The Factors Affecting Employee Double Jobbing

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Abstract: Double jobbing is termed as “working for a second job additional to the primary job”. This double jobbing is done either at the cost of working hours of the primary job or in the free time after the working hours of the primary job. With the increase in the competition among the people in the society, everyone wants to grow academically, financially, economically, etc..., in their life. Everyone may not get the jobs which they expect and to develop in their respective fields or respective interests. Therefore, to withstand the competition in the society in comparison with the growth of their peer members, they may opt to go for second job in addition to their regular job (primary job). But, the employee double jobbing lead to the reduction in the productivity of the organization. If the employees are doing the additional job in the nights, especially without the employer’s knowledge is called as Moonlighting. This paper concentrates on identifying these factors, which are driving the employees to do secondary job. From the above results, suggestions are given to the organizations. The secondary data is used to collect data. Quantitative analysis is done to carry out the research.

Key Words: Double jobbing, Moonlighting, Second job.

1. Introduction:

India as a growing economy largely depends on employment. It is very important to keep the employees satisfied to mark the productivity up to mark. In this concern, labour welfare measures show a great significance in the economy as well as overall industrial development. An employer cannot keep the employees exultant and content with just salaries and wages. Therefore employers and management take an initiative to provide further remuneration, which helps the organisation to improve the efficiency of the employees by providing welfare measures in several areas like arrangements for accommodation, safety, health, transportation facilities, canteen facilities and travelling charges etc. The labour welfare measures adopted by the organisation directly have impact on the productivity of the employees. Through the measures, an organisation takes care of an employee in some aspects: physical, moral, mental and emotional. These measures are typically flexible and differ in different areas and sectors. Each employer thinks in a different way about the welfare measures as a result every employer confers different value to it. As part of the organization if these measures are integrated, this also helps to minimize the employees going for secondary job. It also makes them confident and brings a sense of commitment towards the organisation.

2. Statement of the problem:

Double jobbing is the foremost problem faced by the employers of the structured organizations. If the organisation is not a structured, then also the whole organisation will be disturbed because of the dual jobholders. It directly affects the production and performance of the organization, as employees concentrate on the second job, along with their primary job. The performance of second job not only affects the organization’s productivity, but also affects the country’s economy, as the employee does not pay tax on the second earnings. Hence, it directly affects the country’s GDP. Now the employers and the organisations are more focused on retaining the skilled employees to decrease the employee turnover ratio in the organisation even if the employees are dual jobholders. Therefore, policies should be framed in the organizations to protect the welfare of both the employees and the organizations, otherwise it may lead to the reduction of organization’s growth and in turn the nation’s GDP. Hence to avoid these consequences, this study attempts to provide some suggestions to the organisations and the employers regarding dual job holders.

3. Objectives of the study:

These objectives help to solve the problems faced by the organisations because of the double jobholders. The objectives of this study are:

- To identify the motives behind the employees for opting second job.
- To group these identified motives under some main factors.
- To examine the benefits that employees are deriving from double jobbing.
4. Review of literature:

A literature review is an organization of content that aims to analyse the critical facts of existing understanding or procedural methodologies on a certain subject.

James(2012) clarifies that more than 5% of the employees are double job holders and less than 10% of the double job holders are only holding two or more than two jobs, remaining all of them are holding only two jobs. The another reason other than the reasons mentioned in the below pie chart are that the employees may get income from the primary job but they get a chance to work in their area of interest in the secondary job. This study also documents that female workers are more interested in double jobbing than male workers. The findings of this study include that double jobbing has an influence on the educational qualification. Employees with above higher secondary qualification are more prone to double jobbing than the employees who studied below the high school degree. The motivational levels are high in workers who are qualified highly in the labor market to achieve and attain higher levels and work for additional jobs when compared to the workers with another extreme.

Reasons for Holding Multiple Jobs

![Reasons for double jobbing](image)

Source: (James, 2012, p.12)

Greens-Pophal (2001)says that it is the responsibility of the employee to inform the human resource manager about any additional work done by the employees which involves any business relation or monetary benefit. The kind of secondary job can be money lending financial institutions also. There are some benefits and opportunities related double jobbing for both the employees and the credit union. They are:

- Employees gain additional experience.
- Employees acquire latest abilities and skills.
- Employees get additional financial support.

Certain regulations are essential to regulate employee double jobbing. Employer should take the following details. They are:

- What is the intensity of employee involvement in outside employment?
- How far can the employee go to implement it?
- What are the employee’s genuine job concerns?

The executives and top management should take the responsibility to protect and safeguard the business through disclosure and open communication with employees regarding these sensitive issues. This kind of openness will in turn lead to the trust between both the parties.

ICMA Executive board (2004) discusses about the ethics in double jobbing. These discussions lead to a conclusion that outside employment is encouraged as far as the secondary job is not going to affect the primary job. If the employee is in real need of another job then the employer should make some formal agreements for the approval to work outside the organization. This external employment is a very sensitive issue. Employer has a right to take actions against the double job holders only when the employee is violating the norms of the company. No employer shall look for gratitude in terms of gifts, favors, trips etc., in of significant value. Even when the double job holders pay gratitude to the employers for their support comes under unlawful act.

Sussman (1998) says that double jobbing became a common phenomena of living in Canada. Multiple job holders have more than tripled in last 20 years. Atleast in women the number of double job holders have started growing if not in men workers. The main reason for the employees to opt second job is not only the financial crunch but also the non financial motives which include personal interest in particular area, succession planning etc. During 1977, the profession with highest double jobbing rate was in farming industry. The highest incidence of double jobbing was found in healthcare, medicine and social sciences by the year 1997. The findings of this study include that more than half of the respondents are double jobbing because of the non-financial reasons, respondents enjoy working for the second job, and the most accepted fact was that to manage their ordinary household charges.

Hunt, Hill, & Kiker (1985) says that this research is done on a sub sample of blue collar workers excluding female workers. Since income after-tax is less because of high tax rate, employees are substituting this income loss by working for another job in the free time. The model used in this research is “Basic choice model. “The basic assumption of this model is that employees have the freedom to choose the working hours and he is alarmed only with his income gained and the loss of time associated with the current job. When these
assumptions are considered, then double jobbing phenomena would not come into existence since the employees would get highest pay. The main reasons behind this dual jobbing are either employees need extra working hours and income beyond their regular income and working hours, or the dissatisfaction regarding their primary job’s work schedule. This study focuses on the latter reason. The main objective of this study is to re-examine the labor supply function on double jobbing by integrating clearly the marginal tax rate as a component in the resolution of supply hours to the secondary job.

Wua, Baimbrigeb, & Zhuc(2009) says that this study helps to give an insight on issues of double job holders and reasons for choosing the double jobbing phenomena. The problems of double jobbing are to reach their income goals, interest in getting involved in heterogeneous jobs, risk in primary job leads to the search for security is in the second job and non-pecuniary benefits in primary job. The reasons identified in this study are job dis-satisfaction and the security problems.

Abdukadir(1992) says that past researches found that there are two main factors which depend on the employees to moonlight when:

- Their current incomes are low which are not fulfilling their needs regarding education and
- Their purchase of car or house in another 6 months time.

The first potentially liquidity-constraint has people with low income group. If people getting lower income are not able to meet with their daily expenses and not able to recover their debts because of the family responsibilities. Because of the liquidity constraint they will be forced to moonlight in their leisure time provided that their working hours in their primary job are restricted. The second one is people who wants to buy car or a house within 6 months, people tend to buy a more expensive car or a house than what the lenders anticipate from their current income, so, which may result in double jobbing to overcome large loans or to apply for a mortgage. The data used in this research is from the university of Florida and this data is unique since this survey contains only 3 questions. This sample is quite a large one since it contains 40000 observations. The findings of this study include that double jobbing is more when employees are liquidity constrained.

Kimmel, J. and Conway, K. (2001) says that many of the clinicians tend to moonlight because of the some factors: social responsibility, self-realization, professional satisfaction, working conditions and prestige. The findings of this study comprises of controlling the coping strategies in the field of health care, it is very difficult to control since there are different reasons for them to take up the second job. Therefore, the relevant reasons are considered before designing the measures to control the double jobbing phenomena.

Hepton(1966) says that main reason for double jobbing was that to earn money. Two reasons for this could be family obligations and savings for the future. This double jobbing will lead to inefficiency of the job, absenteeism, physical fatigue etc... All these reasons will indeed cause disturbance in the relationship with peer group. This is the research done on hotel industry, which does not possess any particular policy to fire the double jobholders. So it completely depends on the superior whether to fire such employees or not. The responses show that few of the double jobholders wanted to keep them busy since they work on shifts. Some other wanted money and few of them wanted to experience different work cultures. The findings of the study include that there is no significant difference in the job performance of the double jobholders from the non-double jobholders.

R. Hamel (1967) reports that double jobbing was mostly done by young married man with children who cannot earn more. Another reason could be they are more self-employed on their second job than their primary job. Some others want to try out something new in their life, so they experiment on new jobs. The observations through this research are that reducing the workweek will not affect the incidence of double jobbing. The findings also include that most of the double jobholders are self-employed either in their first job or in their second job. Majority of the double job holders take up their jobs in different fields so that they will have some change in the work culture.

Gap Analysis: From the review of literature, it is evident that lot of studies are done in the area of double jobbing and its negative effects. But very few studies have identified the all factors effecting
double jobbing. With studies on the factors effecting employee double jobbing, this study seeks to contribute and fill the existing gaps in this area.

5. Methodology:

Research Methodology is the general operational framework of research that specifies what data is to be amassed, from which type of sources, by what methods and the kind of analysis carried out on them. It represents the design for the data collection, data treatment and data analysis. The data is collected and analyzed from both primary source and secondary source (i.e., interviews, reviews, articles, journals, etc...). The interviews are taken from the experts in this field which include double jobbers and acadamecians. This is a mixed methodology which was used in this study. Mixed methodology includes both qualitative and quantitative study. Later the analysis of the data is done from the collected data.

6. Key findings:

After the collecting the data from different sources, the data is analyzed. The analysis include the different motives behind the double jobbing of employees. They are:
1. To improve skill.
2. To utilize free time.
3. Passionate about doing some other work other than their primary job.
4. To continue family business.
5. To grab the market opportunity.
6. To enhance financial stability for fulfilling family needs.
7. To increase future savings.
8. To improve the financial status in society.

The employees opt for second job because:

a. They are not satisfied with the appraisal system in terms of salary hikes in the primary job.
b. They are not satisfied with the work environment in primary job.
c. They are not feeling secured in the primary job.
d. They do not receive adequate recognition for the work in the primary job.
e. They donot have freedom to work in the primary job.
f. They do not have good relationship with employer in primary job.
g. They are not satisfied with flexibility of work in primary job.
h. They do not find it interesting to work for primary job because of the reward system.
i. They feel monotony of work in primary job.
j. They are stressed up in primary job.

From the above findings, all the motives can be grouped under five factors. They are:

- Person factors.
- Financial factors.
- Organisational culture.
- Job satisfaction.
- Job role.

7. Suggestion:

1. Maintenance of good employee-employer relationship in the organizations is vital for an enhanced focus of employees on the primary job.
2. The organizations should appreciate the work done by the employees either by monetary or non-monetary terms as it provides belongingness and emotional security towards the organization.
3. The organizations should adopt necessary steps to improve the organizational culture and existing appraisal system, as financial expectation is the major factors that influence the employee second job.
4. The organizations should try to reduce the stress on the employees as it leads to work disinterest.
5. Employers should provide good working conditions through job rotation to the employees to make them feel satisfied.

The above suggestions resist the employees from choosing the second job. When the employees are completely satisfied then the productivity of the organization will also increase. Therefore, these steps will ensure that the employees are doing their best to the primary job.

9. Conclusion:

The study is carried out to capture the factors which influence the employees to go for double jobbing. Most of the employees become moonlighters to get personal benefits. The personal benefits include financial stability, acquiring new skills, starting their own venture and freedom of work in their job. Financial stability is a major factor causing employee second job. The factors like family business, passion and hobby has a least effect on employee second job. Employees expect their organization to provide emotional benefits like good employee-employer relationship, good working environment and work recognition. Applying the factors which influence the employees to become moonlighters, the organizations can decrease the rate of employee moonlighting and hence can increase organizational productivity. This will also reduce the cost of the organization.
10. References:


