



“CAUSES AND CONSEQUENCES OF TEACHERS’ MOONLIGHTING PRACTICES –A CONCEPTUAL ANALYSIS”

¹ Sushma B S, ²Dr.H. Rajashekar,

¹ UGC JRF Scholar, ²Professor.

¹ Department of Studies in Commerce,

¹ University of Mysore, Mysuru, Karnataka, India.

Abstract: The economy and the environment around the world are changing very rapidly. 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 and are striving to excel professionally. This has led to the addition of secondary job with additional remuneration with a different company on top of their primary job. This practice is called as employee moonlighting. In the teaching profession, holding multiple jobs is more frequent. This research paper is descriptive in nature and studies the concept, types, causes and consequences of moonlighting practices with the help of existing literature and attempts to give new insight regarding moonlighting practices among teachers.

Index Terms- Moonlighting, Blue moonlighting, Half moonlighting, Quarter moonlighting, Causes, Consequences, Productivity.

1.Introduction

The phrase "human resource management" (HRM) refers to all the formal systems developed to assist in managing stakeholders within a firm, including employees. The three primary tasks of human resource management are hiring, paying personnel, and allocating labour. The finest technique to boost an organization's productivity through its personnel is what HRM should ideally look for. The strategic approach to managing people in a company or organization effectively and efficiently so that they contribute to their organization's ability to compete favourably is known as human resource management. It is made to maximize worker performance in support of a company's strategic goals. In order to effectively manage people inside firms, human resource management focuses on policies and systems.

The subject of human resource management is expanding quickly, and people are beginning to understand how crucial they are to the efficient operation of an organization. Innovative methods are being developed daily to provide workers with the environment they need to be more motivated at work. Global competition for the survival of the fittest is fierce, and we must adapt to shifting workplace cultures and find methods for different firms to adopt new human resource practices.

The only way for employees to survive in this environment of fierce competition and maintain their primary occupations is to continue looking for tough alternative professions and attempting to moonlight with them to construct their skill-based portfolio careers. At this point, it is crucial to draw attention to "Employee Moonlighting," a significant problem that HR professionals deal with in today's human resource management.

The economy and the environment around the world are changing extremely quickly. Practices for managing human resources are likewise evolving and taking on new forms. 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.

Teachers, surgeons, lawyers, artists, and other professionals have a history of having a high incidence of moonlighting. The top four professions wherein employees felt the need to work extra hours were teaching (Betts, 2004) Some teachers choose to use private tutoring services outside of the regular school day. Some professors at universities and colleges also work as consultants in addition to their teaching jobs. These are some instances of educating part-time.

2.Literature review

Literature Review being the major aspect of the research work helps in understanding the past research work carried out regarding the topic and will give the base for formulation and analysis of research problem and help us to know the scope, limitations of the past research and gives an idea about the aspects not covered by past researchers.

Wolfbein (1959) elaborated on the history of moonlighting practices in the United States. The author explained the characteristics of multiple job holders, occupational distribution, and time spent in moonlighting jobs. The study was based on secondary data collected from the Population Report of United States of the year 1951. The researcher found that moonlighting practices were more among males when compared to females. The researcher also found that moonlighting practices is very high among farm labourers followed by professionals, especially male teachers.

Altonji & Paxson (1988) investigated the hours and wages trade-off in a wage differential model and argued that in the search framework workers are faced with discrete choices and pick the best hours and wage combinations available. The author opined that the male head of the family holds a primary job on which the hours of work are fixed at a given rate and the moonlighter does not work sufficient hours on the primary job to guarantee him a level of income that optimizes his utility. The author concluded that hours and financial constraints are the main motives behind moonlighting intentions.

Babu & Sripathi (2002) discussed the trends and challenges in Human Resource Management and highlighted the need to retain the human resources in the organizations to realize the vision and to give the organization great competence to fight the competition. The author had discussed some of the current-day HR techniques that are being practiced by the organizations, and the issues that need to be focused on by HR managers while implementing these techniques and emphasized that Moonlighting by employees affects almost all the functions of Human Resource Management and poses challenges to the personnel manager.

Betts, S. C. (2011) analyzed the types of moonlighting and the association of gender of workers to their multiple job holding status by studying 312 samples drawn from elementary, middle, and high school teachers in the state of New Jersey. The analysis of the data using statistical tools like percentage analysis, and ANOVA provides an explanation for gender differences in multiple job holding and financial needs. The author concludes that potential moonlighting pay and greater financial need together give justification for explaining the gender differences in moonlighting rates.

Puja Khatri et al. (2014) discussed employee perception regarding the organizational commitment and moonlighting practices in SMEs which faces HR-related issues like non-availability of skilled manpower, lack of concrete HRD programs, remuneration, job security, absenteeism, and high employee turnover rate. The study was performed in the Delhi-NCR area where multi-stage sampling (N=100) was used to select the respondents. Data were obtained using a self-created questionnaire. The researcher had recommended that the owners or entrepreneurs must address these professional and money-related issues of employees as they affect the commitment of employees to their organization.

Gayatri M P (2015) intended to study the employee's perceptions and preferences for opting for moonlighting. A sample of 50 respondents has been selected for the purpose of the study. Primary data has been collected for the purpose of the survey by issuing structured questionnaires and conducting the direct interview. Percentage analysis tool is used to analyze data. The researcher found that moonlighting practices will lead to absenteeism and divulging of trade secrets. The researcher suggested organizations to create opportunities for employees to learn and grow so as to reduce the feeling of going to a second job and recommended that the goals of the organization should be linked with the goals of the employee so that they can appreciate their contribution to the organization's performance and have a better understanding of it.

Block et al., (2016) investigated the role of financial and non-financial motives in the process of transition of moonlighters from part-time entrepreneurship to full-time entrepreneurship by considering a sample of 481 observations in Germany. Descriptive statistical tools were used in the study. The study indicates only a minor influence of socio-demographic variables regarding the transition behaviour of part-time entrepreneurs and revealed that gender is not having any effect on the transition behaviour. The researchers found that motives of financial success, independence, and self-realization are positively associated with transition behaviour whereas motives of supplementing income and achieving social recognition are negatively associated with transition behaviour.

Timothy, V. L., & Nkwama, S. (2017) discussed the determinants, types, and consequences of moonlighting practices among teachers using data from 313 primary schools in the Ilala district. The paper attempted to study the nature and degree of moonlighting among the sampled primary school teachers in the Ilala district. The analysis indicated that most of the respondents are of the opinion that moonlighting activities do not affect their primary job since most of the teachers carry out their own secondary production activities after working hours outside the schools..

Ashwini, et al. (2017) examined the drivers of multiple-job holding and its association with the demographic profile of IT professionals in Chennai city. Primary and secondary data were used to analyze the drivers of moonlighting among the middle-level employees of the IT sector. Primary data have been collected by questionnaire, and a sample size of 126 was drawn from the population by using the convenient sampling technique. Regression analysis, Independent sample T-Test, Correlation, and one-way Anova tools were used for the interpretation of the data. The author found that there is no significant difference between the type of the second job (moonlighting) and annual income, marital status, and the number of members in the family.

3. Research gap

In the current scenario, moonlighting is a very natural phenomenon among the employees, who take up multiple jobs to accomplish their personal and professional goals. Research studies on the practice of moonlighting carried out in India are comparatively lesser than studies conducted abroad. An examination of the existing literature has revealed that there are few studies about the causes and consequences of moonlighting intentions of employees. Prior research has mostly focused on the reasons why people moonlight, however, it has been discovered that further research is necessary, especially about the effects of moonlighting.

4. Research objectives

1. To understand the concept of teachers' moonlighting
2. To study various forms of moonlighting
3. To discuss the causes and consequences of moonlighting practices among teachers

5. Statement of the problem

Everywhere in the world, there is an intense struggle for the survival of the fittest. Some teachers just need one position. However, for some people, it helps cover their expenses, so they take on a second or even third job to get financial and non-financial rewards.

Teachers' performance on the job is significantly affected by the basic characteristics of main employment, such as job satisfaction, organizational climate, job security, interpersonal relationships, career progression, and work environment. Employee dissatisfaction brought on by the absence of these factors may push individuals to leave their jobs or resort to secondary jobs. Many of the aforementioned elements, which past research studies did not examine in the context of the teaching profession, have been found to need further investigation.

6. Need for the study

The acquisition of new skills can be facilitated by moonlighting. A teacher who works a second job not only makes extra money, but also gets training and other advantages, which has a significant impact on their primary job's performance, absenteeism, and turnover. The rationale for doing this study comes from the emergence of such effects noted by several researchers on this issue. The growing number of teachers doing multiple jobs has a significant impact on performance and work-life balance, making this study relevant.

Therefore, research on the socio-demographic causes, characteristics, and effects of teachers' moonlighting is necessary.

Understanding the socioeconomic elements that drive moonlighting practices and the determinants of primary employment would be helpful for human resource managers in formulating better human resource management policies.

7. Research Methodology

The research paper is descriptive in nature. The data is collected from secondary sources collected through published sources such as reports, journals, research articles, and websites.

8. Concept of moonlighting

Moonlighting is defined as "the practice of holding a second regular work in addition to one's main job" in the 2007 edition of Webster's New World Dictionary. Moonlighting refers to the situation where an employee holds a second job, whilst in the service of the employer which can also be referred as double jobbing (Banerjee, 2012). Moonlighting, often known as holding two jobs, is the practice of working a second job in addition to primary employment, either during your primary employer's working hours or in your downtime afterward. Moonlighting has a variety of implications on an employee's work life, as well as on the employers' compliance policies. The subject of human resource management is expanding quickly, and people are beginning to understand how crucial they are to the efficient operation of an organization.

Innovative methods are being developed daily to provide workers with the environment they need to be more motivated at work. Global competition for the survival of the fittest is fierce, and we must adapt to shifting workplace cultures and find methods for different firms to adopt new human resource practices. Those who are unwilling to change will be forced to concede defeat and remain in the backyard. Therefore, it is crucial to incorporate the most recent human resource practices within the company.

The only option for workers to survive in this environment of fierce competition and keep their primary occupations is to continue looking for difficult alternative possibilities and to try moonlighting alongside them to construct their skill-based portfolio careers.

This is due to the fact that in the current digital era, both companies and employees are placing more emphasis on skill-based employment security rather than job security. Therefore, HR managers need to be extremely proactive in reengineering their work procedures to maintain the important learning employees kept (since the workforce with outdated skill sets typically experiences layoffs) and their turnover intents minimized that may be caused by their moonlighting methods.

9. Concept of teachers' moonlighting

While some teachers work a second job outside of the classroom, others do so in different fields. Teachers have a propensity of taking on additional jobs during their summer breaks and working after classes throughout the school year to tutor students or assist with the club management, but an increasing number of them are looking outside the teaching field for opportunities to avert salary constraints.

In the teaching profession, holding multiple positions is more frequent. Teachers cannot avoid taking advantage of possibilities that are beneficial, financially and professionally, due to the gap between their income and commitments. Teachers moonlight for a variety of reasons, including their passion for their careers, their need for exposure, the growth of their skills, as well as their personal growth.

Teachers often have summers off, and teaching timetables usually end earlier than standard employment schedules. The decision to hold more jobs could be influenced by this shorter work schedule, which might also make it easier to hold numerous jobs. The typically low salary and relatively high rates of teachers moonlighting may also have an influence on various job-holding decisions.

10. Types of Moonlighting

10.1 Blue moonlighting

When workers in their current position are dissatisfied with their pay, they begin looking for part-time work. When an employee is unable to find a part-time job, however, or when his or her efforts are questioned by the performance appraisal, management complies with the employee's request and raises wages and benefits. However, some employees grow dissatisfied with the level of wages and benefits and wish to seek out a second job in order to supplement their income, but due to their limitations, their efforts are unsuccessful. Some employees are not happy with the advantages and wish to work a second job, but their efforts may not be successful because they lack the necessary abilities. Effort failures of this nature are referred to as Blue Moonlighting.

10.2 Quarter moonlighting

Quarter moonlighting is the practice of an employee who is dissatisfied with his current pay and looking for a part-time job to work after his regular job to earn extra money. In this situation, the employee also works a part-time job and splits his or her time between the two. The employee typically does this to increase existing pay and fulfill fundamental needs. This type of side work may only aid with rising expenses or everyday demands.

10.3 Half moonlighting

Half of the employee's time is spent on part-time work or the startup business. The employee's part-time job or employer enables them to have happy lives. Many employees have a tendency to spend more than they make; yet, this type of employee enjoys a lavish lifestyle, saves enough money for the future, and works a part-time job for 50% of their time. Half-Moonlighting is the term for this.

10.4 Full moonlighting

The worker works a part-time job or a new business full- or completely-time while moonlighting. On the first day of work, the employee only serves as a shock absorber. When workers in certain professions feel they have spare time on their hands when they believe their salary falls short of what they had hoped for, or when they notice that their peers are making much more than they are and are in higher social standing than they are. These employees launch a new firm and devote the majority of their time and resources to creating, growing, and diversifying it. This kind of worker creates their own company or industrial unit while continuing to perform their regular duties, which may be helpful during difficult circumstances. However, their secondary employment defines their financial and social standing.

11. Causes of teachers' moonlighting practices

1) Hours constraint: The utility maximizing teacher will typically invest "unused" hours into another (secondary) job or employment if, with a certain hourly wage rate, he or she cannot supply as many hours of work in the primary job as he or she desires in order to maximize utility.

2) Job heterogeneity: It is an additional explanation for the persistence of moonlighting over time. A teacher may choose to moonlight if he or she may receive diverse types of satisfaction from the primary and secondary employment.

3) Liquidity Constraint: If a teacher's current salary is low compared to their level of education, they won't be able to manage liquid funds to cover expenses (current spending needs) and maintain the standard of living that other members of society enjoy.

4) Protecting themselves from future unemployment or job insecurity: The teachers may look for extra secondary occupations out of worry that they may lose their principal job. People who have high-risk primary employment may moonlight to use second jobs as insurance against the possibility of losing their first job.

12. Consequences of teachers' moonlighting

12.1 The positive consequences of moonlighting

1) Additional income: Moonlighting may give teachers a second stream of income that they can use to pay off debt, put money down for a purpose, or just improve their general financial stability.

2) Development of skills: Taking on a second job might provide teachers the chance to pick up new abilities or achieve expertise in a different field. This can improve their résumé and increase their marketability to potential companies.

3)Networking: Working a second job can provide teachers the chance to meet new people, broaden their social networks, and get exposure to a variety of professions and sectors.

4)Improved employee retention: Increased employee loyalty and reduced turnover might result from organizations' willingness to assist their staff members' financial objectives and personal development by enabling teachers to moonlight.

5)Increased productivity: Teachers who work a second job may acquire knowledge or expertise which they may apply to their primary position, enhancing output and improving will enhance output and improve job performance.

12.2 The negative consequences of moonlighting

1)Conflict of interest: Depending on the sort of side gig, employees may be working for a rival organization or taking on tasks that contradict their regular duties. This can lead to a conflict of interest and jeopardize employer confidence.

2)Misuse of corporate resources: Employers do not like it when employees exploit company resources, including computers and software, for a side business.

3)Absenteeism: Moonlighting can lead to absenteeism because it causes exhaustion, schedule conflicts, burnout. Taking time off from the main position to work on secondary projects is common among moonlighting teachers.

4)Lack of focus and fatigue: Teachers who work two jobs may get physically and mentally exhausted, which can cause lethargy, an inability to concentrate, and other health issues. This has a steady negative influence on the expansion of the organization where they work.

5)Reduced efficiency: Teachers may be less effective at their regular work as a result of moonlighting, which can be physically and psychologically demanding. They can be tired, preoccupied, or unable to pay attention to their duties at work.

13.Recommendations

1) Setting up an approval process: Prior to carrying out any outside job, the teachers must notify and acquire consent from their human resources department as well as their immediate supervisor in the educational institutions.

2)Implementation of policies regarding conflict of interest: Policies should be framed by organizations to see that conflicts of interest involving one's organization's trade secrets and private information would not arise from outside employment.

3) Keeping outside work separate: During the organization's regularly scheduled working hours, the employee should be prohibited from doing any outside work and he should not be permitted to perform outside work using organization's resources.

4) Provide adequate compensation: Earning more money is one of the main motivations for taking on additional work by teachers. Organizations can ensure that workers can support themselves without working numerous jobs by providing equitable wages.

5)Encourage a positive workplace culture: A great workplace culture can assist prevent burnout and lower the likelihood that employees will look for new jobs. Organizations should aim to establish a welcoming and enjoyable workplace environment that values the wellbeing of their employees.

14. Conclusion:

As a result of a variety of factors, such as the desire for more money, professional growth, or personal pleasure, moonlighting has become a widespread practice among teachers. However, it is crucial to take into account any potential negative effects of this practice. Working a second job can have an adverse impact on one's personal life, lower productivity, health problems, and job performance. As a result, people should consider the advantages and drawbacks of taking on a second job before making a choice that will support their long-term professional objectives and general well-being. In order to prevent employees from turning to side jobs to make ends meet, employers can think about providing flexible work schedules or fair remuneration

packages. In the end, maintaining a positive work-life balance is essential to the long-term success of both individuals and organizations.

15. Limitations and scope for further research

The present study is based on secondary sources and had not analysed the perception of teachers towards moonlighting intentions. Further, the study had not been conducted on primary data and had not covered challenges faced and coping strategies adopted by moonlighting teachers. So future studies may consider these issues for their research.

16. REFERENCES: -

- Arogundade, K. K., Bankole, O. A., Olukorede, B. B., & Orubuloye, F. H. (2019). DISPOSITIONAL MOTIVE FOR MOONLIGHTING AND ITS EFFECTS ON ACADEMIC STAFF'S PERFORMANCE, RETENTION AND TURNOVER ACROSS TERTIARY INSTITUTIONS IN EKITI STATE, NIGERIA. *UNILAG Journal of Business*, 5(1), 40-51.
- Ashwini, A., Mirthula, G., & Preetha, S. (2017). Moonlighting Intentions of Middle Level Employees of Selected IT Companies. *International Journal of Pure and Applied Mathematics*, 114(12), 213–223.
- Babu, S& Sripathi. (2012) Trends and Challenges in Human Resource Management. (2012). <https://doi.org/10.6084/m9.figshare.13604843>
- Banerjee, S. (2012). Effect Of Employee Moonlighting: A Challenging Task For Managers And Organizations. *International journal of management business research and business startergy*, 1(1),95-100. <http://www.ijmrbs.com/currentissue.php>
- Betts, S. C. (2011). Gender Differences In Multiple Jobholding: Moonlighting Among Teachers. In *Journal of Business & Economics Research* (Vol. 2).25-34.
- Blair, E. J. (Ed.). (2018). *By the light of the silvery moon: Teacher moonlighting and the dark side of teachers' work*. Myers Education Press.
- Block, J. H., & Landgraf, A. (2016). Transition from part-time entrepreneurship to full-time entrepreneurship: the role of financial and non-financial motives. *International Entrepreneurship and Management Journal*, 12(1), 259–282. <https://doi.org/10.1007/s11365-014-0331-6>
- Brown, S., Sullivan, S. L., & Maninger, B. (2019). Moonlighting and morale: The impact on educators who moonlight and how classroom teaching suffers. *Journal of Multidisciplinary Graduate Research*, 1(1).
- Catalina, A., & Kimmel, J. (2009). Moonlighting Over the Business Cycle. *Economic Inquiry*, 47(4), 754-765.
- Conen, W., & de Beer, P. (2021). When two (or more) do not equal one: an analysis of the changing nature of multiple and single jobholding in Europe. *Transfer*, 27(2), 165–180. <https://doi.org/10.1177/10242589211002630>
- Conen, W., & Schulze Buschoff, K. (2021). Introduction to the special issue: multiple jobholding in Europe. *Transfer: European Review of Labour and Research*, 27(2), 141-147.
- David Allen, W. (1998). The moonlighting decision of unmarried men and women: Family and labor market influences. *Atlantic Economic Journal*, 26(2), 190-205.
- Fapohunda, T. M.(1989) INFLUENCE OF MOONLIGHTING ON THE PERFORMANCE OF PUBLIC SECTOR HEALTH CARE WORKERS IN LAGOS NIGERIA. *Vice Chancellor speaks*, 1.

- Gayathri M. (2015). A Study on Employee's Preference over Moonlighting (With Special Reference to SME). In *Issue-VIII: Vol. IV*. www.shreeprakashan.comimej2011@gmail.com
- Ibrahim, J. (2021). Moonlighting among private school teachers in Malappuram district, Kerala. *International Journal for Research in Engineering Application & Management (IJREAM)*, 07, 2. <https://doi.org/10.35291/2454-9150.2021.0232>
- Ilsøe, A., Larsen, T. P., & Bach, E. S. (2021). Multiple jobholding in the digital platform economy: signs of segmentation. *Transfer*, 27(2), 201–218. <https://doi.org/10.1177/1024258921992629>
- Jehan, N., Khan, H., & Arif, M. (2019). Happy Supplying? An Overview of Moonlighting by University Teachers. *I, IV(I)*, 22–32. [https://doi.org/10.31703/ger.2019\(iv-i\).02](https://doi.org/10.31703/ger.2019(iv-i).02)
- Kaur, H., & Saini, M. K. (2020). A Review Study on the Concept of Moonlighting and its Impact on Growth of Organisation.
- Khatri, P. (2014). A Study of Organizational Commitment and Moonlighting Practices of SME Employees in Delhi-NCR. In *Global Journal of Finance and Management* (Vol. 6, Issue 6). <http://www.ripublication.com>
- Kumaresh, S., & Devi, A. B. (2020). An Empirical Investigation of Moonlighting Practices and Its Implications.

