

Examining the phenomenon of moonlighting in the face of a digital gig economy

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Comments

The reader is reminded of the following:

- This dissertation follows a referencing and editorial style as prescribed by the 6th edition publication manual of the American Psychology Association (APA), in compliance with the North-West University's policy of the School of Human Resource Management.
- The dissertation is submitted in the form of two research articles, namely Chapters 2 and 3, and adheres to the editorial style of APA 7th edition, as specified by the *Employee Responsibilities and Rights Journal*.
- Chapter 1 of this dissertation consists of the research proposal that has been presented and accepted by the North-West University on 15 June 2021.

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Abstract

The purpose of this research study was to explore the phenomenon of moonlighting through digital gig work, from a senior management perspective. The modern labour market has been characterised with the appearance of untraditional forms of employment such as moonlighting and gig work (Pouliakas, 2017). Not only have these new forms of work been stimulated by the recent COVID-19 pandemic, but also from flexible methods of working such as work from home (WFH) (Kohn, Albani, Hayday, & Pianko, 2020) and flexi-work. Regardless of these atypical employment forms, it is of critical importance for employers to maintain and preserve the psychological contract that exists between the employee and the employer themselves. Although existing literature focuses largely on the employee perspective on the moonlighting phenomenon, little attention has been paid to the managerial perspective on moonlighting, especially within the gig economy.

This dissertation added a valuable perspective on the moonlighting phenomenon by focusing on how employers perceive this form of employment from a psychological contract perspective. Qualitative research was utilised in the form of semi-structured digital interviews to retrieve the data and to transcribe it into valuable information by using the thematic analysis methodology. The research findings indicated that employers within the information technology industry have a number of expectations of as well as perceived obligations towards their moonlighting employees. From an expectation point of view, participants reported that they expect their moonlighting employees to effectively manage their time, to be consistently available whenever required to, to uphold their performance standards and outputs, to remain focused while at work without the second gig or job trickling over into their primary work, as well as to keep communication lines open with their management team.

Secondly, from an obligations point of view, the participants provided insights into both their perceived obligations towards their organisation, as well as towards their moonlighting employees. The former includes upholding performance standards of moonlighters, the management of risks related to dual employment, as well as maintaining the trust relationship; whereas the latter relates to the facilitation of the approval of moonlighting, providing advice, support, and guidance to the moonlighting employee, and finally to manage their performance outputs.

Key terms: Moonlighting; multiple jobholder; secondary employment; gig economy; digital workforce; supplemental income; obligations; expectations

Opsomming

Die doel van hierdie navorsingstudie was om die verskynsel van dubbele indiensneming te ondersoek in die gig-ekonomie, vanuit 'n senior bestuursperspektief. Die moderne arbeidsmark word gekenmerk deur die voorkoms van nie-tradisionele vorme van indiensneming, soos dubbele indiensneming (Pouliakas, 2017). Hierdie nuwe vorme van werk word nie slegs gestimuleer deur die onlangse COVID-19-pandemie nie, maar ook deur buigsame werksmetodes soos “work from home” (WFH) (Kohn, Albani, Hayday, & Pianko, 2020) en fleksi-werk. Ongeag hierdie atipiese diensvorme is dit van kritieke belang vir werkgewers om die psigologiese kontrak wat tussen die werknemer en die werkgewer bestaan, te handhaaf en te bewaar. Alhoewel bestaande literatuur grootliks op die werknemersperspektief fokus, is min aandag geskenk aan die bestuursperspektief op dubbele indiensneming, veral binne die gig-ekonomie.

Hierdie verhandeling bied 'n waardevolle perspektief op die dubbele indiensnemingsverskynsel deur te fokus op hoe werkgewers hierdie vorm van indiensneming vanuit 'n psigologiese kontrakperspektief beskou. Kwalitatiewe navorsing is gebruik in die vorm van semi-gestruktureerde digitale onderhoude om die data in te win en tot waardevolle inligting te transkribeer, deur die gebruik van die tematiese analise-metodologie. Die navorsingsbevindings het aangedui dat werkgewers in die inligtingstegnologie-industrie 'n aantal verwagtinge het van hul werknemers, sowel as vermeende verpligtinge teenoor hul werknemers wat aan hierdie dubbele indiensnemingsaktiwiteite deelneem. Uit 'n verwagtingsoogpunt het deelnemers gerapporteer dat hulle van hierdie werknemers verwag om hul tyd effektief te bestuur, om altyd beskikbaar te wees wanneer benodig, om hul prestasiestandaarde en uitsette te handhaaf, gefokus te bly terwyl hulle by die werk is, om seker te maak dat die tweede werk nie 'n invloed het op hul primêre werk nie, asook om kommunikasielyne met hul bestuurspan oop te hou.

Vanuit 'n verpligtingsoogpunt het die deelnemers insigte verskaf oor beide hul vermeende verpligtinge teenoor hul organisasie, sowel as teenoor hul werknemers. Eersgenoemde sluit in die handhawing van prestasiestandaarde van die werknemers, die bestuur van risiko's wat verband hou met dubbele indiensneming, sowel as die handhawing van die vertrouensverhouding, terwyl laasgenoemde verband hou met die fasilitering van die goedkeuring van die tweede werk/gig, die verskaffing van advies, ondersteuning en leiding aan die werknemer, en uiteindelik om hul prestasie-uitsette te help bestuur.

Sleuteltermes: Dubbele indiensneming; sekondêre indiensneming; gig-ekonomie; digitale arbeidsmag; addisionele inkomste; verpligtinge; verwagtinge; psigologiese kontrak

Chapter 1: Research Proposal

Introduction

This chapter outlines the background of the research study that was conducted. In this chapter, context is provided surrounding the existing literature on moonlighting and the gig economy, as well as the purpose of the research, investigated research objectives, and the perceived problem statement. Furthermore, the researcher also outlined the research methodology applied throughout the research process.

The past few years have seen significant shifts and changes in the labour market sector, with the growing presence of factors such as flexible working arrangements, decreased loyalty within the employment relationship, and the uprise of short-term jobs. Due to these developments, many employees are searching for different options in which they can secure their employability and income, of which the main option is to participate in moonlighting activities (Panos, Pouliakas, & Zangelidis, 2014; George & George, 2022).

Moonlighting is commonly known as any circumstance where an employee partakes in an additional form of employment, while still working for a primary employer (Banerjee, 2012). Auray, Fuller, and Vandembroucke (2021) support this statement by adding that moonlighting occurs when an employee simultaneously has more than one job. In South Africa, statistics indicate that temporary employment has significantly increased from 2.6 million in 2017, to 3.9 million in 2018 (Booth, 2021). Furthermore, another survey, conducted in 2017, indicates that a notable one in three workers in South Africa are currently participating in multiple forms of employment (Lamprecht, 2017).

In the modern labour market, many moonlighters tend to participate in secondary employment by means of a phenomenon termed "gig working". Accordingly, gig work, or the gig economy, refers to a non-traditional, usually short-term (Gleim, Johnson, & Lawson, 2019) relationship between an employee and an employer. Within this relationship, the employee offers his or her skilled and professional services to the employer, in exchange for remuneration. However, what differentiates this employment relationship from the more traditional, full-time employment relationship, is the fact that work takes place as a series of 'gigs', or individual jobs (Dokko, Mumford, & Schanzenback, 2015) and not as a permanent vocation.

Not only has the last few years seen a significant increase in technological advancements, but also consequently the utilisation of online and digital platforms as a means of conducting work (Choudhary & Saini, 2021). In South Africa, these platforms might include Upwork, GigSafari, Udemy, Nomad Now,

and Uber. In accordance, a notable amount of research has been conducted regarding the current digital era (Choudhary & Saini, 2021) and the transformation of conventional employment relations. It has been noted that, due to these modifications, along with other facets such as work from home (WFH), many employees are participating in moonlighting activities, with an immense focus on digital and part-time gig-work (Dokko et al., 2015; Choudhary & Saini, 2021).

Nica (2018) mentions that this form of employment introduces a new method of surpassing the constraints posed by traditional, full-time employment. Therefore, the number of individuals taking on gigs in addition to their primary source of employment is consistently increasing, with individuals from both the skilled and the unskilled labour force (Ara & Akbar, 2016) shaping the moonlighting gig economy. For this reason, it is of critical importance to try and obtain an understanding of why employees choose to participate in multiple employment activities, while specifically focusing on digital platform work. Many labour researchers (Banerjee, 2012; Doucette & Bradford, 2019; Robertson, Perkins, & Taylor, 2008) have aimed at investigating the reasons behind employees' participation in these two types of phenomena deemed 'moonlighting' and 'gig work'. Accordingly, Doucette and Bradford (2019) divide these motivations into two principal causes, namely pecuniary (financial reasons, such as unsatisfactory income) and nonpecuniary (intrinsic motivations, such as flexibility and diverse job features) reasons.

Some of the main contributions to employees' participation in digital gig work and moonlighting can be described as follows:

Supplementing income

Robertson et al. (2008) mention that many employees who receive a perceived low salary or who are unsatisfied with their current income level seek multiple employments as a motivation to increase their income. This can serve as a way either to be able to support the household, to pay for basic necessities, or to pay for extra desires and luxuries (Robertson et al., 2008).

Skill acquisition and diversification

For many employees, updating and enhancing their skills and knowledge will assist them to become more specialised within their industry, which will ultimately lead them to transition from one career to another, and accordingly, to be more successful in their careers (Panos et al., 2014; Sabu & Joseph, 2022).

Labour market uncertainties

The labour market is an everchanging and flexible vehicle of work. As such, many employees experience a degree of uncertainty regarding the stability of their employment, their income, and future careers (Ara & Akbar, 2016; Sabu & Joseph, 2022). For this reason, employees respond to uncertainties (Doucette & Bradford, 2019) and future risks by seeking additional career and employment opportunities.

Increased job satisfaction/experience of job-dissatisfaction

Many researchers have argued that quite a number of employees who participate in moonlighting activities do so because they perceive certain elements in their current careers to be unsatisfactory – such as their working hours, working conditions, or rates of pay (Ara & Akbar, 2016). These individuals seek second employment opportunities to increase their perceived satisfaction levels by adopting tasks that provide them with the opportunity to grow and develop, and to flourish in a flexible environment.

Flexible working arrangements

As many employees are constrained in their primary employment with regard to fixed working hours, online platform work offers them a sense of flexibility in the way that they supplement their income (Gleim et al., 2019).

Furthermore, Banerjee (2012) has listed positive effects that might occur in light of moonlighting, which focuses on both the employee and the primary organisation for whom the employee provides services. These include the accumulation of additional skills and attributes that could assist the primary organisation to become more productive and innovative, the provision of additional compensation to employees who might experience tough financial circumstances, and also an improvement in employee retention within the organisation (Banerjee, 2012).

Nevertheless, individuals participating in moonlighting and gig work could also create detrimental consequences that could harm their primary organisation. For this reason, it is crucial that organisations implement initiatives and invest their time in the management of these activities. In South Africa, there exists no specific labour legislation or act that aims to prohibit the moonlighting or gig activities of employees. However, there does exist a common law that prohibits, or aims to manage, the moonlighting intentions of the South African labour force. It is a well-established principle that every employee should serve the employer with good faith, which includes the full disclosure of any additional or dual employment activities that could have adverse impacts on the primary employer. Therefore, employees are free to participate in additional work activities outside of their

primary employment, as long as they keep in mind that these activities do not threaten or interfere with their primary employment (Truter, 2016).

Problem statement

From previous research conducted and a thorough investigation of the current existing literature on the topic, it is quite evident that there are more employees participating in moonlighting activities than most employers anticipate (Ara & Akbar, 2016; Auray et al., 2021; Banerjee, 2012; Malik & Menal Dahiya, 2023). These moonlighting activities of employees can be very problematic for the primary employer. If not correctly and adequately managed, it could have adverse consequences that could lead to productivity concerns, decreases in financial resources, or, in the worst scenario, the collapse of the company. Accordingly, Liu et al. (2020) express their opinion by disclosing that one of the major distressing impacts of gig workers is their unforeseeable performance in their primary work.

Lotich (2014) is another researcher who has also expressed an opinion regarding the various concerns that employers face due to moonlighting employees. These concerns can be summarised as follows:

Trading secret information

Employees of the primary employer who conducts secondary or additional employment activities that are similar to that of the primary employer could pose the threat of sharing confidential information that could potentially harm the primary employer (Misganu, Ayenew, & Lemi, 2022). Buhl (2020) also supports this concern by stating that the leakage of intellectual property is one of the biggest concerns that most employers face in the presence of dual employment.

Exhausted employees

Employees who work a second job, whether via digital platforms or other means, will often work extremely long hours, which can eventually lead to work overload and might cause them to become exhausted and fatigued. If this exhaustion continues to dominate, productivity will be undermined and primary job responsibilities will be disregarded (Lotich, 2014; Misganu, Ayenew, & Lemi, 2022).

Use of company resources

Lotich (2014) expresses concern by stating that many employees tend to use their primary employers' resources for their secondary occupation as well, which ultimately increases the expenses for the primary employer. With respect to employees conducting digital gigs part-time, they might

often utilise their primary employers' electronical devices (laptops) or internet network in order to complete the gigs.

Health concerns

Not only will exhaustion, burnout and fatigue lead to decreased productivity and disregarded job responsibilities, but it will also lead to physical and psychological health problems for the employee (Lotich, 2014; Misganu, Ayenew, & Lemi, 2022). High stress levels are one of the major health impacts that these individuals experience, along with a lack of sleep, exercise, and a balanced diet.

It is clear that the problems organisations face due to moonlighting employees are vast. For this reason, the debate exists as to whether it is adequate for employees to participate in secondary employment activities (Banerjee, 2012), and how employers can aim to manage these activities in such a way that any potential harm is minimised – for both the individual and the organisation. It is important for organisations to determine the level of conflict between the two sources of employment, as it could lead to two possible outcomes (Banerjee, 2012). The first can be described as role enrichment, which means that elements of one job, such as skills accumulated, could also benefit the other job. However, the second outcome is that of role depletion, meaning that the employees' contribution towards one job could harm the other job or employer (Banerjee, 2012).

One potential option that can be explored by employers to manage these activities is through the instatement of a provision within a common law contract of employment. This includes the establishment of policies that manage the additional employment activities of employees (Banerjee, 2012), and that allows the primary employer to be fully aware of any conflict-of-interest risks.

It has been found that the future world of work will no longer consist of only long-term, permanent, and formal jobs, but rather of individual and short-term gigs, mostly achieved through digital resources (Stewart & Stanford, 2017). As such, it is of utmost importance to investigate different measures and means of regulating this newly developed employment niche. Because the majority of conducted research on the topic of moonlighting and gig work focuses predominantly on the consequences of these activities on the employees themselves (Collier, Dubal, & Carter, 2017), very few or almost none have focused on the effect thereof on the primary employers of these employees participating in dual employment practices.

Therefore, while bearing the factors that drive individuals to take part in these activities in mind, as well as the known consequences or effects of this on individuals and employers, I have concluded that it is worth reviewing and researching the potential regulation and management of moonlighting

activities (in the form of digital gig work) of employees, as a means of protecting the primary employers' organisation.

The few pieces of previously conducted research on the topic of moonlighting (Sabu & Joseph, 2022) has mainly focused on determining the reasons and motives behind moonlighting activities, as well as the positive and negative effects and impacts thereof on the participants of the employment relationship. However, despite being a significant type of behaviour found in many countries' labour markets today (Dickey, Watson & Zangelidis, 2011), there are few literature pieces that focus mainly on the way in which these behaviours could be managed.

As such, this research study aimed to contribute to a better understanding of the managerial approach towards multiple job holding, and specifically those conducting digital gig work, with an overview of the reasons for and impacts of these activities on the primary employer.

Research questions

From the beforementioned discussion, the following research questions were formulated in an attempt to address the problem statement:

- What are the perceived employer expectations regarding employee moonlighting?
- What are the perceived employer obligations regarding employee moonlighting?

Research objectives

Article 1: Employer expectations regarding employee moonlighting

To investigate the various expectations that employers (those in senior management positions) have regarding the moonlighting activities of their employees.

Article 2: Employer obligations regarding employee moonlighting

To investigate the various obligations that employers and senior management have towards their employees participating in dual employment activities.

This dissertation was developed following the article option, where Chapters 2 and 3 are two academic articles. These articles were based on the above primary objectives with further secondary objectives for each article.

Research approach

This research study employed a qualitative research approach. Qualitative research is mostly involved in producing research findings that are based on words, rather than statistical procedures (Bryman, 2012; Yilmaz, 2013). Qualitative researchers aim to build an understanding of participants' perceptions and experiences of certain phenomena and include methods such as document analysis and in-depth interviews (Bryman, 2012). Furthermore, a constructivism paradigm was utilised in this study, as it explores the subjective meanings that individuals hold regarding their human experiences throughout certain social phenomena (Shah & Al-Bargi, 2013). Shah and Al-Bargi (2013) further mention that, according to the ontological assumptions of this paradigm, reality is constructed through interactions in the social realm, while the epistemological assumptions are related to the researchers' belief that knowledge about a certain phenomenon will constantly be influenced and developed as with each individual participant's interpretation and experience.

A qualitative research approach with a constructivism paradigm has been deemed as the most appropriate approach for this research study, as the researcher aimed to explore the dynamics of moonlighting and gig work through the perception and individual experiences of managers exposed to the influences of moonlighting employees. Accordingly, qualitative research was applied throughout both research articles that contribute to the final dissertation.

Research strategy

As a way of investigating the specific research issues of this study and answering the proposed research objectives, the researcher made use of a qualitative description (QD) research strategy. Kim, Sefcik, and Bradway (2017) explain that qualitative description is used specifically for those studies that consist of descriptive characteristics, and that aim to explore the 'who, what and where' of certain phenomena. Furthermore, Neergaard, Olesen, Andersen and Sondergaard (2009) contribute to this understanding by illustrating that a qualitative descriptive strategy is commonly appropriate in instances where the researcher aims to generate a simple description of the phenomenon in question. As qualitative description is generally associated with research focused on purposeful samples and semi-structured interviews as a method of collecting data, QD has been deemed a suitable strategy for this research study in an attempt to understand the managerial perception of moonlighting from both an obligation and expectation perspective.

Research method

Research setting

Considering that the research study was conducted in South Africa, the researcher targeted individuals in senior managerial positions within information technology (IT) companies specifically across the KwaZulu-Natal, Gauteng, and Western Cape regions. The researcher deemed the IT sector an appropriate study population, as it represents a large number of employees participating in dual employment activities through digital mediums (Seema & Sachdeva, 2019). Consequently, the theoretical population of this research study consisted of senior management individuals within the IT sector. The Basic Conditions of Employment Act (BCEA) 75 of 1997 defines a senior management employee as “an employee who has the authority to hire, discipline and dismiss employees and to represent the employer internally and externally”. Accordingly, senior management employees were relevant to this study, as the researcher aimed to understand their perception of employees participating in digital gig work.

Interviews were conducted by means of an online platform, namely Zoom Video Communications Inc., and stretched over a period of two years. Due to the distinctive type of research setting used in this study, the participants were required to have access to an electronic device, such as a tablet or computer, as well as stable and secure internet connection in order to conduct the interview without any interruption.

Entrée and establishing researcher roles

Prior to conducting the interviews, the researcher made contact with organisations within the IT industry in South Africa and contacted each prospective participant individually per telephone call or email. A participant information leaflet (Appendix A) was shared with all potential participants to provide them with the required background information on the purpose of the research study and interview process.

Throughout the research study, the researcher fulfilled a variety of roles. One of the most important roles that the researcher fulfilled was that of *planner*. Firstly, the researcher approached potential participants, informed them about the purpose of the study and obtained their permission and willingness to conduct semi-structured interviews with them. The researcher planned the exact interview process step-by-step, together with the specific method that was utilised to analyse the obtained data. Furthermore, the researcher also acted as an *interviewer*, *active listener*, and *transcriber* (Creswell, 2009), by administering various questions to the participants to obtain valuable

and useful information regarding their individual perceptions of moonlighting through digital non-traditional forms of work. The researcher then continued to *transcribe* the collected data through certain analysis techniques to evidently make meaningful correlations and themes, and to *report* on these themes through the writing of the final dissertation (Creswell, 2009).

Sampling

For this particular research study, a purposive, or non-probability, sampling method was used. This allowed the researcher to select participants who fit the criteria for the study (Bryman, 2012), namely individuals in senior managerial positions who have had some form of exposure to employees participating in moonlighting activities, or secondary digital gig work. These targeted participants were distributed around numerous IT organisations within South Africa, as there is only a limited number of senior management employees in each organisation. Furthermore, this also assisted the researcher in ensuring a thorough distribution of the research findings. As the researcher did not aim to generalise the findings of the study to a greater population, but rather to form an understanding of the impact of the phenomenon of moonlighting, purposive sampling was deemed an appropriate approach.

The specific form of purposive sampling technique that has been used is criterion sampling. This allowed the researcher to select participants who complied with all the requirements and criteria needed for the study (Bryman, 2012), including the following:

- Participants who occupy a senior management position within an IT company or IT department, as defined by the Basic Conditions of Employment Act 75 of 1997.
- Participants who have had experiences with employees in their company who have participated in gig work or moonlighting activities.
- Participants located within South Africa.
- Participants with good English communication skills.

The sample size of this research study comprised 20 participants ($N=20$). The researcher utilised the same sample for both research articles ($n = 20$) and consequently asked questions aimed at exploring the manager's expectations and obligations towards the research topic. The researcher continued with the interview process until data saturation was achieved, sufficient information was collected to answer the research questions, and no new information could be generated from the interviews (Fusch & Ness, 2015).

Data collection methods

For the purpose of this study, semi-structured, individual interviews were used to generate data from relevant participants. Accordingly, these interviews were conducted via an online platform named Zoom Video Communications Inc., where the researcher was able to communicate individually with each research participant by means of an online video method. Semi-structured interviews were chosen as an appropriate method as it involves open-ended questions that can be followed by questions relating to the 'how' and 'why' of things (Newcomer, Hatry, & Wholey, 2015). This allowed the researcher to generate more information from the participants other than what was required from the predetermined list of questions, allowing the researcher more flexibility (Newcomer et al., 2015). Utilising open-ended questions also ensured that 'yes' and 'no' answers were avoided, as these do not contribute much to the understanding of the phenomenon. Accordingly, semi-structured interviews were used as a data collection method for both research article 1 (exploring the employer expectations towards moonlighting) and research article 2 (exploring the employer obligations towards moonlighting).

The researcher utilised a predetermined list of questions (Appendix B), but did not follow it in a strict manner, rather choosing to ask follow-up questions as the participant responded. The questions were compiled in a logical sequence that explored both the employers' expectations (Article 1) and obligations (Article 2) regarding the moonlighting phenomenon. From these open-ended questions, the researcher was able to understand the phenomenon of moonlighting from the manager's point of view. During the data collection process, the researcher continued with the interviews until data saturation occurred and no new information could be generated (Fusch & Ness, 2015).

Prior to conducting the interviews, the researcher obtained verbal informed consent from all participants, and duly informed each participant of all the necessary details regarding the interview process, together with the purpose of the study. Participants were required to conduct the interview in a quiet room where potential distractions could be kept to a minimum, in order not to influence the outcome of the interview in any way. Furthermore, participants were also informed about the necessity for a stable and secure internet connection to use Zoom without any disruptions to the network connectivity.

Before conducting the official research interviews, a pilot study was launched with three individuals outside of the sample to ensure that the questions were understandable. Questions were refined and altered after this pilot study as the researcher identified areas for improvement. As this study did not aim to generalise any research findings, but merely to effectively develop an understandable image of

the perceptions regarding moonlighting, it was not essential for the researcher to retrieve the biographical information from research participants prior to continuing with the interview.

Recording of data

The conducted interviews were recorded by means of the recording option on Zoom to capture the participant's answers to the interview questions. At the beginning of the recording, prior to starting with the interview questions, the researcher retrieved verbal informed consent from the participants. The recordings were transcribed into valuable information using colour coding in Excel. These transcriptions, together with the recordings, were stored in a private and secure location that is password protected and that only the researcher and supervisors had access to.

Data analysis

A thematic analysis was chosen as an appropriate method for identifying and evaluating the content of extracted data. Thematic analysis is a very flexible qualitative method for identifying patterns or themes in a series of data (Braun & Clarke, 2006). Accordingly, Braun and Clarke (2006) further state that it aids researchers in identifying shared meanings within data and helps them to ultimately make sense of these meanings. This form of data analysis assisted the researcher to examine and understand the degree of influences of moonlighting within businesses, as well as the existing attempts to manage and perceptions of managing these activities.

After the interviews were transcribed, the data generated from the interviews was analysed with the help of a colour coding system. Accordingly, the researcher made use of six steps towards data analysis, as set out in Bruan and Clarke (2006).

Step 1: Familiarise yourself with your data

To become familiar with the extracted data, the researcher reviewed the recorded interviews in order to interpret and construct similar concepts and patterns. The researcher also re-read the extracted data from the colour coding process to identify themes throughout the data.

Step 2: Generate initial codes

During the second phase, the researcher developed codes for each category identified within the data. Accordingly, the researcher will pay specific attention to significant details and aspects of the responses (data), whereby the themes could be organised into meaningful groups. The aim of this

step was for the transcribed data to align with the established research questions to produce various categories.

Step 3: Search for themes

From these identified categories, the researcher then continued to develop certain themes pertaining to the categories. Accordingly, the researcher identified all similar data within each category and organised it into themes that correspond with the category. Where allowed and possible, the researcher also developed sub-themes for each theme.

Step 4: Review themes

The fourth step involved the reviewing and evaluation of themes by the researcher to ensure that each response has been coded, and that each theme and sub-theme corresponded with each other and with the categories in which it has been placed. It allowed the researcher to refine all developed themes and to ensure that each theme contributed to the greater understanding of the research problem.

Step 5: Define and name themes

During this step, the researcher ensured that all the developed themes and sub-themes were accurately defined and named, and that an emphasis was placed on the most important aspects of each response by the participant. Once this was completed, the researcher was able to describe each theme separately.

Step 6: Produce the report

The researcher then, finally, produced an explicit explanation of all the findings as it related to the specific categories and themes. The researcher ensured that the findings were explained in such a way that it logically makes sense to the readers, and that it is easy enough to comprehend.

Strategies employed to ensure quality data

Bryman (2012) explains that some of the most critical aspects that qualitative researchers need to adhere to are the standards of trustworthiness, validity, and reliability. For these reasons, the researcher ensured that the following criteria were all met to enhance the trustworthiness of the findings:

- *Credibility*: Anney (2014) defines credibility as “the confidence that can be placed in the truth of the research finding”. Therefore, it is important for the researcher to ensure that the

research findings contain believable and convincing information that has been extracted from participant's reactions. The researcher aimed to provide findings that are true to the perceptions of the participants regarding moonlighting of employees and management's perception thereof.

- *Transferability*: The second criterion pertains to the transferability of the data, which is "the degree to which the results of qualitative research can be transferred to other contexts with other respondents" (Anney, 2014). Accordingly, this relates to the degree to which the results could be generalised to a wider population. For this research study, the researcher ensured transferability by providing a thorough description of the context of the study, as well as the strategies employed to conduct the study and to generate research findings.
- *Dependability*: Anney (2014) further explains that dependability is "the stability of findings over time". In other words, it relates to the criteria that similar methods and contexts could be used in the future to repeat the findings from the study. By providing a detailed and documented analysis of all the steps taken by the research to produce the findings, the researcher aimed to comply with this criterion of dependability.
- *Conformability*: The final criterion that the researcher complied with to ensure data quality is that of conformability, which refers to "the degree to which the results of an inquiry could be confirmed or corroborated by other researchers" (Anney, 2014). The researcher aimed to ensure conformability within the research study by remaining objective throughout the process and not taking her own subjective opinions and feelings into account when analysing and interpreting the data. Rather, the researcher focused on the explicit experiences of the research participants and generated findings that reflect these perceptions.

Reporting

The data was collected and transcribed into valuable, noteworthy information, and the researcher reported on the findings in a qualitative format. Accordingly, all themes and sub-themes were logically outlined in the final report.

Ethical considerations

Because the elements of this research study consist of human participants as well as the use of online interviews, the researcher thoroughly considered various ethical aspects to protect the research participants (Fox, Murray, & Warm, 2003). The researcher adhered to the following considerations to

ensure that all ethical standards were met throughout the research study (Wellman, Kruger, & Mitchell, 2005):

- *Informed consent*: The researcher obtained the informed consent of all participants prior to conducting the interviews. The researcher ensured this by retrieving the verbal consent of all participants at the beginning of the recorded Zoom session, following an in-depth explanation and discussion regarding the purpose of the study. No participant was forced to participate in the study, but had the opportunity to contribute by their own willingness.
- *Confidentiality and anonymity*: To ensure that the individuals' privacy is protected, their names and identities were kept strictly confidential. Participants were referred to as, i.e. Res 001 (respondent one) to ensure that their identify is kept confidential. Furthermore, the participants were assured that no information will be discussed with any outside or third party other than the researcher's supervisor and will only be used for the purpose of the study, namely to develop an understanding of the perception of secondary employment practices by means of digital gig work. The researcher ensured that all data was kept private in a secure location that is password protected.
- *Protecting participants from harm*: To protect the participant from any harm that may come to them, no personal questions were asked that could have had a possible negative impact on these individuals' lives or identities. Furthermore, the researcher remained as objective as possible throughout the research process.

Overview of chapters

The dissertation will consist of the following four chapters:

Chapter 1: Research proposal

Chapter 2: Research article 1: Employer expectations regarding employee moonlighting

Chapter 3: Research article 2: Employer obligations regarding employee moonlighting

Chapter 4: Conclusions, limitations, and recommendations

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Chapter 2: Research article 1

Employer expectations regarding employee moonlighting

Orientation: This paper was an effort to explore the dynamics of moonlighting within the primary employers' organisation, specifically in terms of the various expectations that employers (those in senior management positions) have regarding the moonlighting activities of their employees. Moonlighting, together with participation in gig employment, has become an increasing phenomenon in the modern world of work. However, although these activities bring forward substantial benefits to both employee and employer, it might also pose significant challenges to both participants within the employment relationship. The sample included 20 ($n = 20$) managers from various organisations within the information technology industry. The study comprised semi-structured interviews as a form of qualitative research methods.

Research purpose: To investigate the various expectations that employers (those in senior management positions) have regarding the moonlighting activities of their employees.

Main findings: The following six themes were identified: (1) understanding of the term 'moonlighting', (2) the presence of moonlighting intentions among employees, (3) categories of secondary employment, (4) the presence of existing policies in the primary company, (5) manager expectations towards moonlighters, and (6) awareness of expectations among employees.

Practical implications: The findings produced from this research study might potentially equip managers and employers with the necessary insights, tools, and understanding to effectively manage moonlighters within their organisations.

Contributions: The study provided insight into the specific and subjective expectations of managers towards their moonlighting employees, with the majority of the participants reporting that they expect their employees to maintain open communication, uphold their performance, and not let their second job interfere with that of their primary job.

Keywords: Moonlighting; dual employment; multiple jobholding; secondary employment; supplemental income; gig economy; gig worker; IT industry; information technology; expectations; psychological contract

Introduction

In the modern world of work, labour economies are characterised by atypical employment (Pouliakas, 2017), often times in the form of moonlighting and gig work. In essence, moonlighting, also referred to as “multiple jobholding”, refers to the phenomenon of having more than one form of employment (Bouwhuis et al., 2018). Campion, Caza, and Moss (2020) contribute to the understanding of the term moonlighting by explaining that it is a phenomenon that occurs when an individual undertakes two different jobs simultaneously in exchange for some form of compensation.

Jamal, Baba, and Riviere (1998) concluded that systematic research on moonlighting is very scarce, although speculations exist around the paramount contribution that multiple jobholding might have on labour economies (Huiskamp, Sanders, & Van den Bossche, 2011). Campion et al. (2020) further argue that the current literature on multiple jobholding and moonlighting lacks adequate theoretical development and the integration of disciplines and theories. Although employees of all ages undertake additional jobs, it can be argued that younger workers with less prior experience are more probable to pursue multiple jobholding. Healey (2018) supports this statement, arguing that younger workers generally earn a smaller salary, are more knowledgeable regarding technological advancements and platforms, and they are constantly striving to accelerate their careers.

It is furthermore important to note that a moonlighter does not necessarily engage in secondary jobs that are related to that of their primary job. In fact, they often times pursue opportunities in different occupations or industries (Panos, Pouliakas, & Zangelidis, 2014). Multiple jobholders will either participate in moonlighting activities on a short-term basis, for temporary reasons, or for a longer duration.

Motives behind moonlighting

According to Campion et al. (2020), there has been a significant increase in the number of individuals participating in multiple jobholding, thereby justifying the necessity of research in this field. The COVID-19 pandemic has resulted in an uprise of employment uncertainty. Not only has the COVID-19 pandemic resulted in uncertain employment, but it has also created creative work arrangements such as work from home (WFH) and a remote workforce (Kohn, Albani, Hayday, & Pianko, 2020; Sabu & Joseph, 2022).

In the past, employees mostly displayed their loyalty towards a single employer; however, Kisumano and Wa-Mbbaleka (2017) argue that this is no longer the case in the modern labour market. In the current labour economy, having more than one source of employment is no longer uncommon or

unheard of, as it is crucial that employees take responsibility and action regarding the steps required to secure their employability and livelihoods (Holbeche, 2015).

Quite a number of labour researchers have aimed at developing an understanding of why employees decide to participate in multiple jobs simultaneously. Following this research, the most evident motive that was produced relates to financial reasons (Healey, 2018; Heineck, & Schwarze, 2004; Hirsch, Husain, & Winters, 2016; Oyer, 2020; Green, 2013; Banerjee, 2012; Doucette & Bradford, 2019; Krell, 2010; Jamal et al., 1998; Vermeeren, 2017; Campion et al., 2020; Raeder, 2018; Kisumano & Wa-Mbbaleka, 2017; Seema & Sachdeva, 2019). Many workers have opted for alternative employment arrangements to uphold their *financial security*. Accordingly, a study conducted by Averett (as cited in Heineck & Schwarze, 2004) found that 30 to 35% of moonlighting employees offered financial circumstances and expenses as their primary motivation for participating in moonlighting activities.

Banerjee (2012) noted that employees nowadays are not only concerned about *career flourishing*, but also *economic advancement*, which has been a major motivation for them to take on additional work with a secondary employer. The always-evolving labour market is characterised by uncertainties and complexities (Kisumano & Wa-Mbbaleka, 2017), thereby requiring employees to be flexible, adaptable and multiskilled. Other reasons retrieved from previous literature include the need or desire to gain *experience*, as well as *pure enjoyment* of the second job (Heineck & Schwarze, 2004).

Labour researchers Keith, Harms, and Tay (2019) and Campion et al. (2020) developed an approach towards moonlighting, reporting that there are two types of factors influencing an employee's intention to moonlight. Firstly, push factors refer to conditions forcing an employee to pursue alternative work arrangements, such as economic disruptions. Certain factors could also pull an employee towards secondary employment, such as the desire for flexibility and financial or career security (Campion et al., 2020; Keith et al., 2019). These factors are also related to career development and psychological fulfilment. This corresponds remarkably with the framework developed by Bretz, Boudreau, and Judge in 1994, namely the push-versus-pull career motivation framework (as cited in Campion et al., 2020). Past research further recorded that employees with a higher skillset and social capacity are more likely to be pulled into desirable multiple jobholding, whereas lower-skilled workers are rather pushed into these conditions (Keith et al., 2019).

Finally, Doucette and Bradford (2019) made a valuable summary of the motives behind moonlighting intentions, differentiating between pecuniary and nonpecuniary motivations for multiple jobholding:

Pecuniary motivations relate to external motives, such as hours constraint and earnings constraint explanations. Accordingly, literature argues that multiple jobholders pursue a second job in an effort

to supplement their income and meet their financial demands. In most cases, the earnings from the second job are less than that received from the primary employer (Averett, 2001).

Nonpecuniary motivations relate to internal reasons, such as the desire for diverseness in their career, improved flexibility in the way that they conduct or perform their work, as well as purely for the joy that the second job provides them (Robes & McGee, as cited in Doucette & Bradford, 2019).

Banerjee (2012) as well as Doucette and Bradford (2019) contribute significantly to the past literature on moonlighting intentions, evidently concluding that an employee's primary job alone is often not sufficient to meet all their demands and needs, thereby tempting them to pursue alternative work arrangements.

Influences of moonlighting

The existing literature is relatively divided in opinion regarding the potential impacts that moonlighting intentions might have. Accordingly, these impacts can be categorised by means of positive outcomes (benefits) versus the negative outcomes (disadvantages).

Positive outcomes

One of the most cited benefits derived from moonlighting and gig work is that it offers nonfinancial benefits, such as an increase in *job satisfaction* and enhancement of the *employees' skillset* (Bouwhuis et al., 2018; Pouliakas, 2017; Banerjee, 2012; Krell, 2010; Keith, et al., 2019; Ahmad, 2020; Kaur & Saini, 2020). It can be argued that, when an employee engages in supplemental flexible work that differentiates from that of their primary employer, it allows them to develop a new skillset and to gain satisfaction. Not only does this benefit the employee, but it also poses significant advantages to the primary employer by creating skilled workers who can be retained (Banerjee, 2012). Furthermore, employees are able to *supplement their income* and aid their financial stressors. It can therefore be argued that multiple jobholding serves as insurance during uncertain economic times (Pouliakas, 2017). Moonlighting in the form of gig work specifically enables the employee to cross borders and the constraints imposed by the traditional labour market (Kalleberg & Dunn, 2016).

Kaur and Saini (2020) finally summarise the benefits of moonlighting to be based on the following premises: 1) salary and income; 2) improved professional network and relationships; 3) motivated employees; and 4) improved skillsets.

Negative outcomes

Although modern work arrangements, such as gig work and moonlighting, have proven to be quite beneficial towards the employee and potentially the primary employer, it does not come without its risks or disadvantages. Research conducted by Dawson, Karahanna, and Buchholtz (2014) found that individuals participating in multiple-agency relationships may often lead to negative breaches for either one or all of the parties involved. Among these are *incompatible work schedules*, increased *stress* (Bouwhuis et al., 2018) and *fatigue* (Kaur & Saini, 2020; Misganu, Ayenew, & Lemi, 2022), as well as an *imbalance* between the employees' work and personal life (Kisumano & Wa-Mbbaleka, 2017).

The negative impact that moonlighting may have on the employee's primary employer is notwithstanding its challenges. Overworked and exhausted employees may lead to productivity concerns in the primary employment (Kaur & Saini, 2020; Misganu, Ayenew, & Lemi, 2022). Pouliakas (2017) further explains that a poorly managed work-life balance will subsequently increase the absenteeism rate of the moonlighting employee, while researchers such as Banerjee (2012) and Misganu et al. (2022) adds that there might be a liability risk when a second job is closely related to the business of the primary employer. Lastly, the exploitation of company resources, such as computers, internet connection, printers, and valuable work time, also poses immense threats to the primary employers' organisation (Krell, 2010).

Gig economy

The gig economy can be generally defined as "temporary positions filled by independent contractors on a short-term basis" (Usailko, 2016, as cited in Doucette & Bradford, 2019). De Stefano (2015) motivates his research of the gig economy, noting that this employment form allows the worker more flexibility as well as remuneration on a *pay-as-you-go* basis. The gig economy has generated alternative employment opportunities (Bozoğlu, Güven, & Ciğerim, 2024), where workers can access gigs or additional income via the online cloud (Liu, et al., 2020). Researchers found that the differential characteristic between the gig economy and traditional employment is the utilisation of online, digitally-based work methods (De Stefano, 2015; Dunn, 2018). It is of critical importance for labour researchers to investigate and explore this atypical form of employment, as it is gaining interest and is getting progressively prevalent in the current labour market (Gropanzano et al., 2023). A study conducted by McKinsey and Company (as cited in Ahmad, 2020) predicted that the gig economy will contribute USD 2.7 trillion to the global labour economy by 2025.

Characteristics of the gig economy include temporary jobs or gigs (side-hustles), flexible working arrangements related to when and where the work is completed (Keith et al., 2019), as well as digitalised work methods (Stanford, 2017) via online settings (Liu et al., 2020). Stanford (2017) also produced significant contributions to our understanding of the gig economy, explaining that the five organisational features that encompasses digital gigs are: 1) they only take place when required and in demand; 2) compensation is dependent on the output or completion of the tasks; 3) the employees themselves are responsible for providing their own equipment and resources required to complete the task; 4) there exists a triangular relationship between the producer, the client and the intermediary, and 5) digitalisation is required for one or more phases of the gig, whether it is for the actual completion of the task, the delivery method, or the settlement of charges.

Researchers such as Seema and Sachdeva (2019) support findings that the IT sector is greatly characterised by moonlighting workers opting for flexible working conditions. Due to the uprise in internet platforms and technological advancements, brought forward by Industry 4.0, multiple jobholding is ever more prevalent (Keith, et al., 2019; Seema & Sachdeva, 2019). Pouliakas (2017) explains that the instability of the labour market, especially in the IT sector, is steering employees towards new forms of work, such as flexi-jobs, or the most prevalent, gig work. The IT sector is furthermore characterised by high employee turnover, as the employees have expectations of higher salaries (Diedericks, 2012), flexibility and autonomy (Claussen, Khashabi, Kretschmer, & Seifried, 2020). Ahmad (2020) further supports the statement that technological developments in the world of work, such as virtual meetings and remote work, serve as an instigator for the gig economy and moonlighting.

Outcomes of the gig economy

It is also worth reviewing the potential consequences that the gig economy, as a form of additional employment, might have on the labour market. Doucette and Bradford (2019) found that unsuited gigs in addition to an employee's primary job can have a detrimental effect on the efficiency, and therefore the profitability of the entire labour economy. The gig economy also delivers contributing benefits to the world of labour and the global economy, including increased innovation, entrepreneurial activities, flexible work methods, the opportunity to create and maintain a work-life balance, as well as supplemental income (Kalleberg & Dunn, 2016). Another significant benefit of the gig economy is that work has the potential to take place outside of and across geographical barriers (Pulignano, 2019).

It is vital to understand that the gig economy and multiple jobholding are separate concepts. While the gig economy refers to short-term or task-based work, multiple jobholding can consist of multiple forms of either short- or longer-term work opportunities (Campion et al., 2020).

Table 1: Differences between the gig economy and traditional employment (Ahmad, 2020)

Gig economy	Traditional employment
Short-term/freelance	Permanent
Flexible arrangements	Structured work arrangements
Technologically based (digitally enhanced)	In-person work

Expectations

Dadi (2012) defines expectations as “to have an optimistic vision that something you hope for would come your way soon; to have a positive outlook of what you wish to receive. To be potentially optimistic of what you are about to receive in return for your hard work; to anticipate being treated equally and given the same opportunity as others”. Similarly, The Oxford Dictionary (as cited in Gresse, Linde, & Schalk, 2013) explains expectations to be a “strong belief about the way something should happen or how somebody should behave”. Expectations are based on the premise that promises have been made within an exchange relationship (Dadi, 2012), such as between an employee and an employer. Within these relationships, each party holds their own perceived expectations regarding what they want to receive from the relationship. Gresse et al. (2013) explain that each party discovers what the other party expects of them, and consequently develops their own specific expectations.

From an employee’s perspective, an expectation exists from their specific needs or desires during their service with the employer, such as remuneration and pleasant work circumstances (Dadi, 2012). However, previous research on the employers’ expectations is very limited. The small piece of existing literature suggests that employers’ expectations have significantly changed over the years, now requiring employees to be creative and innovative, flexible in the way that work is performed, as well as self-motivated and committed (Bala, 2013). Lowry et al. (as cited in Diedericks, 2012) mention that employers and managers within the IT industry expect their employees to be productive and effective, deadline-oriented, multiskilled and conscious towards organisational impacts. Newton and Nowak (2013) further suggest that employees within the IT sector are often also expected to have diverse skills. Veldsman (2008) further distinguishes between conscious and unconscious expectations, explaining that a conscious expectation might be very direct, such as in relation to salary, whereas an

unconscious expectation might present itself in the form of recognition and job performance (Anderson & Schalk, 1998).

The array of expectations derived from an employer (as well as from an employee) is extremely large. Different individuals in the labour market hold different types of desired outcomes and actions that they expect their employees to deliver, as well as standards to live up to. Consequently, employees also vary in their ability and willingness (Veldsman, 2008) to meet these expectations perceived by employers. What is important to note is that, although the expectations have never been verbalised or communicated from either party, the assumption is made that the other party will meet these expectations (Veldsman, 2008). Researchers such as Turnley and Feldman (1998) emphasise this finding, noting that the only effective way of managing expectations and living up to them, is to ensure that they are communicated to the other party.

Problem statement

It is argued that, although moonlighting and gig work are becoming increasingly prevalent in labour economies, little to no research has been conducted in this field. In fact, Doucette and Bradford (2019) argue that previous research mainly focused on the widespread occurrence of these work methods in traditional work settings, such as a lecturer conducting additional work at a secondary university. Furthermore, organisational and labour research has paid very little attention to the management of multiple jobholding or moonlighting from an employer perspective.

Research objectives

Primary objective

The main objective of this research article is to investigate the various expectations that employers (those in senior management positions) have regarding the moonlighting activities of their employees.

Secondary objectives

- To investigate how digital gig work is conceptualised by senior management employees.
 - To explore the expectations that managers hold of the moonlighting intentions of employees;
- and

- To explore how employer expectations regarding moonlighting are communicated to employees.

Research design

This research study is explorative in nature, and it utilised a qualitative research approach. Qualitative research intends to produce research findings that are based on the premise of words and meaning, instead of statistical and scientific procedures (Becker, Bryman, & Ferguson, 2012; Yilmaz, 2013). Accordingly, the aim of the researcher was to understand the research participants' subjective perception and experiences regarding moonlighting activities among the employees within their work teams as well as broader organisation.

Research setting

The study was conducted in information technology (IT) companies across the KwaZulu-Natal, Gauteng, and Western Cape regions. The researcher targeted individuals in senior managerial positions within the IT sector as it represents a large number of employees participating in dual employment activities through digital mediums (Seema & Sachdeva, 2019). Accordingly, senior management employees were relevant to this study, as the researcher aimed to understand their perception of employees participating in digital gig work. Interviews were conducted by means of an online platform, namely Zoom Video Communications Inc.

Sampling

The sampling method utilised for this research study is that of a purposive, non-probability nature. More specifically, the researcher made use of two types of purposive sampling methods, namely criterion and snowball sampling. The researcher first utilised criterion sampling, where participants were selected if they adhered to the specific requirements that were needed for the study. These include the following:

- Individuals who are in a senior management positions within an IT company.
- Senior managers who are knowledgeable regarding moonlighting or gig work, and (preferably) who have had previous experience with moonlighting employees.
- Individuals who have good English communication skills.

Secondly, the researcher also utilised snowball sampling, allowing the participants to refer potential contributors for the study who adhere to the criteria of the research, and who could make a meaningful contribution to the research. The researcher did not intend to generalise the research findings to a greater population, but rather to form a conclusive understanding of the phenomenon of moonlighting from a managerial perspective. As such, the geographical information of each participant was not recorded or used within the final presentation of research findings.

A total of 20 interviews were conducted ($N = 20$) as the researcher continued with data collection until the point where data saturation was reached, and no new information could be derived from the participants.

Data collection methods

For the purpose of this study, semi-structured interviews were used as the appropriate research method to investigate the phenomenon of moonlighting within the digital economy, as perceived by working individuals within senior management positions. These interviews attempted to explore the dynamic and subjective expectations that senior managers possess towards moonlighters within their organisation. The semi-structured interviews took place electronically via an online platform, Zoom. This ensured that the participants could be reached across geographical borders, across different provinces, and that they could conduct the interview within a setting that was most comfortable for them. Prior to conducting and recording the interviews, the researcher obtained verbal informed consent from all participants, and also reiterated that their privacy will be kept confidential at all times.

The interviews encompassed open-ended questions where the participants had the freedom and opportunity to voice their personal experiences and perceptions regarding the research topic. The researcher utilised a predetermined list of questions (Appendix B), but did not follow it in a strict manner, rather choosing to ask follow-up questions as the participant responds. The questions were compiled in a logical sequence that explored the employers' understanding of and expectations towards moonlighting. From these open-ended questions, the researcher was able to understand the phenomenon of moonlighting from the manager's point of view. During the data collection process, the researcher continued with the interviews until data saturation occurred and no new information could be generated (Fusch & Ness, 2015).

Recording of data

Each research interview was recorded using the recording option on Zoom, upon receiving the informed consent from the participant. This allowed the researcher to reevaluate each interview in detail after the initial session. All answers to the research questions that were provided by the interviewee were transcribed and organised into relevant and similar themes. The transcripts were kept private in a secure location where only the researcher had access to them.

Research findings and discussions

Main findings

The findings derived from this research study have been organised into six categories and themes, in support of the six research questions presented to the participants during the interviews. Table 2 summarises these six themes, organised into corresponding sub-themes with the number of responses from participants indicated next to it (#R).

Table 2: Themes and sub-themes identified from research interviews

Theme	Sub-Theme	#R
Understanding of moonlighting	• Multiple jobs	18
	• No understanding	2
Moonlighting intention among employees	• Lack of full-time moonlighting	8
	• Presence of full-time moonlighting	12
Category of secondary employment	• Unknown	2
	• Similar to primary employment	9
	• Differs from primary employment	9
Presence of existing policies in the primary company	• Lack of existing policies	10
	• Presence of existing policies	10
Manager expectations towards moonlighters	• Time management	2
	• Constant availability	5
	• Upholding performance	4
	• Being uninfluenced	6
	• Open communication	6
	• Compliance with policies	1

Awareness of expectations among employees	<ul style="list-style-type: none"> • Unawareness 	4
	<ul style="list-style-type: none"> • Awareness 	16

Theme 1: An understanding of the term ‘moonlighting’

In this category, the participants were questioned on their subjective understanding of the term *moonlighting*. According to the current literature, moonlighting refers to the phenomenon of having more than one form of employment simultaneously (Bouwhuis et al., 2018). The research results correlated very closely with the beforementioned definition of moonlighting as per the current and existing literature.

Multiple jobs

From the interview results, it is evident that the majority of the participants associates the term moonlighting with the simultaneous undertaking of multiple jobs. A total of 90% of participants were able to produce their understanding of the phenomenon. These participants exclusively understood moonlighting to be synonymous with the undertaking of two different forms of employment at the same time. A number of participants commented that moonlighters often participate in a secondary form of work on a part-time basis, usually after primary working hours, and, in some cases, without the knowledge of the primary employer. These findings correlate significantly with that of researchers such as Bouwhuis et al. (2018) and Campion et al. (2020).

No understanding

Only 10% of the participants were not familiar with the term *moonlighting* and could not provide further insight into their understanding of this phenomenon.

Theme 2: Awareness of moonlighting intention among employees

For the second category of the research study, the participants were asked about their awareness of the presence of moonlighting within their organisation. This category also specifically focuses on the presence of full-time moonlighting, where employees are undertaking additional work, whether in the form of gigs or self-employment, on a consistent basis. The results indicate that 60% of participants are aware that there are employees within their team or department who are currently participating in moonlighting activities, whereas only 40% of participants have no awareness of such presence. A

few participants reported that only one to three employees participated in dual employment activities, whereas others reported that their entire team are involved in such activities. What might be the most interesting finding from this research category is those participants who acknowledged that they themselves, although in managerial positions, are participating in secondary work.

Theme 3: Category of secondary employment that employees are involved in

The third category required the participants to summarise the types of employment that their moonlighters are participating in aside from their primary job. The findings from this research category were exactly two-folded, with 50% of participants indicating that their employees are participating in gigs that are very similar to that of their primary employment, and 50% of participants reporting that the secondary job is very different from that of the primary job.

Similar to primary

The research findings illustrate that many employees are moonlighting within the information technology industry, which is identical to their primary employment. These employees appear to be completing gigs such as installing routers, servicing computers, basic computer support, online maintenance, software development, and web design.

Different to primary

In those cases where moonlighters are completing jobs or gigs in industries divergent to that of their primary employment, the research findings indicate a disperse around entrepreneurial, sales, hospitality, as well as financial sub-themes. Panos et al. (2014) agree with this finding, stating that employees often pursue opportunities for additional work within different occupations or industries.

Theme 4: Presence of existing policies that organisations use to manage moonlighting

The participants were questioned around the presence of existing policies or guidelines that aim to manage moonlighting within their organisation. Two sub-themes emerged from the research findings, namely the presence of existing policies, as well as the lack of existing policies.

Presence of existing policies

A total of 50% of the research findings suggest that an employee is often required to complete a written documented report on their intentions to participate in secondary forms of work, which will then either be approved or rejected by management. Some participants commented that the policy

usually forms part of the initial employment contract in the form of a conflict-of-interest clause, whereas others noted that the 'moonlighting' policy exists separate to other policies and contracts, and that it is regularly reviewed on an annual or biannual basis.

Lack of existing policies

The other 50% of research participants reported that their organisations do not have any policies in place that are aimed at regulating moonlighting intentions. In most instances, employees are required to verbally declare their secondary job to their direct line manager for approval. However, this requirement does not form part of an official or formal company legislative contract and, subsequently, it was reported by some participants that employees seldom declare their secondary job.

Theme 5: Perceived expectations of managers towards moonlighters

The fifth category required the participants to explore the specific expectations that they hold towards their moonlighting employees. The findings from this category produced a wide range of themes, namely 1) time management; 2) constant availability; 3) upholding performance; 4) being uninfluenced; 5) open communication; and 6) compliance with company policies.

Time management

Two participants commented that they expect their moonlighting employees to effectively manage their own time in such a way that the second job does not influence their primary work during normal working hours and that they are able to effectively manage themselves in their primary work.

Constant availability

Five participants noted that the information technology sector is often times very demanding and, as such, employees might be required to avail themselves after normal working hours for the completion of work tasks, such as server maintenance and IT support. For this reason, managers expect their moonlighters to be available on certain occasions above the commitment to a second job.

Upholding performance

In a few instances, participants reported that they care little for the employees' after-hours activities, whether gigs or secondary jobs, as long as the employees are able to uphold their optimum performance levels within the primary organisation and deliver on all expected outputs. This finding

corresponds with the published research by Diedericks (2012), who explained that managers within the IT industry expect their employees to be productive, effective, and deadline-oriented.

Being uninfluenced

One of the most recorded expectations that derived from this research category is that the moonlighting employee's primary work is not influenced in any way whatsoever by the secondary gig. Six participants reported that the second job should not be anywhere closely related to that of the primary job and that there should be no conflict of interest between the two.

Open communication

A large number of participants noted that open communication between the moonlighting employee and their manager is one of the most important expectations derived from the manager's perspective. As such, managers expect their moonlighting employees to openly communicate any intentions with them before taking up a second job, as well as to openly discuss possible challenges experienced from the dual employment.

Compliance with policies

Lastly, only one participant reported that they expect their moonlighting employees to comply with the documented policies and procedures as set out by company directives.

Theme 6: Awareness of managerial expectations amongst moonlighters

Finally, participants were asked whether the beforementioned expectations are actively communicated to their teams and employees. 80% of the participants reported that their expectations are being actively communicated to their employees either through regular meetings, or a regular review of the company's policies. Only 20% of the participants reported that there are no fixed ways of communicating their expectations to their employees, and that these expectations will only be made available to the employees in extreme cases of non-performance or risks related to the moonlighting activities.

Discussion

The research conducted resulted in the investigation of the following six themes: (1) understanding of moonlighting, (2) moonlighting intentions among employees, (3) category of secondary employment,

(4) presence of existing policies in the primary company, (5) manager expectations towards moonlighters, and (6) awareness of expectations among employees. The primary objective of this study was to investigate the various expectations that employers (those in senior management positions) have regarding the moonlighting activities of their employees. The main findings provided an insight into the specific and subjective expectations that managers hold towards their moonlighting employees, with the majority of the participants reporting that they expect their employees to maintain open communication, uphold their performance, and not let their second job interfere with that of their primary job.

The findings generated from this research study have been derived from the qualitative semi-structured interviews where the researcher was able to understand senior managers' perspectives and expectations around moonlighting and supplementary gig work. The researcher found that the majority of participants are knowledgeable around the definition and existence of moonlighting, and that this phenomenon is quite evident within the modern labour market, especially within the technologically savvy information technology industry. Moonlighters are also not necessarily completing gigs or second jobs within the same industry; however, often times, these activities take place within a completely different sector, such as finance, sales, or hospitality. Furthermore, the researcher investigated the prominence of existing policies aimed at regulating moonlighting activities within organisations in the South African IT industry and, in correlation with the findings produced, these policies are not necessarily always formally implemented, but rather consist of verbal agreements or the disclosure of moonlighting intentions to management. Finally, the research study also provided an insight into the specific and subjective expectations of managers towards their moonlighting employees, with the majority of the participants reporting that they expect their employees to maintain open communication, uphold their performance, and not let their second job interfere with that of their primary job.

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Chapter 3: Research article 2

Employer obligations regarding employee moonlighting

Orientation: The main objective of this research article was the exploration of management's perspective regarding employee moonlighting. The researcher aimed to investigate the subjective obligations held by employers and senior managers within the IT industry related to the moonlighting activities of their employees. Due to the significant uprise of atypical employment in the modern labour economy, it is of high importance to research, investigate, and explore these new ways of working and to anticipate the potential impacts on primary employers if not properly managed. The study comprised a sample of 20 ($n = 20$) managers from various organisations within the IT industry, and the researcher utilised semi-structured interviews as a qualitative research method.

Research purpose: To investigate the various obligations that employers and senior management have towards their employees participating in dual employment activities.

Main findings: The following six themes were identified: (1) motives behind moonlighting, (2) the influence of moonlighting, (3) perceived obligations towards to primary organisation, (4) perceived obligations towards the moonlighting employee, (5) personal management approaches, and (6) the effectiveness of existing management frameworks.

Practical implications: The findings produced from this research study might potentially equip managers and employers with the necessary insights, tools, and understanding to effectively manage moonlighters within their organisations.

Contributions: The research study provided an insight into the specific and subjective obligations of managers both towards their organisation and the moonlighting employee. Examples of reported obligations towards the organisation include maintaining the trust relationship, mitigating risks related to the moonlighting intentions, as well as ensuring that performance standards are upheld. Lastly, examples of perceived obligations towards the moonlighting employee include providing support, guidance, and advice to the moonlighters, facilitating the approval of their moonlighting intentions, looking after their health and wellness, as well as managing their performance outputs.

Keywords: Moonlighting; dual employment; multiple jobholding; secondary employment; supplemental income; gig economy; gig worker; IT industry; information technology; obligations; psychological contract

Introduction

The modern labour economy is remarkably characterised by new methods of working and atypical forms of employment, including gig work and moonlighting, otherwise referred to as multiple jobholding or dual employment. Consequently, employers are required and expected to adapt to these labour market trends in ways that will ensure that the company's viability remains intact and that employment for their workforce is secured. However, due to the novelty and recentness of these phenomena, employers are facing excruciating challenges during the managerial process and the transition from traditional to atypical employment. It is vital for researchers to provide modern employers with an understanding of these phenomena as well as to equip them with the necessary tools to effectively mitigate the moonlighting intentions of their workforce, starting with the senior management of organisations.

The Basic Conditions of Employment Act (BCEA) 75 of 1997 defines a senior management employee as "an employee who has the authority to hire, discipline and dismiss employees and to represent the employer internally and externally". Accordingly, senior management employees are relevant to this study, as the researcher aims to understand their perception of moonlighting employees under their employment. This research article will consequently utilise senior managers as the foundation for its research, detailing their specific and subjective perspectives on the phenomena in order to further provide clear and logical research findings that might further aid in their understanding and managerial approach.

The psychological contract

Psychological contract research is significantly advanced and empirical research dates back to the 1960s, if not earlier. In 1962, Levinson et al. (as cited in Liu et al., 2020) defined the psychological contract as "a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware but which nonetheless govern their relationship to each other". Rousseau is another researcher who has made a significant contribution to the psychological contract literature with his profound publications on this labour-economy topic. According to Rousseau (1989), he defined the psychological contract as an "individual's belief regarding the terms and conditions of a reciprocal exchange agreement between that central person and another party."

In summary, two important aspects that encompass the psychological contact are respectively an individual's perceived expectations and obligations (Gong & Sims, 2023; Veldsman, 2008). When both parties within the exchange agreement fulfils the reciprocal expectations and obligations of the other,

it will subsequently increase the level of trust between employee and employer (Liu et al., 2020). It is vitally important to distinguish the psychological contract (PC) from the traditional and legal employment contract. Furthermore, whereas the legal employment contract entails written rules and regulations regarding the job, the PC contains unwritten and unspoken perceptions on their agreed-upon and mutual obligations and expectations (Lui et al., 2020). It can therefore be agreed that the PC is subjective in nature, whereas the formal employment contract is rather objective in nature. Conway and Briner (as cited in Dadi, 2012) explain that an employment contract is enforceable by law, whereas the PC is not. Another important factor to take into consideration is that the PC is reciprocal in nature, meaning that those expectations perceived by the employee will simultaneously form the obligations perceived by the employer (Linde, 2015; King & Bu, 2005), and *vice versa*.

Rousseau's (1995) theory summarises that there predominantly exists a positive relationship between an employee and his/her employer, mostly built around perceived expectations derived from the employee, as well as obligations from the employer. Levinson (as cited in Veldsman, 2008) provided a further summary of the PC, stating that this subjective phenomenon comprises the sum of mutual expectations and obligations as perceived between the employee and the employer. Interesting to note, however, is that a moonlighting individual develops a psychological contract with each one of his/her employers (Raeder, 2018).

Table 1: Differences between the psychological contract of a temporary versus permanent worker (De Jong, Schalk, & De Cuyper, 2009)

Temporary worker	Permanent worker
Large investments in employment relationships from the employee's side, in an attempt to adjust into permanent employment	The organisation's investment in the employment relationship is higher in an attempt to lower employee turnover
Few employer promises/obligations	The psychological contract is based on high obligations from both parties

Rousseau's research in 1995 and 2001 reported two types of psychological contracts, namely relational psychological contracts, and transactional psychological contracts. Firstly, a relational PC is long term in nature with a combination of socioemotional components (Rousseau, 1995). These usually contain organisational obligations in return for expectations, such as loyalty and productivity. In contrast, a transactional contract is has a shorter timeframe and they are based on an exchange agreement of reciprocal obligations and expectations from both parties (Rousseau, 1995).

In summary, the PC is an internal contract containing the mutually perceived obligations and expectations from both the employee and employer's side (King & Bu, 2005). Previous research has argued that PC theory is critical in understanding the relationship between employment security and negative connotations, such as disloyalty and unsatisfactory performance (De Cuyper, De Witte, Sverke, & Naswall, 2014; King, 2000; Linde, 2015).

Psychological contract breach

Linde (2015) established that any unexpected changes to the PC can lead to job insecurity as well as lower job satisfaction as perceived by the employee. Accordingly, in instances where expectations and obligations diverge from one another, there could be a significant impact on the relationship between the employee and the employer (Robinson & Rousseau, 1994). Roehling et al. (as cited in Winter & Jackson, 2006) found that employers expect their employees to be committed and allocate effort towards the organisation. In turn, they will be rewarded with opportunities for career advancement. It has further been found that, when employees perceive that their desires and expectations have been met, they will be intrinsically motivated and consequently display increased dedication towards their employer. On the other hand, employees who sense that these expectations have not been met and employer obligations not fulfilled, will have a decreased commitment (Winter & Jackson, 2006).

In the event of PC breach brought about from the employer, the employee might potentially experience negative reactions of decreased job satisfaction, decreased commitment towards the organisation, as well as an increased desire to leave the company (Dawson, Karahanna, & Buchholtz, 2014). Robinson and Morrison (as cited in Dawson et al., 2014) explain that, when an employee considers the employer to have failed to live up to their obligations, it may lead to a breach in their psychological contract. This statement was also supported by Robinson and Rousseau (as cited in Veldsman, 2008), who further explained psychological contract breach to be "the cognition that one's organisation has failed to meet one or more obligations within one's psychological contract." The implications of psychological contract breach are not to be taken lightly. When either of the parties to the employment relationship perceives the psychological contract to have been violated, it might lead to emotional, societal as well as employment consequences (Veldsman, 2008). These consequences can take the form of emotional outbursts/feelings, such as frustration and anger, as well as a disruption in the trust relationship.

Obligations

Obligations need not be defined in exact terms, but rather take the form of a symbol that is executed by a party to a relationship, such as support (Shore & Barksdale, 1998). Liu et al. (2020) define obligations as "employees' perceptions of their employers' specific promises." They further explain

that increased job satisfaction and organisational commitment, as well as lowered turnover intentions are evident in the presence of obligational commitment. Robinson and Rousseau (1994) deliver a further definition of the term obligations, defining them as “beliefs held by an employee or employer, that each is bound by promise or debt to an action or course of action in relation to the other party”.

Blau (1964) explains that an employer’s actions, as derived from their perceived obligations, must be returned by mutually favourable behaviour from the employee. If this exchange does not take place, negative consequences may result, such as a breach in the psychological contract between the employee and employer (Gong & Sims, 2023). In the modern and current labour world, employers, and their organisations hold many more obligations than ever before, such as the creating of a lasting and contributing workplace environment (Diedericks, 2012). Through previous research findings, researchers have found that many positive outcomes can be derived when an employee experiences the employer to have fulfilled their obligations towards them, and that it will subsequently increase the employee’s contributions towards the employer (Liu et al., 2020).

Problem statement

It is evident that there is a gap in the current labour literature regarding the importance of understanding the phenomena moonlighting and gig work from a managerial perspective. It is furthermore critical for researchers to explore the subjective perspectives of employers, in correlation with their own perceived obligations, as found within their unwritten psychological contract with their employees.

Research objectives

Primary objective

The primary objective of this research article is to investigate the various obligations that employers and senior management have towards their employees participating in dual employment activities.

Secondary objectives

- To explore the obligations that managers hold towards moonlighting employees.
- To explore the managers’ perception of the influence that moonlighting has on the business activities and practices of the primary employer.

- To investigate the existing strategies that managers utilise to manage moonlighting in the workplace.

Research design

The research approach employed for this article is that of a qualitative design. Becker, Bryman, and Ferguson (2012) described qualitative research as a method that is grounded upon subjective perceptions, meanings, and themes, and is less focused on statistical and scientific methodologies. Within this article, the researcher explicitly aimed at collecting data and forming meaningful themes from senior managers' subjective perspectives related to employee moonlighting and dual employment within the gig economy, and how these activities are impacting on their organisations.

Research setting

The study was conducted in information technology (IT) companies across the KwaZulu-Natal, Gauteng, and Western Cape regions. The researcher targeted individuals in senior managerial positions within the IT sector as it represents a large number of employees participating in dual employment activities through digital mediums (Seema & Sachdeva, 2019). Accordingly, senior management employees were relevant to this study, as the researcher aimed to understand their perception of employees participating in digital gig work.

Interviews were conducted by means of an online platform, namely Zoom Video Communications Inc.

Sampling

The researcher utilised two forms of purposive, non-probability sampling methods for this research study, namely criterion and snowball sampling. Criterion sampling was used as an initial method to investigate participants who adhered to the requirements of the study, including:

- Individuals who are in a senior management position within an IT company or department.
- Senior managers who are knowledgeable regarding moonlighting or gig work, and (preferably) who have had previous experience with moonlighting employees.
- Individuals who have good English communication skills.

Following the criterion sampling, the researcher also utilised snowball sampling where the participants were asked to refer potential contributors to the study who also adhere to the abovementioned criteria. The researcher did not aim to generalise any research findings to broader industries, and therefore did not record the geographical information of the participants. A total of 20 interviews were conducted ($n = 20$) as the researcher continued with data collection until the point where data saturation was reached, and no new information could be derived from the participants.

Data collection methods

For this research article, the researcher aimed to accomplish the objectives by pursuing semi-structured interviews as a research method to investigate the managerial perspective of their obligations towards moonlighting employees. By using semi-structured interviews, the researcher was able to explore the subjective experiences and obligations of senior managers in the presence of moonlighting activities within their organisations. The researcher specifically targeted participants who occupied a senior managerial position within either an information technology (IT) organisation or within an IT department. The reasoning behind this population is the relevance and ease of access that employees within this sector have to undertake a secondary form of employment, such as gigs.

The semi-structured interviews took place electronically via an online platform, Zoom. This ensured that the participants could be reached across geographical borders, across different provinces, and that they could conduct the interview within a setting that was the most comfortable for them. Prior to conducting and recording the interviews, the researcher obtained verbal informed consent from all participants, and also reiterated that their privacy will be kept confidential at all times.

The interviews encompassed open-ended questions where the participants had the freedom and opportunity to voice their personal experiences and perceptions regarding the research topic. The researcher utilised a predetermined list of questions (Appendix B), but did not follow it in a strict manner, rather choosing to ask follow-up questions as the participant responds. The questions were compiled in a logical sequence that explored the employers' understanding of and obligations towards moonlighting. From these open-ended questions, the researcher was able to understand the phenomenon of moonlighting from the manager's point of view. During the data collection process, the researcher continued with the interviews until data saturation occurred and no new information could be generated (Fusch & Ness, 2015).

Recording of data

In view of the fact that Zoom was utilised for the data collection, it was possible for these interviews to be recorded after receiving informed consent from the participants. The researcher reviewed each recording and scrutinised the answers to each research question posed during the interviews. The information was then arranged and categorised into subjective themes that were utilised for the final research findings. The researcher ensured that the transcripts were kept in a private and safe location with prohibited access.

Research findings and discussions

Main findings

The findings derived from this research study have been organised into six themes in support of the six research questions presented to the participants during the interviews. Table 2 summarises these six themes, organised into corresponding sub-themes with the number of responses from participants indicated next to it (#R).

Table 2: Themes and sub-themes identified from research interviews

Theme	Sub-theme	#R
Motives behind moonlighting	• Supplementary income	17
	• Additional experience	3
	• Ambition and fast-tracking of career	6
	• Pure enjoyment/hobby	5
	• Increasing skillset	7
	• Personal development	5
Influence of moonlighting	• Negative influences	26
	• Positive influences	7
	• No influence	2
Perceived obligations towards the primary organisation	• Upholding performance	9
	• Risk management	14
	• Maintaining the trust relationship	3
	• Support and guidance	10

Perceived obligations towards the moonlighting employee	• Facilitate approval of moonlighting	1
	• Provide opinion and advice	4
	• Protect the health and wellness of the employee	2
	• Performance management	6
Personal management approach	• Detection of early warning signs	3
	• Performance tracking	7
	• Open communication channels	5
	• Continuous motivation	2
	• None	2
Effectiveness of existing management framework	• Effective	7
	• Ineffective	13

Theme 1: Motives for the participation in moonlighting activities

In the first category of the research study, the participants were asked to provide an in-depth understanding of their own perspective regarding the motives for an employee's participation in moonlighting activities. The research findings showcased multiple diverse themes surrounding the motives around multiple jobholding, including 1) supplementing income, 2) gaining additional experience, 3) ambition and fast-tracking of career, 4) pure enjoyment or hobbies, 5) increasing skillset, and 6) personal development.

Supplemental income: A significant number of 17 participants reported financial reasons to be a noteworthy motivating factor for the participation in dual employment activities. Furthermore, certain participants commented that employees will often partake in secondary jobs or gigs due to the urgency of saving money for a specific life event, such as paying off debt, as well as to cover important expenses. Therefore, it can be summarised that employees are often largely motivated and driven by financial purposes, which is supported by existing literature by multiple researchers, including, but not limited to Banerjee (2012), Doucette and Bradford (2019), Krell (2010), Jamal, Baba, and Riviere (1998), Vermeeren (2017), and Campion, Caza, and Moss (2020).

Additional experience: A few participants (3) also revealed that the desire for additional experience might also be a contributing factor for participation in moonlighting activities. Subsequently, employees are motivated through their drive to be exposed to various and diverse types of industries and sectors, thereby broadening their knowledge and expertise. From existing literature, Kisumano

and Wa-Mbbaleka (2017) also reported that employees often tend to participate in dual employment activities due to the uncertainties and complexities of the labour market, thereby forcing them to become more experienced and multitalented.

Ambition and fast-tracking careers: Almost a third of the research participants revealed that ambition is also a notable motivating factor for the participation in dual employment. Accordingly, participants explained that many employees are constantly searching for methods to fast track their careers and to, in some cases, even own their own companies and be completely self-sufficient. This serves as inspiration to search for additional forms of employment that might equip them with more knowledge and experience to accelerate their advancements in their careers, and evidently to gradually transition into the second job permanently. This correlates with the research findings of Healey (2018), who also found that employees often participate in multiple jobholding in order to accelerate their careers.

Pure enjoyment or hobbies: Results indicate that employees will also complete side jobs or gigs merely for the fact that they have a significant interest in another industry or to pursue a hobby that might simultaneously contribute to a supplementary income. Researchers Heineck and Schwarze (2004) support these findings, stating that many employees nowadays opt to moonlight for the pure enjoyment of the second job.

Increasing skillset: Employees are also motivated based on the opportunity to increase and develop their existing skillset. Seven participants proclaimed that exposure to new and different employment opportunities, in addition to their primary job, might lead to the development of new skills that the employee did not already possess.

Personal development: A final motivating factor for the participation in moonlighting is due to the desire for personal development. From a management perspective, findings indicate that employees who engage in these alternative employment opportunities are investing time and effort into their own personal and professional growth.

Theme 2: The influence of moonlighting

The participants were questioned about their opinion regarding the potential impact and influences that dual jobholding could have on the employees' primary career, as well as on the moonlighting employee themselves. Nearly all of the participants reported negative influences, whereas only seven participants recalled a few positive influences.

Negative influences: Various negative influences were recorded from the research findings, ranging from tired employees (as motivated by Kaur & Saini, 2020), the overflow into primary work activities, conflicts of interests, and the loss of productivity. Firstly, an employee's health and energy levels might be impacted by working more than one job at the same time as they do not have much time to rest or relax. A second negative influence is related to the gradual impact that the second job might have on that of the primary, evidently spilling over into normal working hours. This correlates largely with the third reported damaging influence of moonlighting, namely the possible conflict of interest that might exist between the two forms of employment. Accordingly, participants reported that this is one of the most threatening influences on a primary employer, as potential business could be diverted from the organisation should the second job be homogenous to the core functions of the primary organisation. These findings correspond largely with that of Banerjee (2012), who found that this is one of the most evident liability risks to a primary employer. Finally, a decrease in expected productivity levels will also impact negatively on the primary employer, mostly as a result of time being spent on the second job during normal working hours, as well as decreased focus and attention paid by the employee.

Positive influences: Only seven participants noted that, should an employee moonlight out of pure enjoyment or interest, they might be stimulated in such ways that the secondary jobs or gigs contribute to an increase in their emotional well-being, as well as an improved skillset. These findings are supported by Bouwhuis et al. (2018) and Pouliakas (2017) within current literature. Another participant made an extraordinarily contribution to the research findings, stating that the primary employer will in fact benefit from the moonlighting activities, as another employer is paying their employees to expand their skillset, leading to highly skilled employees within the primary employers' employment.

Theme 3: Managers' perceived obligations towards the primary organisation

The third category required the participants to explore their perceived obligations towards their organisation in light and presence of moonlighters. Accordingly, three themes could be produced from the findings, namely 1) upholding performance, 2) risk management, and 3) maintaining the trust relationship.

Upholding performance: Nearly 50% of participants found that one of their principal obligations towards their organisation is that of ensuring that moonlighters' performance is upheld to meet the required standards and outputs as set out by the organisation. Accordingly, the duty of management

is to ensure that the employees are meeting their performance expectations, regardless of their participation in supplementary employment.

Risk management: The majority of participants recalled that, as management, they are obligated to mitigate any potential risks or threats that might accompany the secondary job. This includes ensuring that the second job is not directly in line or in conflict with the work of the primary employer, as well as to ensure that the employees keep their primary employers' interests at heart at all times, above and beyond that of their side gigs.

Maintaining the trust relationship: Finally, a mere 15% of the participants feel obligated to protect the existing trust relationship between the employee and the employer, and that they serve as a mitigator within this interpersonal relationship.

Theme 4: Managers' perceived obligations towards the moonlighting employee

Similar to the question posed to participants in the third category, the fourth category entails the exploration of the participants' perceived obligations towards their employees who are moonlighting. The researcher was able to identify five themes related to this category, namely: 1) support and guidance, 2) facilitating the approval of moonlighting, 3) providing advice, 4) looking after the health and wellness of the employee, and 5) performance management.

Support and guidance: Half of the research participants (50%) found that their main obligation towards their moonlighting employees is to provide them with consistent support and guidance while moonlighting for another employer. The participants commented that it is their responsibility to support the employees in an attempt to better provide for themselves in instances where they require the supplementary income from a second job or side gig. The types of support and guidance retrieved from the interviews relate to providing the employees with flexibility of normal working hours, as well as when planning their work shifts to name a few examples.

Facilitating the approval of moonlighting: Only one research participant mentioned that, as a manager, they have an obligation to assist the employee in facilitating their moonlighting request. This can be performed by taking time to understand the motives behind the employee's moonlighting request, and to, should this request be viable and not pose any threats to the primary employer, motivate the employee's case with senior management.

Providing advice: A few participants (4) reported that they have the responsibility to provide their moonlighting employees with insights and advice regarding their moonlighting intentions and whether or not the second job or gig is suitable for them.

Protecting the health and wellness of the employee: Two of the participants also reported that their obligation is not only to look after the employer and to maintain performance standards, but also to ensure that their employees remain well rested and healthy.

Performance management: Finally, it is evident that senior managers feel obligated to ensure that the performance standards of their moonlighting employees are maintained and that the second job does not impact on their primary work. Additionally, participants reported that they are obligated and must be willing to have difficult conversations with their employees surrounding any performance inconsistencies or areas of poor performance.

Theme 5: Personal management approach

The participants were asked to elaborate on any control measures that they utilise to address moonlighting and to mitigate and minimise any potential negative influences that it might entail. The researcher organised the research findings into four themes, namely 1) detection of early warning signs, 2) performance tracking, 3) open communication, and 4) motivation.

Detection of early warning signs: Participants reported that, in general, they will be vigilant of any potential danger signs, such as fatigued employees or a remarkable decrease in productivity.

Performance tracking: A number of participants commented that they regularly track employees' performance as a control measure to manage moonlighting. These participants used examples such as tracking the service delivery to clients, daily stand-up meetings to review productivity, as well as software systems that are able to track the specific job tasks that the employees are working on.

Open communication channels: In a few instances, participants reported that they aim to keep communication channels open at all times for employees to report any areas where they require the support of management, as well as for management to liaise with the employees on areas of concern.

Continuous motivation: Two participants delivered insightful contributions to the research findings, stating that they aim to keep their moonlighters motivated and encourage them to pursue any interests that will be of a benefit to the company, such as when these interests lead to increased skills and experience.

Theme 6: Effectiveness of existing managerial framework

The sixth and final category within this research study relates to the effectiveness of the organisation's rules and regulations against moonlighting, as perceived by senior management. Accordingly, only 35% of the participants perceive their organisation's current policies to be effective towards managing the dual employment activities, whereas 65% of participants reported that there is a lot of room for improvement within their company's current legislature.

Effective: Those participants who perceive the rules and regulations surrounding moonlighting to be effective are of the opinion that, because there has never been any concerns or problems related to moonlighting with their organisations, there is no need to revise the current practices. Other participants also revealed that the company's policies are regularly reviewed and, subsequently, there is no need for improvements to be made.

Ineffective: Participants who reported the current policies, rules, and regulations to be ineffective commented that the current processes that are in place are not efficient enough as not all employees are actively following this process as required. They also commented that employees are not always honest when declaring any supplementary work and, as such, management is unable to correctly manage the phenomenon due to common misperceptions. Furthermore, certain participants also noted that, as moonlighting is a significant grey area in the current South African labour economy, it might be best practice to rather have effective policies in place, than to not have them in place.

Discussion

The conducted research resulted in the investigation of the following six themes: (1) motives behind moonlighting, (2) the influence of moonlighting, (3) perceived obligations towards to primary organisation, (4) perceived obligations towards the moonlighting employee, (5) personal management approaches, and (6) the effectiveness of existing management frameworks. The primary objective of this study was to investigate the various obligations that employers and senior management have towards their employees participating in dual employment activities. This study is critical towards current literature as there is limited research on this viewpoint on moonlighting. The results published from this study can be used to provide readers with an understanding of the various obligations that employers and senior managers have towards their moonlighting employees.

The findings generated from this research study have been derived from the qualitative semi-structured interviews where the researcher was able to understand senior managers' perspectives and obligations towards moonlighting and supplementary gig work. The researcher found that

participants attributed numerous diverse motives to explain the moonlighting intentions of their employees, such as for supplementing their income, personal and professional development, fast-tracking their careers, as well as to increase their skillset. Furthermore, research findings indicate that only a fifth of research participants perceived moonlighting to have a positive influence on the primary employer, stating that employees might be emotionally stimulated and more upskilled. The majority of the participants reported negative influences that will potentially have a detrimental effect on their primary employer, such as conflict of interests, lowered quality of health and wellness, and productivity deficits. Finally, the research study also provided insight into the specific and subjective obligations of senior managers both towards their organisation and the moonlighting employee. Examples of reported obligations towards the organisation include maintaining the trust relationship, mitigating risks related to the moonlighting intentions, as well as ensuring that performance standards are upheld. Lastly, examples of perceived obligations towards the moonlighting employee include providing support, guidance, and advice to the moonlighters, facilitating the approval of their moonlighting intentions, looking after their health and wellness, as well as managing their performance outputs.

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Chapter 4: Conclusions, limitations and recommendations

Introduction

This chapter will provide the reader with a brief summary of the research findings from both articles preceding this chapter, as well as possible limitations to the research and recommendations for future research.

Summary

The research from this dissertation aimed to fill the void that exists within the present literature on moonlighting and the gig economy. Subsequently, the researcher was able to draw findings from participants using qualitative research methods to develop subjective themes and perceptions of the various expectations (Chapter 2) and obligations (Chapter 3) derived from senior management within the information technology industry towards moonlighters. It is of critical importance that further studies be conducted, correlating with this research topic, to further clarify the research problem and address the managerial implications and approaches towards moonlighting within a digital gig economy.

Conclusion

The modern labour market has been characterised with the emergency of untraditional forms of employment such as moonlighting and gig work (Pouliakas, 2017). Not only have these new forms of work been stimulated by the recent COVID-19 pandemic, but also from flexible methods of working such as work from home (WFH) (Kohn, Albani, Hayday, & Pianko, 2020) and flexi-work. Regardless of these atypical employment forms, it is of critical importance for employers to maintain and preserve the psychological contract that exists between the employee and the employer themselves. Although existing literature focuses largely on the employee perspective on the moonlighting phenomenon, not a great deal of attention has been paid to the managerial perspective on moonlighting, especially within the gig economy. This dissertation added a valuable perspective on the moonlighting phenomenon by focusing on how employers perceive this form of employment from a psychological contract perspective. The research findings indicated that employers within the information technology industry have a number of expectations of as well as perceived obligations towards their moonlighting employees.

From an expectation point of view, participants reported that they expect their moonlighting employees to effectively manage their time, to be consistently available whenever required to, to uphold their performance standards and outputs, to remain focused while at work without the second

gig or job spilling over into their primary work, as well as to keep communication lines open with their management team.

Secondly, from an obligations point of view, the participants provided insights into both their perceived obligations towards their organisation, as well as towards their moonlighting employees. The former includes upholding the performance standards of moonlighters, the management of risks related to dual employment, as well as maintaining the trust relationship, whereas the latter relates to the facilitation of the approval of moonlighting, providing advice, support, and guidance to the moonlighting employee, and finally to manage their performance outputs.

As a final point for discussion, the findings generated from the research study provided insights into the need to develop and implement formal policies within organisations in an attempt to mitigate the moonlighting phenomenon and any potentially negative influences this might have on a primary employer.

Recommendations

The expectations and obligations of senior IT managers in the face of moonlighting employees have been investigated and conclusions have been drawn on the importance of understanding how moonlighting is perceived from a managerial perspective. Further studies should aim to determine how employers can manage the moonlighting intentions and practices of their employees to lessen the potential impact of these practices on them as the primary employer.

Recommendations can be made for future research to expand the exploration of the managerial perceptions and experiences related to moonlighting, dual-employment, and gig-work practices.

The following recommendations can be further identified:

- The study population should be expanded in such a manner to encompass other industries within the South African labour economy.
- The study should also be broadened to include an international perspective on moonlighting experiences.
- The study can be conducted by means of quantitative research methods.

Limitations of the study

This research study focused on the exploration of moonlighting intentions from senior managers' perspective within the IT industry, primarily with regard to their specific and subjective expectations of moonlighting employees, as well as their perceived obligations towards moonlighting employees.

Given the increased prevalence of modern work methods in labour economies nowadays, it is worth researching these topics and reassessing the current literature to identify potential areas for investigation. However, this research article could not be without certain limitations to future studies. Firstly, participants were interviewed based on their subjective and personal perspectives of the research phenomenon and, as such, this might have had an unintentional influence on the research findings. Secondly, as the participants of this study are representative of the IT industry, it is not possible to generalise the research findings to any other industries. The study is also only limited to the South African labour economy and not inclusive of the wider global labour economy. Finally, as the study only constituted a sample of 20 research participants, the research findings cannot be generalised to the broader population.

Contributions of the research study

Previously conducted research around employee moonlighting was mainly centred around the reasons and motives for employees' moonlighting intentions. Existing research also largely focuses on employees' perspectives surrounding moonlighting, with little to no focus on the employers' perspective. As such, this research study aims to contribute to a better understanding of the phenomenon of moonlighting from employers' perspectives.

Contribution for the organisation

Previous research has greatly emphasised the possible consequences and effects of employee moonlighting, whether it be of a positive or negative nature. Subsequently, there seems to be unquestionable ramifications for employees who opt to participate in such secondary employment activities. The current research study, however, has focused on those implications posed on the employer itself, and specifically that on the primary employer to the moonlighting employee. With this objective in mind, the researcher aimed to provide an understanding of the ways in which management currently addresses the moonlighting intentions of their employees, as well as the effectiveness thereof. In doing this, valuable findings might contribute to a wider understanding of

how employees can actively and effectively manage their moonlighting employees in such a way to lessen the negative impact on the organisation itself.

Contribution to the literature

Although a wide range of literature exists on the phenomenon of moonlighting, dual employment and gig work, there seems to be an evident gap pertaining to the exploration of this phenomenon from a managerial perspective. As such, this research study aims to fill this gap in literature to further aid in the understanding of a managerial perspective on employee moonlighting, specifically entailing their subjective perspective of their expectations of and obligations towards moonlighting employees.

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Appendix A: Participant information leaflet

Title of the research study: Examining the phenomenon of moonlighting in the face of a digital gig economy

You are being invited to participate in a research study that forms part of a master's degree dissertation in Labour Relations Management. Kindly read through the information leaflet to gain an understanding of the background of the research study.

Purpose of the study

The aim of the research study is to examine the phenomenon of moonlighting in the face of a digital gig economy, from a manager's perspective. Moonlighting refers to the dual employment activities of employees, or when an employee holds more than one job, simultaneously (Banerjee, 2012). The researcher aims to explore the perceptions that individuals in managerial positions have of their employees who participate in more than one job at a given time – especially in part-time digital gigs.

The data retrieved from the interview will be transcribed into valuable information that will be utilised for two separate research articles – each contributing to the output of the final dissertation. Firstly, data will be used to gain an understanding of the expectations that managers hold regarding the moonlighting activities of their employees. Secondly, the data will also be transformed into information that can assist the researcher to generate an idea of the way that managers perceive their obligations regarding these moonlighting activities.

Foreseeable benefits and potential risks

By participating in this research study, potentially valuable information will be gathered that could assist the researcher in generating rich findings regarding the phenomenon of moonlighting.

There are no known potential risks or harm that could occur to you by participating in this research study. However, there might be a sense of discomfort during the interviews, as it will be conducted in a distinctive setting (online Zoom platform), which you may feel a bit unfamiliar with. The researcher will undertake all precautions to minimise any potential discomfort that you may experience, such as guiding the participant through the process of using the Zoom application, as well as reiterating the valuable contribution that the participant could deliver to the outcome of the study.

Voluntary participation

Your participation in this research project is entirely voluntary, and you will not be forced to participate in any way. You are also able to withdraw your contribution to the study at any given time, with the assurance that any personal information will remain confidential.

The researcher will ask for your informed consent to continue with the research interview at the beginning of the Zoom session. This verbal consent will be recorded, together with the interview process, to ensure that the researcher meets all ethical requirements for conducting the research study.

Research process

For the purpose of this study, semi-structured, in-depth interviews will be used to generate data. These interviews will consist of open-ended questions, together with follow-up questions based on how you answered. As a result of the worldwide pandemic and the spread of the Covid-19 virus, the interviews will be conducted by means of an online platform called Zoom. You will be requested to conduct the interview in a quiet room where potential distractions will be kept to a minimum, so as to not influence the outcome of the interview in any way. The interview process also requires a stable and secure internet connection in order to use Zoom without any disruptions to the network connectivity.

Duration of the interview

Each interview will take approximately 20 to 40 minutes to complete, depending on the depth and volume of information gathered from each research question.

Protection of confidentiality

The researcher values your confidentiality and will therefore take all necessary precautions and steps to ensure that your confidentiality is kept safe and secure. Your personal identity and information will be kept anonymous throughout the research study and will not be published in the final report. Furthermore, only the researcher and the supervisor will have access to your direct responses and these will remain safely stored and password protected.

Contact information

If you come across any queries or concerns regarding the research study and your participation therein, please do not hesitate to contact the researcher or her supervisors:

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Appendix B: Interview questions

Introduction

This document acts as a leading guide during the semi-structured interviews for the research study titled “Examining the phenomenon of moonlighting in the face of a digital gig economy”. It outlines the specific pre-determined research questions posed by the researcher towards the participants in order to retrieve valuable insights into the explored research topic.

The researcher has developed a number of pre-determined questions that will contribute to the achievement of the research objectives, respective of each research article:

Research article 1: Managers’ expectations regarding moonlighting

- 1) Are you familiar with the term *moonlighting*?
 - If yes, please indicate your understanding of this term.
- 2) Are you aware of any employees within your company who are currently participating in moonlighting activities?
- 3) Apart from working for your company, what other additional job-related activities or gigs do your IT professionals engage in?
- 4) Does your company have any existing policies or guidelines specifically aimed at regulating the moonlighting activities of employees?
 - If the answer is yes, please briefly explain these policies/guidelines.
- 5) Do you have any expectations of your employees regarding their participation in moonlighting activities or side gigs?
 - If yes, please indicate these expectations.
- 6) Are these expectations being actively communicated with your employees?

Research article 2: Managers’ obligations regarding moonlighting

- 1) What do you think are the main reasons for employees’ participation in moonlighting within your company?
- 2) Would you say that these activities have an influence on the employees’ work performance or outputs?

- If yes, please indicate the perceived influence that the moonlighting activities have on the employee's primary work.
- 3) Would you say that you have a certain obligation towards the company regarding the moonlighting of your employees?
- If yes, please provide an example of this obligation.
- 4) Would you say that you have a certain obligation towards your employees regarding their participation in moonlighting?
- If yes, please provide an example of this obligation.
- 5) Do you apply any specific measures or actions to manage the moonlighting activities of employees?
- If yes, please describe these measures/actions.
 - If yes, do you experience any challenges while trying to control these activities?
- 6) Do you think that the company's work rules and regulations are sufficient to control employees' moonlighting?
- If yes, please provide a motivation for your answer.

Although a number of questions have been predetermined, as listed above, the researcher will also utilise probing and follow-up questions to obtain more clarity on the participants' answers, and to obtain more valuable information where the potential exists.