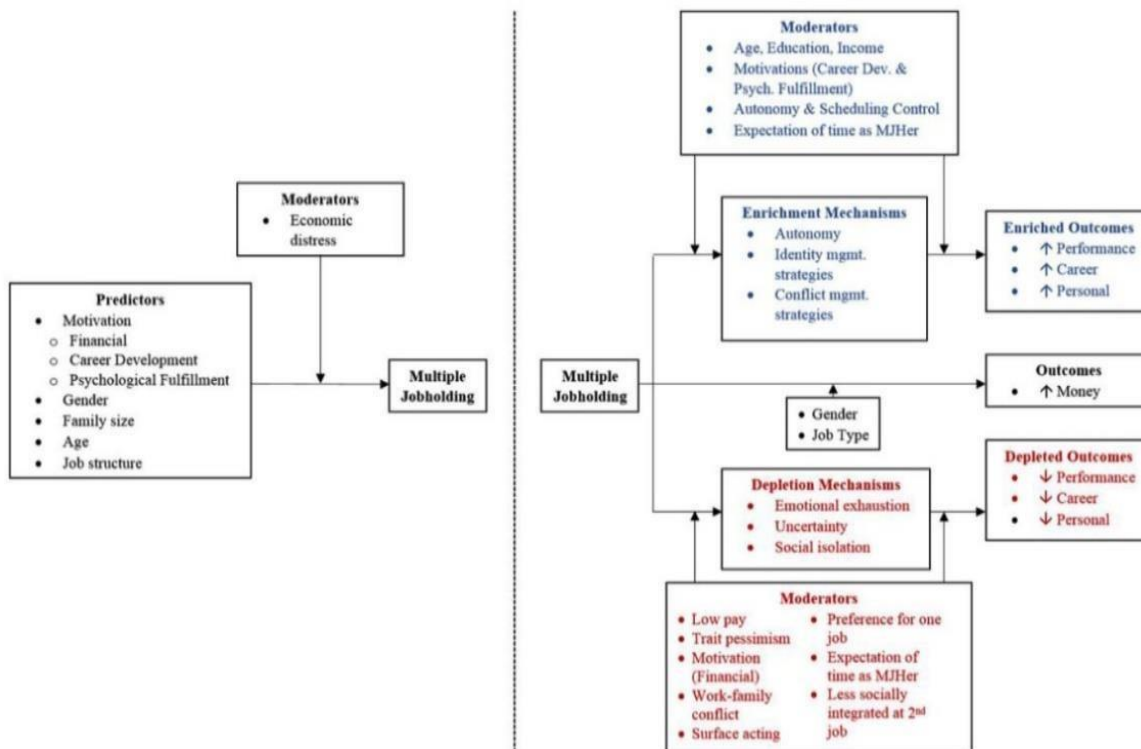


Figure 6 process of moonlighting

Source: <https://journals.sagepub.com/doi/10.1177/0149206319882756>

Moonlighting is influenced by education as well. Higher education is positively associated with having a second job, according to Foley (1997) and Kolev (1998), and comparatively well-off employees hold additional jobs to raise their income while avoiding paying taxes, thus raising income inequality. In comparison, (Guariglia & Kim,2006) found that having a second job is linked to a lower level of education in Russia. Moonlighting and lower education were supported by a time allocation report on moonlighting in Yugoslavia, (Reilly & Kristic,2003).

It has been discovered that moonlighting is linked to daily household costs. (See Averett, 2001;Stinson, 1990.) In addition, moonlighting has been linked to acquiring experience to start a company (Cohen, 1994).

Moonlighting has also been linked to a willingness to work several jobs, perhaps because one provides a steady and safe income or a fringe benefit, while the other provides prestige. (Alden,1971) discovered that rural areas of the United Kingdom have a higher incidence of multiple work holdings. Apart from that, self-employment is the primary occupation. Moonlighting has been linked to emotional attachment. According to (Lundberg,1995), job keeping can be explained by individuals having an emotional or other

commitment to a particular sector or job, which leads them to turn down higher-paying offers in other sectors.

Moonlight management by Hrm

Employers are becoming more worried about staff moonlighting. It presents the management with several difficulties. Employees, it is claimed, have the right to spend their free time as they see fit. Many workers freelance, and with the option of working from home, employees find part-time jobs to be highly profitable. Rather than prohibiting moonlighting, managers should find ways to successfully manage it. Employers must take an active role in addressing employee moonlighting. Employers' primary concern is that moonlighting does not negatively impact their company's results. Managers should have a clear moonlighting policy in place for this reason. The moonlighting policy should specify the company's moonlighting policies. To efficiently handle moonlighting, employers should take the following measures. An agreement not to work with or start a company with competitors: Employers must ensure that their workers do not work for or participate in a direct competitor's company.

Review of Literature

Many scholars and researchers have conducted studies on the moonlighting concept and study organizations in particular for different jobs in different areas. They have also studied the crucial role exhibited by the employees. This study seeks to analyze some of the earlier studies and observations and tries to find out the gap before the current study is presented.

According to Public Pain and Private Gain: An Analysis of Moonlighting by Public Health Professionals, Gabriel Montes-Rojas Sarmistha Pal (2015)¹ The study found that public health experts frequently hold private information. Practises and discovered that a higher patient volume in private practices may have an impact on the public health specialist system.

According to Engelbrecht et al. (2020)² The phrase "moonlighting" is used in the medical industry to characterize doctors who hold down both full- and part-time jobs. Health care is a prime example of a mixed, private-public provision, with professionals working in both professions and sending patients from the public system to their private practices.

According to Zdikri, M., Sabron, M., Binti, A., & Hassim, A. (2018),³ Moonlighting is considered a high-value competitive advantage in the business world. To be adaptive to current and ongoing standards of living, organizations should allow their employees to do moonlighting to capture the competitive advantage.

A comparable relationship between promotion and income growth was found. The independence one experienced as a professional was discovered to be one of the personal goals. They seek out new knowledge and abilities challenges to enhance their performance in their core jobs. Additionally, a high level of satisfaction was attained when an employee felt that he had some freedom and that his work performance was trusted by the company (Akbar, 2016)

In a study, Lyle (2015)⁵ found that employers seemed to strike a balance between employees' personal needs and those of their everyday jobs. While some departments forbid moonlighting, others support it as a way to augment a meager salary. The most common justification given by moonlighters (30–35%) for working multiple jobs is because they "must pay the ordinary household expenses."

According to Betts (2011),⁶ moonlighting is done to supplement their primary job income. In addition to that, Betts (2011) stated that 'moonlighting' is outdoor work that means having two or more-part time jobs and additional work and this happens to someone who has a career that is a principal occupation. Employees engage in moonlighting to balance their source of income due to the burden of expenses they face.

According to a study carried out by (Wathern, 2013)⁷ Environment is divided into internal and external factors. The external environment includes factors including economics, politics, rules, geography, climate, and technology. The internal environment is divided into two categories: financial stability and Organizational culture that may have a favorable or negative impact on the productivity or profitability of the company.)

Public Pain and Private Gain: An Analysis of Moonlighting by Public Health Professionals, Gabriel Montes-Rojas Sarmistha Pal (2015)⁸ The study found that public health experts frequently hold private information and practices, as well as the article, concluded that the higher patient volume in private practices may have an impact on the public health specialist system.

A study on the relationships between work-life balance and quality of life, specifically the relationship between work-family balance and quality of life among professionals working in public accounting, has been undertaken by (Greenhaus, Collins, & Shaw, 2003b)⁹. People who spent more time on family than work had a higher quality of life than people who balanced work and family responsibilities and invested a lot of time in both. The study concluded that the degree of balance has little to no effect on an individual's quality of life because imbalances produce negligible disparities in engagement or satisfaction between job and family roles.

According to (Singh & Dixit, 2011)¹⁰ a company's people are its most valuable asset. Employees are more likely to leave a company out of stress and dissatisfaction if they feel unheard, undervalued for their labor, and unable to reach their full potential. Transparency in an employee's work is necessary if you want them to stay with the company for a longer amount of time. This will allow them to use their skills and talents to their fullest potential and feel a feeling of accomplishment and belonging. They enjoy working for companies that respect their contributions.

Data analysis and Interpretation

The objective of this study is to assess the personal and professional profile of moonlighting employees of select small companies in Hyderabad. This study analyzed over 600 employees of small companies having various age groups, educational qualifications, different job sectors, marital status, and other factors too. The condition or primary job satisfaction of the employees indicates their mindset, and it helps to understand the reasons for employee moonlighting. The major factors that motivate employees to moonlight help to find the advantages of moonlighting. The challenge to moonlighting analyses the problems the employees face due to moonlighting in the secondary organization.

Four hypotheses were proposed and tested using correlation coefficients to examine associations between the variables. Before hypothesis testing, preliminary analyses are conducted to measure the reliability of each variable and to obtain the basic summary calculations about the sample. These calculations included a mean and standard deviation for continuous variables, and frequencies for categorical variables. Descriptive statistics were also conducted to check for any violation of the assumptions underlying each test.

There is on for conducting are reliability analysis for each variable to assess the internal reliability of each scale for the sample used in this study. Researchers argue that Cronbach’s alpha above 0.7 is considered acceptable, and Cronbach’s alpha value above 0.8 is a preferable internal consistency. Cronbach’s alpha coefficients for each scale in this study were above 0.8.

Table 3.1 *The results are presented in the following table.*

Scale	Primary Employment factors	Major Motivating factors	Moonlighting Challenges
Cronbach’s alpha	0.845	0.819	0.805

Characteristics of the sample population

Descriptive statistics were conducted on the characteristics of the sample population. The sample consist of 600 male and female employees-wiseAge-wise employees as presented in table are2.

Table 3.2: *Age-wise questionnaire*

Age	Below 30 years	30-35 years	36-40 years	41-45 years	46-50 years	51-55 years	55 years or above	Total
No. of Respondent	96	96	90	72	72	78	96	600
Percentage	16	16	15	12	12	13	16	100

From table 3.2, it is observed that the no. of respondents between the age group below 30 years is 96, between 30-35 years is 96, between 36-40 years is 90, between 41-45years 72, between 46-50 years is 72, between 51-55 years is 78 and above 55 years is 96.

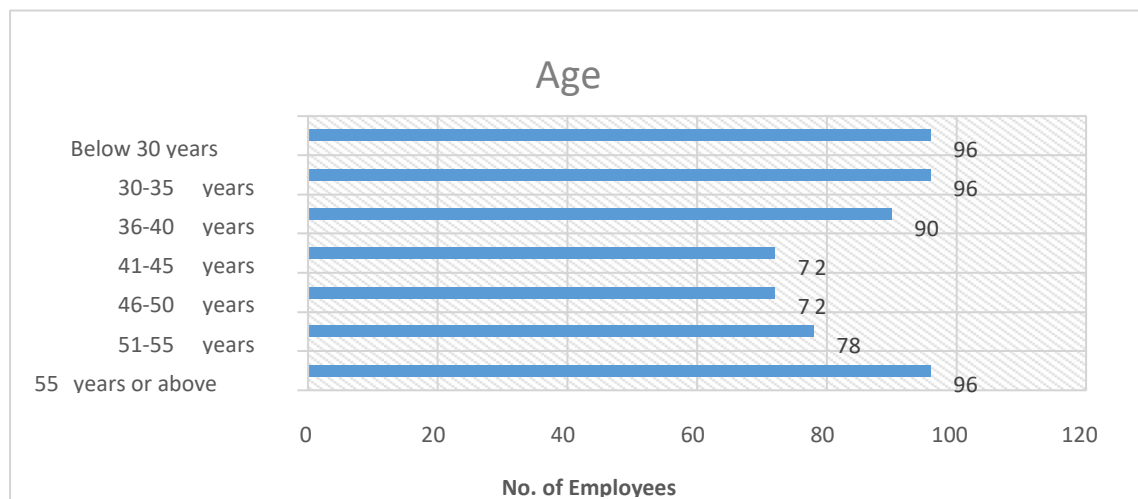


Figure 3.2: *AAge-wisedistribuGender-wise3.3: Gender wise questionnaire statistics*

Gender	Male	Female	Total
No. of Respondent	362	238	600
Percentage	60.3	39.7	100

From table 3.3, it is observed that male respondents account for 60.3% of the total no. of employees whereas the female respondents for 39.7 % of the total no. of employees.

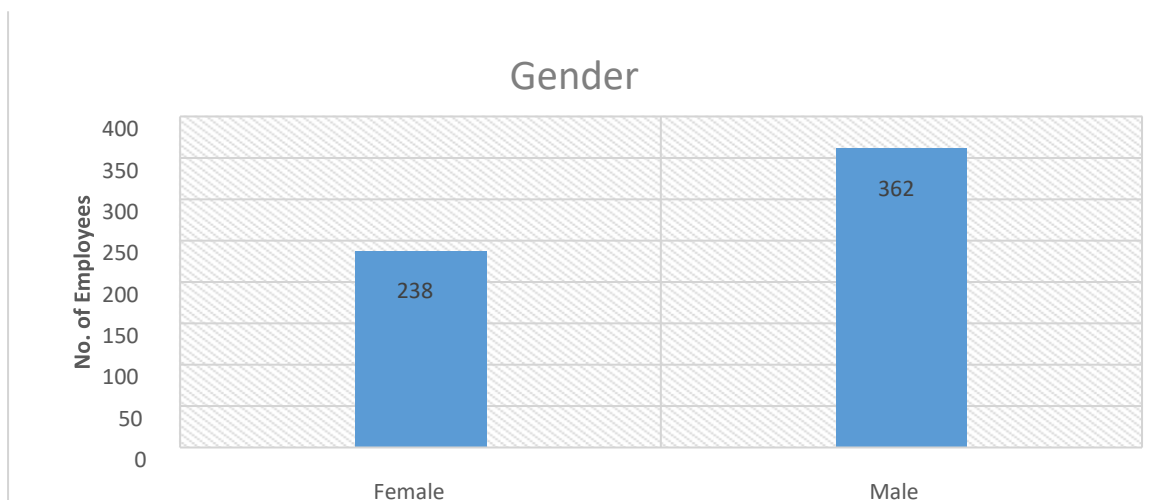


Figure 5.2: Gender-wise distribution

Table 3.4: Educational Qualification wise questionnaire statistics

Educational Qualification	Diploma	Inter	PG	Ph.D.	SSC	UG	Total
No. of Respondent	102	120	78	18	102	180	600
Percentage	17	20	13	3	17	30	100

From table 3.4, it is observed that most of the employees have UG as their educational qualification.

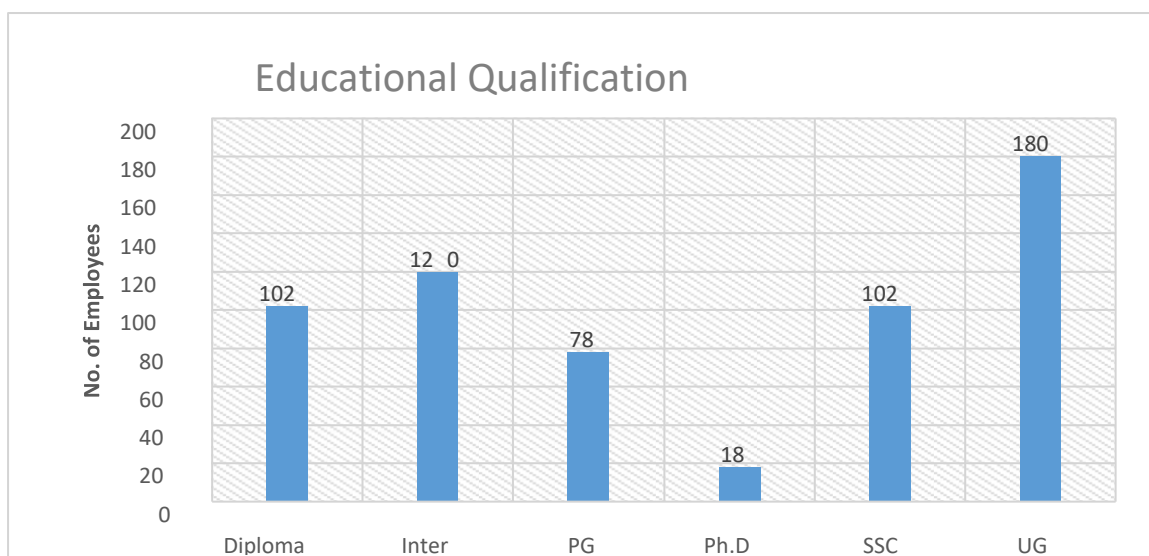


Figure 3.4: Educational Qualification wise distribution

Table 3.5: Marital status questionnaire statistics

Marital Status	Married	Single	Total
No. of Respondent	383	217	600
Percentage	63.8	36.2	100

From table 3.5, it is observed that 217 employees are single and 383 employees are married. So, it implies that maximum number of employees working are married.

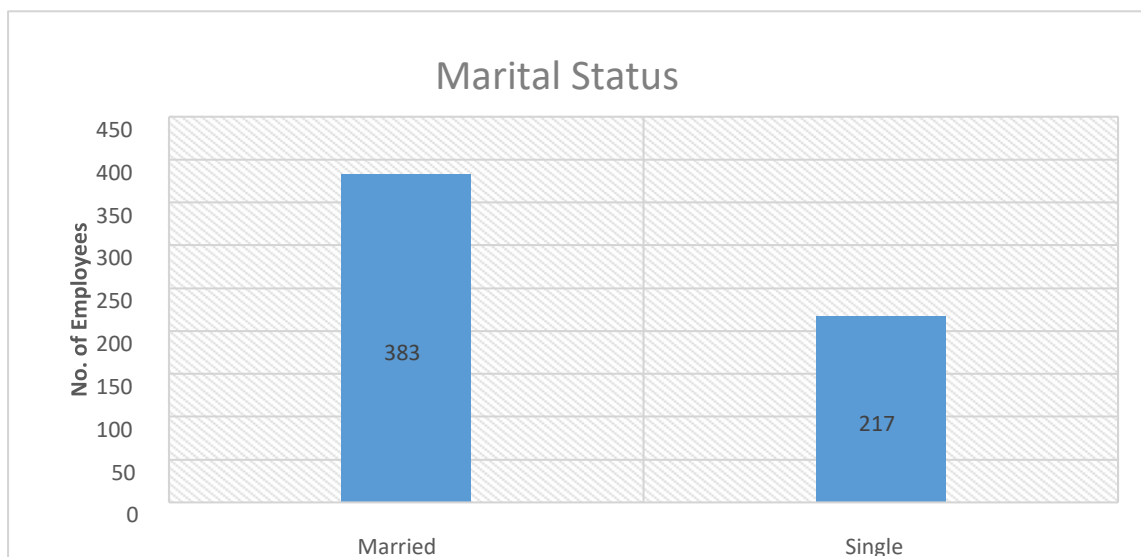


Figure 3.5: Marital status distribution

Table 3.6: No. of dependent questionnaire statistics

Dependents	Less than 3	4-6	Total
No. of Respondent	366	234	600
Percentage	61	39	100

From table 3.6 it is observed that 61% of the employees have less than 3 dependents in their families and 234 employees have 4-6 no. of dependents in their families. So, it is evident that majority of employees have less than 3 dependents

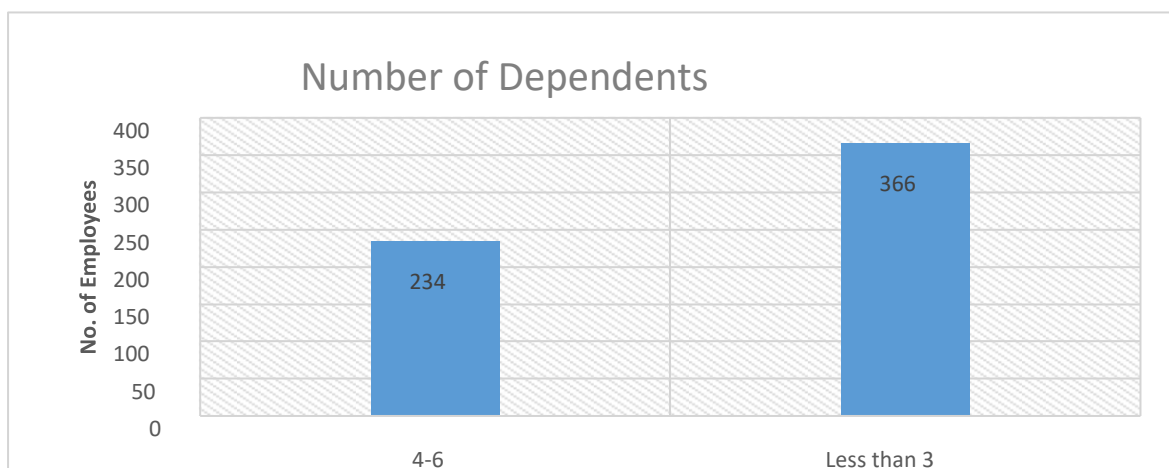


Figure 3.6: Number of dependents distribution

Table 3.7: Annual Income wise questionnaire statistics

Annual Income	Less than 3,00,000	3,00,000 – 4,00,000	4,00,000 – 5,00,000	5,00,000 – 6,00,000	Above 6,00,000	Total
No. of Respondent	81	170	156	133	60	600
Percentage	13.5	28.3	26	22.2	10	100

From table 3.7, it is observed that most of the employees are having annual income between 3,00,000 – 4,00,000.

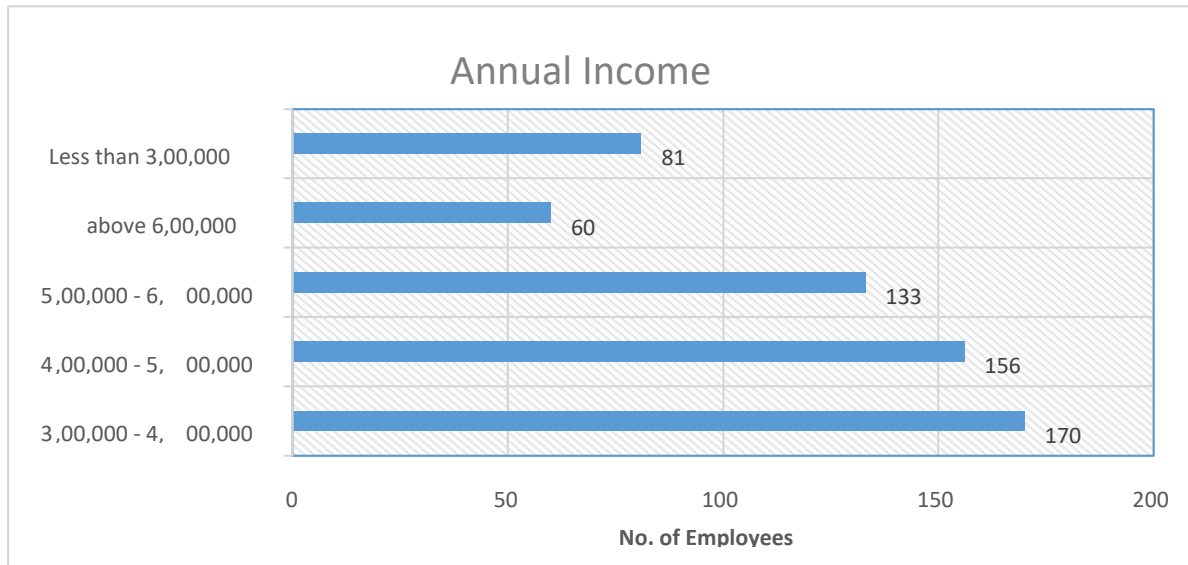


Figure 3.7: Annual Income distribution of values

Inferential Statistics

Descriptive statistics is calculated to assess the dispersion and central tendency of frequency distribution. The mean of two variables namely primary employment factors and moonlighting challenges is measured using a scale ranging from 1 = very low to 5 = very high. The mean of a particular variable namely major motivating factors is measured using a scale ranging from 1 = very low to 5 levels high.

Participants reported relatively high level of primary employment factors with a mean value of 3.427. Low levels of major motivating reported value of 1.707. More number of moonlighting challenges is reported, with a mean value of 3.961.

Table 3.8: Mean and standard deviation

Scale	Mean	Standard deviation
Total primary employment factors	3.427	8.5136
Total major motivating factors	1.707	2.1944
Total moonlighting challenges	3.961	5.5071

Correlations

This part of inferential statistics focused on assessing how three quadrants, namely: primary employment factors, major motivating factors, and challenges related in order to establish relationship between moonlighting and job satisfaction among employees. Three hypotheses are proposed for the study. After completion of preliminary analyses, Pearson's correlations are calculated to test the proposed hypotheses. Simple bivariate correlations are calculated on SPSS to assess the strength of relationships between two variables, and to identify the direction of the relationships—either positive or negative. Pearson correlation coefficient (r) is used for calculations of correlations as it is designed for continuous variables. It should be noted that correlations reach statistical significance when $p < 0.05$, and the strength of the relationship is considered small when $r = 0.10$ to 0.29 ; medium when $r = 0.30$ to 0.49 ; and large when $r = 0.50$

to 1.0. These indications were followed by us during interpretations of the output from correlations.

Table 5.15: *Pearson correlation coefficient value*

Pearson correlation co-efficient	H1	H2	H3
r Value	-0.68	-0.73	0.78
p Value	<0.01	<0.01	<0.01

Hypothesis 1 proposed that primary employment factors will be negatively correlated with major motivating factors. The relationship between primary employment factors (measured by the primary employment factors scale) and major motivating factors (measured by the major motivating factors scale) was examined using the Pearson correlation coefficient. The correlation between the two variables, $r=0.68, n=500, p<0.01$, is that the more work-f indicates is experienced by individuals the less satisfied they are with their family lives. Therefore Hypothesis 1 is accepted. Hypothesis 2 proposed that work-family conflict will be negatively correlated with work satisfaction. The relationship between work-family conflict (measured by the workconflict scale) and work satisfaction measure the scale using the Pearson correlation coefficient. The correlation between the two variables, $r=-0.73, n=500, p<0.01$, which indicates that the more work-family is experienced by individuals the less satisfied they are with their work. Therefore Hypothesis 2 is accepted.

Hypothesis 3 proposed that work-family conflict will be positively correlated with psychological distress. The relationship between work-family conflict measured the conflict scales psychological measured by the psychological health scale) was examined using Pearson the correlation coefficient. The correlation between the two variables, $r=0.78, n=500, p<0.01$, which states that work-family conflict faced by individuals the more psychological distress will be observed. Therefore Hypothesis 3 was accepted.

Suggestions

The following criteria should be included if an organization is considering creating such a policy:

Avoid interest conflicts

- An outside job cannot create a material conflict of interest involving a company's proprietary data or trade secrets.
- The external employer must not be a rival of the company.
- Work performed outside the company cannot jeopardize the organization's credibility.

Separation of office and outside work

The employee is unable to perform outside work during the organization's regular working hours.

That is not part of his job responsibilities. The instruments and supplies that are provided by the company are not made available for personal use (fax, phone, copier, software, computer, letterhead, envelopes, etc.).

The employee's other job must not interfere with his or her job performance.

While working for an outside employer, the employee cannot represent his organization.

Setting up the approval process

An employee must first obtain clearance from his or her immediate supervisor and then notify the human resources department before working on any projects or tasks outside of the workplace. In general, the employer can only request details necessary to decide how another job that I'm doing on the project is an ethical or a conflict of interest. The distinction between supporting the organization and disrupting an employee's privacy is thin, and the employer must tread carefully.

All business and non-executive board members serve on a board of directors or as advisors, they must get permission from the human resources department before accepting employment or giving services in a business or any organization above them.

Policies that don't focus on increasing the likelihood of employee conflicts of interest are fine with the organization in the first place. A well-crafted strategy would achieve this aim while simultaneously preserving the ability of the workforce to grow while providing an open atmosphere for both employers and individuals. If an employment contract or policy does not contain a clause or provision prohibiting or regulating moonlighting, an employee who moonlights will face no consequences. As a result, an employee who is found to have moonlighted cannot be legitimately charged with breaching the confidence relationship.

Disciplinary action against an individual to be taken based on their private moonlighting would be unethical, regardless of the contracts or policies in place about

it. Instead, the employer will need to look at the effect that the worker's moonlighting has had on his or her regular job. If it's found that moonlighting negatively affects job efficiency, the prescribed administrative procedure is a sort of incapacity defined as bad performance, which mandates dismissal, at item 9, in the Code of Fair Employment Practices says that an employee's situation must be reported as follows: type of poor work performance, for which the employee was previously relieved, needs to be recorded and addressed.

Moonlighting must also be supervised and monitored to avoid uncertainties. Policies must be established, and their terms must be integrated into the employment contract so that workers are aware of and understand the implications of violating them.

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