



“Emotional Intelligence A Catalyst For Effective Work-Life Balance In Moonlighting: A Pathway To Career Longevity”

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Abstract: This paper explores the role of emotional intelligence (EI) as an impetus in achieving work-life balance for individuals engaged in moonlighting—working multiple jobs to manage career goals, financial requirements, or personal development. Moonlighting has become a common phenomenon in today's diverse economic environment, where individuals seek multiple streams of income or professional growth. However, maintaining a healthy work-life balance while managing multiple jobs is a challenge that can lead to burnout and deteriorating personal relationships. This paper investigates how emotional intelligence serves as a buffer to these challenges, allowing individuals to effectively have a work life balance

This paper unifies existing literature on emotional intelligence, work-life balance, and moonlighting to propose a model that links EI with the ability to navigate the complex dynamics of managing multiple work roles and personal responsibilities. The study delves into the role of emotional intelligence in fostering work-life balance—a critical factor in ensuring sustainable moonlighting. Work-life balance involves the ability to allocate time and energy effectively across various domains of life, including work, family, and personal pursuits.

The proposed research aims to establish a conceptual framework linking emotional intelligence with work-life balance in the context of moonlighting. Through a synthesis of existing literature on emotional intelligence, work-life balance, and moonlighting, the study seeks to develop a theoretical model that identifies key pathways through which EI influences the ability to maintain balance between work and life while managing multiple roles. The research will explore how emotional intelligence supports self-regulation and stress management, particularly in high-pressure environments. It will also investigate how EI fosters greater self-awareness, helping individuals prioritize tasks, set boundaries, and manage their time more effectively. These abilities are critical for moonlighters, who often face competing demands and conflicting expectations from multiple job roles.

Index Terms - Emotional Intelligence, Job Performance , Job Satisfaction , Moonlighting, Multiple Jobs , Pandemic , Skills , Work Environment, Work-Life Balance

I. INTRODUCTION

In today's brisk and highly competitive professional landscape, the concept of **moonlighting** has gained prominence as a means to diversify income streams and develop additional skills. While moonlighting offers several advantages, it also introduces significant challenges, particularly in achieving an effective work-life balance. Balancing multiple work roles alongside personal life obligations can create stress, fatigue, and burnout, ultimately jeopardizing career longevity and personal well-being.

Post-pandemic, moonlighting has evolved from being an occasional necessity to a strategic career move. Professionals across industries are now embracing this trend to safeguard financial stability, pursue passion projects, and remain competitive in an increasingly uncertain job market. However, this growing trend brings significant challenges, particularly in managing the boundaries between professional commitments and personal life. The pressure of juggling multiple roles can lead to emotional strain, burnout, and difficulties in maintaining a sustainable work-life balance. Moonlighters frequently experience strain in their personal relationships due to time constraints and emotional exhaustion. Emotional intelligence, through its emphasis on empathy, social awareness, and communication, allows individuals to build stronger, more supportive relationships both at work and at home. By improving the quality of these relationships, emotionally intelligent individuals may be better equipped to manage the interpersonal challenges associated with moonlighting and to maintain a higher level of social support, which is essential for long-term well-being and career sustainability.

According to a report by the **U.S. Bureau of Labor Statistics**, approximately 5% of employed individuals in the U.S. held multiple jobs in 2023. This highlights a steady demand for additional income and personal fulfillment through secondary employment. An analysis on moonlighting indicates that the rise in remote work post-pandemic has facilitated flexible schedules, allowing professionals to explore supplementary roles. While moonlighting offers tangible benefits such as **financial stability** and **career diversification**, it also presents substantial challenges. Balancing multiple professional roles with personal obligations often leads to **increased stress, physical fatigue, and emotional exhaustion**, which can strain relationships and hinder career growth. Research conducted by **Gallup (2022)** indicates that over **44% of moonlighters report experiencing burnout**, emphasizing the pressing need for strategies to mitigate these adverse effects and ensure sustainable career trajectories. **The World Health Organization (2021)** reported that long working hours, often associated with moonlighting, contributed to a **29% increase in the risk of burnout**, underscoring the urgency of interventions that can mitigate these risks.

Reference to the context, **emotional intelligence (EI)** emerges as a critical factor in navigating the complexities of moonlighting. Defined as the ability to recognize, understand, and manage one's own emotions and those of others, emotional intelligence enhances decision-making, interpersonal communication, and self-regulation. These competencies are crucial for managing the demands of multiple roles, fostering a healthy work-life integration, and maintaining long-term career sustainability.

The global COVID-19 pandemic drastically altered the professional culture, reshaping traditional employment patterns and accelerating the rise of moonlighting. As organizations adapted to remote work, flexible hours, and the increasing demand for digital services, many professionals sought supplementary income or opportunities for skill diversification, leading to a notable surge in moonlighting activities.

II. RESEARCH GAP

The intersection of Emotional Intelligence (EI), Work-Life Balance (WLB), and moonlighting presents a complex yet underexplored domain, particularly in the context of post-pandemic work trends. Despite growing interest in EI's role in workplace dynamics, several critical gaps remain in the current literature:

1. While studies have explored the impact of moonlighting on job satisfaction and career longevity (Ara et al., 2016; Shweta, 2014), few have examined the role of EI in mitigating stress, role conflicts, and emotional burnout among moonlighters. Research has established EI as a crucial factor in managing interpersonal relationships, enhancing decision-making, and reducing work-family conflict (Salovey & Mayer, 1990; Schutte et al., 1998), but its mediating role in moonlighting remains underexplored.

2. Emotional intelligence has been linked to career adaptability, resilience, and long-term job satisfaction (Cherniss, 2000; Coetzee & Harry, 2014). However, existing studies primarily focus on single-job employees. Research specifically investigating how EI supports career longevity in moonlighting contexts where employees balance dual roles and heightened stress is scarce.
3. Work-life balance is a critical issue for employees engaged in multiple jobs, as moonlighters often experience time scarcity and role conflict (Greenhaus & Beutell, 1985; Allen et al., 2000). Although studies acknowledge the role of EI in managing stress and work-life demands (Nair et al., 2023; Lim, 2015), there is limited research examining how EI-driven strategies help moonlighters achieve sustainable WLB.
4. The COVID-19 pandemic significantly altered work arrangements, leading to an increase in remote work and moonlighting opportunities (Nunoo et al., 2016). Despite this shift, existing literature does not sufficiently address the evolving dynamics of moonlighting and how EI contributes to managing these changes.
5. While research has recognized moonlighting trends in academia (Ara et al., 2016) and IT sectors (Preetha et al., 2017), there is a lack of comparative analysis across different industries. Understanding how EI influences moonlighting practices in various professional sectors could provide deeper insights into its broader implications.

III. NEED FOR STUDY

Addressing these gaps will contribute to a more comprehensive understanding of the interplay between EI, WLB, and moonlighting. It will also provide actionable insights for individuals, organizations, and policymakers seeking to enhance career sustainability and employee well-being in increasingly flexible and dual-job environments.

IV. OBJECTIVES

- To conceptualize the role of emotional intelligence (EI) as a catalyst in achieving work-life balance for moonlighting professionals.
- To analyse existing literature on EI, moonlighting, and work-life balance, identifying gaps and opportunities for future research.
- To provide practical implications for individuals and organizations seeking to improve work-life integration and career longevity in dual-employment contexts

V. LITERATURE REVIEW

Ara et al., (2016) Their study highlighted the impact of part-time work on the happiness of professors at Pakistan's state universities. It identified four key factors driving moonlighting among university faculty: the desire for professional development, limited advancement opportunities in their current roles, the need for greater independence in their work, and the pursuit of financial gain. The research emphasized that holding a second job significantly affects job satisfaction

According to Bar-On et al., (2003) emotional intelligence is significantly related to the ability to exercise personal judgment in decision-making, which helps explain its strong connection with human performance. Success in both professional and personal life requires emotionally and socially intelligent decision-making, which appears to be more crucial than possessing a high IQ. This finding underscores the pivotal role emotional intelligence plays in enhancing overall performance.

In this context, **Emotional Intelligence (EI)** emerges as a pivotal factor in managing the complexities of moonlighting. Defined by (Salovey.Mayer.Emotional.Intelligence.1990) as the ability to recognize, understand, and manage one's emotions and those of others, EI is widely recognized as a key driver of resilience, interpersonal effectiveness, and stress management. High EI individuals are better equipped to:

- **Self-regulate:** Manage emotional responses to stress and role conflicts.
- **Communicate effectively:** Navigate interpersonal dynamics at work and home.
- **Foster empathy:** Strengthen personal and professional relationships.

The competencies are crucial in reducing emotional strain, balancing priorities, and maintaining productivity across dual employment contexts. Moreover, emotionally intelligent individuals tend to leverage their skills to build supportive networks, further enhancing their ability to cope with the demands of moonlighting. Moonlighting or holding multiple jobs has become prevalent in the IT sector, driven by the growth of internet-based companies and their flexible work practices. It refers to the practice of working a secondary job alongside a primary one, either during or outside of regular working hours (Preetha et al., 2017).

Individuals engage in moonlighting for different reasons, which influence whether their practice is persistent or transitory. Persistent moonlighters continue working additional jobs to gain specific benefits, without intending to shift their primary careers. In contrast, transitory moonlighters use secondary employment to acquire skills that help them transition into a new career (Shweta 2014).

After the pandemic when the work from home concept doomed, with it Moonlighting in different jobs also took a pace. The concept of Moonlighting has gained more popularity with the passage of time. We cannot deny the fact that the concept existed over the years but has also gain a renewal in the pandemic. The concept of moonlighting has been variously defined by several authors. Some refer to the behaviour as simultaneous holding of two or more jobs at the same time by an individual (Nunoo et al., 2016). The relationship between emotional intelligence (EI), work-life balance (WLB), and moonlighting has gained increasing attention in the context of career sustainability. This review synthesizes relevant literature to establish the theoretical foundation for exploring EI as a catalyst for effective WLB in moonlighting.

Career longevity depends on maintaining physical and emotional well-being over time. Recent studies underscore the importance of EI in sustaining long-term career satisfaction and preventing burnout (Cherniss, 2000). Employees with high EI are more likely to develop adaptive coping strategies, ensuring sustained engagement and productivity in diverse work settings (Brotheridge & Lee, 2002). In moonlighting, these attributes are crucial for managing dual roles without compromising career goals.

Emotional Intelligence and Work-Life Balance

Emotional intelligence (EI) is defined as the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others (Goleman, 2020) In a work-life context, EI plays a crucial role in helping individuals manage stress, role conflict, and emotional exhaustion, all of which are common when individuals juggle multiple work roles and personal commitments.

Schutte et al., (1998) demonstrated that individuals with high EI are better equipped to manage stress and enhance decision-making, enabling them to balance personal and professional responsibilities more effectively. EI enhances an individual's ability to recognize and regulate emotions, which is crucial for preventing burnout in high-pressure environments. The self-regulation component of EI allows individuals to remain calm and focused under pressure, improving their ability to balance various life domains. Similarly, (Baron 2006, n.d.) emphasized the importance of emotional resilience in fostering emotional well-being and adaptability, essential for balancing the pressures of multiple roles.

Emotional intelligence (EI) serves as a cornerstone for fostering improved job satisfaction, enhanced work-life balance (WLB), and superior job performance. (Nair et al., 2023) emphasize the profound interconnections between EI, job involvement, job satisfaction, WLB, and job performance. Their research underscores that nurturing emotional intelligence in employees is pivotal for optimizing overall performance and satisfaction. The robust linkages identified highlight EI's role as a catalyst for managing workplace dynamics and achieving personal and professional equilibrium.

By leveraging EI to address challenges such as stress and role conflicts, employees can create more balanced and fulfilling professional lives. The findings suggest that cultivating emotional intelligence not only enhances individual capabilities but also contributes to organizational success by fostering higher productivity and retention rates.

In the context of moonlighting, the pressure of juggling dual employment roles often leads to stress, role conflict, and emotional burnout. Numerous studies have explored the factors influencing teaching staff's intentions to engage in moonlighting, particularly in relation to job satisfaction. Key drivers of moonlighting include the pursuit of additional income, dissatisfaction with their current job, the desire to diversify skills, and the need for greater autonomy (Ara et al., 2016b). These emotional regulation skills help individuals create boundaries between their work roles and personal lives, thereby reducing work-family conflict (Cote et al., 2010)

Emotional Intelligence as a Mediator in Moonlighting Contexts

In **Moonlighting** contexts, EI acts as a mediator by reducing **role conflict**—the tension that arises when the demands of one job interfere with the demands of another or with personal life responsibilities. Emotional intelligence (EI) plays a pivotal role in fostering work-life balance among employees. Research by (Nadaraja & Harshani, 2023) reveals that individuals with high levels of EI are better equipped to achieve harmony between professional and personal responsibilities. These employees exhibit enhanced emotional regulation, enabling them to manage demanding work schedules while maintaining personal well-being. Conversely, employees with low EI levels often struggle to balance their work and life effectively, leading to stress and dissatisfaction.

For moonlighters, EI helps in cultivating positive relationships with colleagues, managers, and family members, reducing interpersonal tensions that could otherwise exacerbate stress and conflict. This ability to manage interpersonal relationships more effectively not only facilitates smoother transitions between roles but also ensures a greater level of social support, a critical factor in maintaining long-term well-being and career longevity (Goleman, 1998.). supports this view, demonstrating that individuals with high EI are more adept at managing interpersonal relationships and emotions across different domains of life. For moonlighters, EI helps in cultivating positive relationships with colleagues, managers, and family members, reducing interpersonal tensions that could otherwise exacerbate stress and conflict. This ability to manage interpersonal relationships more effectively not only facilitates smoother transitions between roles but also ensures a greater level of social support, a critical factor in maintaining long-term well-being and career longevity (Goleman, 1998.).

Work-Life Balance and Moonlighting

Work-life balance (WLB) has become an essential aspect of an individual's well-being, particularly in the context of moonlighting, where employees engage in secondary jobs in addition to their primary employment. Achieving an effective WLB is crucial for reducing stress, preventing burnout, and ensuring long-term career sustainability. The research by Greenhaus and Beutell (1985) on the sources of conflict between work and family roles emphasizes the challenges individuals face in balancing their professional and personal lives. These challenges often arise from the overlapping demands of work, family, and other life responsibilities. When moonlighting is added to the equation, the pressure of managing multiple roles can intensify these conflicts, potentially undermining job satisfaction and personal well-being.

Emotional intelligence (EI) plays a pivotal role in addressing these challenges by enabling individuals to regulate emotions, manage stress, and communicate effectively. High EI individuals are better equipped to handle the competing demands of moonlighting and family obligations, as they are more adept at setting boundaries and prioritizing tasks. According to (Greenhaus and Beutell 1985), the ability to set clear boundaries between work and family roles is essential in preventing burnout and ensuring a healthier work-life integration. This becomes even more relevant in the context of moonlighting, where individuals must navigate the complexities of balancing multiple jobs while maintaining personal relationships and self-care.

Maintaining an effective **work-life balance** is a significant challenge in moonlighting. The demands of managing two or more professional roles, along with personal commitments, often result in **stress** and **burnout**, especially when individuals lack the tools to manage emotional strain. Lim (2015) noted that moonlighters face the challenge of time scarcity, as they must allocate time for work, family, and personal well-being. This lack of time often leads to conflicts between work and family roles, which can strain relationships and reduce job satisfaction (Allen et al., 2000).

Allen et al., (2000) highlighted that poor work-life balance can have detrimental effects on health, family relationships, and job satisfaction. These findings are consistent with research by (Côté & Miners, 2006) who argued that **emotional regulation**—a core component of EI—helps reduce work-family conflict and enhances job satisfaction. High EI individuals are more effective in managing their emotions and interpersonal relationships, which can alleviate the negative effects of moonlighting and improve both family life and job performance.

As moonlighters often face high levels of emotional labor, particularly in roles that require extensive interaction with clients, colleagues, and customers, the ability to regulate emotions becomes essential. High EI allows individuals to manage their emotions, reducing the negative impact of emotional labor and enabling them to sustain their commitment and motivation across multiple(Brotheridge & Lee, 2002) This emotional regulation not only aids in managing role conflicts but also plays a key role in fostering a more sustainable work-life balance for individuals who work in dual job contexts.

Emotional Intelligence and Career Longevity

Career longevity, defined as the ability to maintain a long-term career without experiencing burnout or emotional fatigue, is influenced by an individual's capacity to regulate emotions and maintain emotional well-being over time.(Cherniss 2000) demonstrated that **emotional intelligence** enhances resilience, reduces burnout, and improves emotional adaptation, all of which are essential for career sustainability. High EI enables individuals to cope with workplace challenges, reducing the emotional strain that can lead to burnout.

Coetzee & Harry, (2014) emphasize that emotional intelligence (EI) significantly influences employees' career adaptability, a trait essential for long-term career success and sustainability. Career adaptability, supported by EI, involves the capacity to manage career transitions, overcome obstacles, and align personal goals with professional demands. Their research underscores the role of EI in fostering emotional regulation, resilience, and decision-making skills, which are vital for navigating complex and dynamic work environments.

In the context of moonlighting, where individuals balance multiple roles, the adaptability facilitated by EI becomes particularly critical. High EI supports moonlighters in managing emotional labour, reducing burnout, and sustaining motivation across diverse professional responsibilities. This aligns with the broader concept of career longevity, as EI equips individuals to remain engaged and productive over time by addressing challenges with emotional resilience and strategic adaptability.By integrating Coetzee and Harry's findings into the framework of the current research, the role of EI extends beyond individual work-life balance to include sustained career effectiveness in dual employment scenarios. This reinforces the proposition that emotional intelligence acts as a catalyst for achieving both career adaptability and longevity.

In the context of moonlighting, the ability to manage emotional labour and prevent burnout is particularly important for sustaining productivity and engagement in both roles. Brotheridge and Lee (2002)(Brotheridge & Lee, 2002) found that high EI reduces emotional labour, helping individuals to engage more fully in their jobs and preventing career fatigue. For moonlighters, this emotional regulation helps to maintain motivation and focus in both roles, ultimately contributing to career longevity and satisfaction. By enhancing emotional regulation, self-awareness, and interpersonal communication, EI helps moonlighters stay motivated, productive, and resilient, leading to **career sustainability** (Goleman, 1998).

VI. RESEARCH METHODOLOGY

This paper utilizes secondary data from various sources, including articles, journals, research papers, review papers, and internet databases. The study examined several aspects related to moonlighting in organizational settings to explore the connection between moonlighting, emotional intelligence, job satisfaction, and work-life balance.

This study adopts a **conceptual research design** to explore the role of **Emotional Intelligence (EI) as a catalyst for effective work-life balance (WLB) in moonlighting** and its implications for career longevity. As a **theoretical investigation**, this paper synthesizes existing literature, theories, and models to develop a structured framework linking EI with WLB in the context of moonlighting.

The study follows a **qualitative, conceptual, and exploratory approach**, aiming to build a comprehensive understanding of how EI influences moonlighting and career sustainability. It does not involve primary data collection but instead relies on: **Theoretical Analysis**: Examining established EI and WLB models to assess their relevance in moonlighting contexts.

VII. FINDINGS

EI significantly reduces the emotional strain associated with dual employment. High EI individuals are better equipped to regulate their emotions, manage interpersonal relationships, and navigate role conflicts effectively. This reduces stress and fosters greater job satisfaction, both of which are critical for sustaining long-term career engagement (Salovey & Mayer, 1990; Brotheridge & Lee, 2002). Moonlighting intensifies challenges in achieving WLB, as individuals balance multiple professional and personal roles. High EI allows for better emotional regulation and empathy, which are essential for creating boundaries and enhancing the quality of personal and professional interactions. This is consistent with Greenhaus and Beutell's (1985) findings on work-family conflict.

EI contributes to career sustainability by enhancing resilience and adaptability. The ability to manage stress and remain engaged over time supports sustained performance across multiple roles, as evidenced by Coetzee and Harry (2014). High EI mitigates burnout and fosters strategic decision-making, which is pivotal for long-term career success. The shift to remote work during the COVID-19 pandemic accelerated moonlighting practices, with many professionals seeking additional income or skill diversification opportunities. While moonlighting offers financial and career benefits, it also introduces significant risks, such as emotional burnout and diminished well-being (World Health Organization, 2021).

Emotional intelligence enhances the ability to foster meaningful relationships both at work and home. This support system is crucial for alleviating stress and maintaining emotional well-being, which contributes to career sustainability in moonlighting contexts (Goleman, 1998).

VIII. IMPLICATION

The findings of this study carry significant implications for individuals, organizations, and policymakers striving to foster emotional intelligence (EI) as a mechanism for effective work-life balance (WLB) and career sustainability, particularly in the context of moonlighting: Organizations can leverage the study's insights by integrating EI-focused training into professional development programs. By equipping employees with emotional regulation, interpersonal skills, and resilience-building techniques, businesses can enhance productivity and reduce stress. This is particularly relevant in industries where moonlighting is prevalent, as EI helps mitigate role conflicts and emotional fatigue.

Policymakers and human resource professionals can utilize these findings to create guidelines that support flexible work arrangements while minimizing burnout risks. For instance, policies promoting well-being initiatives, stress management workshops, and mental health resources could be integrated into workplace strategies, benefiting moonlighters and conventional employees alike. Career counselors and mentors can incorporate EI-focused tools to help individuals navigate the complexities of balancing dual roles. By

emphasizing the importance of EI in personal and professional growth, advisors can guide moonlighters toward sustainable career pathways that prioritize long-term adaptability and fulfillment. Organizations can establish support systems, such as mentorship programs, peer networks, and wellness initiatives, that encourage the cultivation of emotional intelligence. These systems can help employees better integrate their professional and personal responsibilities, fostering a culture of empathy and understanding.

Higher education and vocational training institutions can incorporate EI modules into their curricula to prepare future professionals for the dynamic challenges of contemporary work environments. Early exposure to EI principles would enhance students' ability to manage dual employment scenarios and complex career trajectories.

The findings open avenues for further exploration into the intersection of EI, moonlighting, and career longevity. Longitudinal studies could investigate how EI training impacts career outcomes over time, while cross-cultural research could reveal the nuances of moonlighting experiences in diverse socio-economic contexts.

By acknowledging the transformative potential of EI, stakeholders across sectors can foster environments where employees not only manage the demands of dual employment but thrive in their personal and professional lives.

IX. LIMITATION OF THE STUDY

1. This conceptual study relies solely on secondary data from literature, academic articles, and reports, lacking empirical data collection such as surveys or interviews, which limits insights into real-world moonlighting experiences.
2. The research depends on existing theories and models, which may not fully capture recent developments or emerging trends, especially post-pandemic shifts in work arrangements and moonlighting practices.
3. The findings are based on general assumptions and may not be applicable across all industries, cultures, or job roles, as moonlighting experiences vary significantly by context.
4. The dynamic and evolving nature of moonlighting, driven by technological, economic, and social changes, means the framework may not address future trends or challenges.
5. Emotional intelligence, while critical, is a multifaceted construct, and broad theoretical models may not fully capture its nuanced role in moonlighting scenarios.
6. The conceptual framework is not empirically validated, necessitating future research to test its practical applicability and impact.
7. Literature selection may involve subjective biases, potentially overlooking emerging perspectives or unpublished ideas in the domain.

X. CONCLUSION

This study underscores that Emotional Intelligence (EI) has emerged as a critical enabler for managing the demands of moonlighting, where individuals balance dual employment roles alongside personal responsibilities. Studies demonstrate that individuals with high EI are better equipped with skills like emotional regulation, resilience, and adaptability, allowing them to effectively navigate stress, role conflicts, and burnout (Brotheridge & Lee, 2002). These capabilities allow moonlighters to maintain productivity and emotional well-being while navigating diverse professional and personal demands (Goleman, 2020). In moonlighting contexts, EI fosters self-regulation, enhances interpersonal communication, and strengthens empathy, all of which are essential for reducing work-family conflicts and improving work-life balance (Greenhaus & Beutell, 1985). Enabling individuals to set boundaries, prioritize tasks, and manage emotional labor, EI enhances their capacity to sustain engagement and satisfaction in multiple roles (Schutte et al., 1998).

Additionally, EI contributes to career longevity by promoting emotional resilience and adaptability, which are crucial for overcoming workplace challenges and maintaining long-term professional commitment (Coetzee & Harry, 2014). High EI supports moonlighters in building social networks, fostering positive relationships, and reducing interpersonal tensions, thereby ensuring smoother role transitions and sustained motivation (Nadaraja & Harshani, 2023).

This synthesis of literature underscores the transformative role of EI in achieving balance and sustainability in moonlighting. By leveraging EI, individuals can address the emotional demands of dual employment, enhance job satisfaction, and achieve career sustainability (Allen et al., 2000). Organizations can benefit from integrating emotional intelligence training into their strategies, thereby fostering employee well-being and optimizing performance in increasingly dynamic work environments.

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