

Antecedents, Consequences and Strategies for Managing Moonlighting in Volatile, Uncertain, Complex and Ambiguous (VUCA) Environment. A Case of State Universities

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ABSTRACT

This paper examines moonlighting, its causes and effects in the workplace among tertiary institutions in Bulawayo and Matebeleland North provinces in Zimbabwe. The study analyses academic institutions to identify the challenges that they encounter in managing employees engaged in moonlighting and seeks to determine the strategies put in place to manage the phenomenon in the workplace. The study is guided by the self-efficacy theory. It utilizes qualitative methods of research in gathering and analyzing the data. The sample size of this study was determined by the level of saturation obtained from the target population and from the workforce from selected tertiary institutions. The study used semi-structured in-depth interviews and key informant interviews; the number of participants was determined by saturation. Thirty employees from the selected institutions were interviewed, and three key informant interviews were conducted. Upon reaching the 30th participant and the 3rd key informant, there was no new information obtained from the field data. Hence, the sample size of the study was 30 participants and 3 key informants. The study finds that environmental factors like the topsy-turvy economic environment of the country, which is characterized by hyperinflation, stagflation, and deflated income, have cultivated job insecurities and the increased cost of living, to be the major cause of the explosion of the moonlighting phenomenon in both the academic institutions studied. Furthermore, personal and behavioral factors like the need to acquire and utilize skills, the need to prove capabilities, lack of growth and promotion opportunities, family responsibility, retirement factors, lack of recognition and motivation in the primary job, sour employer-employee relations, entrepreneurial opportunities and the pressure exerted by diaspora, social factors, the NGO world, intensify moonlighting in the workplace. The effects thereof can be detrimental to both the organization and the individual moonlighters.

KEYWORDS: Moonlighting, Antecedents, Consequences, VUCA Environment (Volatile, Uncertain, Complex, Ambiguous).

1. INTRODUCTION

In the bid to attract and retain talent, the concept of compensation, remuneration and total reward has gained much momentum in the HRM field, while a lack of it has had implications on employees engaging in entrepreneurial activities or second jobbing, normally termed as moonlighting [1]. To increase income while holding on to the primary job, employees have sought moonlighting. Moonlighting refers to double jobbing, that is, getting a second job which is separate from the main source of income to gain financial muscle. In the dynamic business world, downsizing, restructuring and layoffs have become very common, and in preparation for the worst that may arise in the employment relationship, moonlighting has become a dominant strategy that employees use against job insecurity in the primary job [1]. The 2007-2008 global financial crisis impelled employees to rethink their sources of income so as to cushion themselves against economic downturn.

Previous researches have uncovered that a number of professions have opted for moonlighting to gain more income. Medical doctors have resorted to moonlighting to increase income; some are in possession of small shops, drug stores and small clinics [2]. Moonlighting is not a new phenomenon; a number of studies have been carried out in Africa and abroad. Khatri & Khushboo [3] studied the influence of organizational commitment and moonlighting practices among SMEs staff in Delhi. Kaukab & Aisha [4] studied the impact of moonlighting and job satisfaction, and concluded that moonlighting has an impact on job satisfaction. Employees engage in moonlighting activities for a number of reasons that include monetary and non-monetary benefits as well as to enhance their skills [5].

Academic institutions in Zimbabwe have not been spared the question of moonlighting. The growing financial stress stimulated by declining earnings as a result of economic hardship has led to an increased need to moonlight in the Zimbabwean context. In a fickle economic environment, moonlighting has become one of the major challenges for HR

professionals and employers. The increase in the number of employees engaged in moonlighting activities has become a cause for concern to organizations, particularly in the long term, hence the need to identify the causes and effects of moonlighting in the workplace and effective ways to manage it [6]. In that essence, double jobbing is the principal problem confronting tertiary institutions in Zimbabwe, and the research therefore seeks to unpack the antecedents, consequences and managerial strategies for managing the phenomenon in the workplace, grounded on the French proverb "a stitch in time saves nine" which dates back to the 17th century. Quite a number of employees have turned to moonlighting in recent years, and more increases are expected in the future. Entities that are fretful about their future success have since devoted much of their time to identifying the root causes and effects of moonlighting in the workplace and ways to manage it while ensuring profitability [6].

2. LITERATURE REVIEW

2.1. MOONLIGHTING

A secondary job or working another job, probably at night in addition to the primary one, is called moonlighting [7]. Any task performed by an individual in order to supplement the income of the primary job is moonlighting [8]. Moonlighting refers to people taking up one or two jobs together with the primary job [8]. While Lotich [9] defines moonlighting as the act of doing more than one job, separating interests from the main job. Moonlighting refers to a second job, dual and multiple careers [10]. Moonlighting takes place when an individual employee works more than one job at the same time [11]. In that sense, moonlighting transpires every time an employee takes a secondary job; it entails taking seasonal and part-time jobs during holidays, off days to earn extra income. Precisely, moonlighting simply refers to simultaneous job holding.

2.2. FORMS OF MOONLIGHTING

There are different forms of moonlighting [6]. He states that there are four different forms of moonlighting, which are blue moonlighting, quarter moonlighting, half moonlighting and full moonlighting. The study seeks, therefore, to disclose different forms of moonlighting that are predominant in the case company, while laying the ground as to how a shift from the blue moon to the full moon takes place, as well as the cause and the effects thereof. Blue moonlighting takes place when employees are dissatisfied with the level of their transactional rewards and decide to seek a secondary job that can be related to their primary job or self-employment to supplement their income, but due to incapability, their efforts become fruitless [6].

Quarter moonlighting takes place when an employee is dissatisfied with the level of income proffered by the primary job due to an increase in responsibilities and growth of the family [6]. Engagement in entrepreneurial programs, for example, the doctors possessing small shops, drug stores, and small clinics [2], as a result of dissatisfaction with their current salary amounts to quarter moonlighting. Employees who spend fifty percent of their time on a secondary job rather than on their primary job to earn a hefty and adequate income are considered to be engaging in half-moonlighting [6,9].

Full moonlighting usually takes place in occupations that afford employees free time and in some cases where employees feel their income is too little as compared to their expectations [6]. Full moonlighting takes place when they own their own business venture that determines their social status while keeping the primary job for the anguished times.

2.3. CAUSES OF MOONLIGHTING AMONG EMPLOYEES

2.3.1. FINANCIAL REASONS OR EXTRA INCOME

Financial rewards are defined as monetary compensation given to an individual for their efforts towards the performance of an organization [3]. Workers engage in multiple job holding due to insufficient and small compensation attained from the primary job [10]. Moonlighting has grown and become a big phenomenon because wages, salaries, and benefits offered by primary jobs, in most cases, do not match the cost of living of employees; the majority of workers opt for multiple job holding for financial stability [10]. Lack of financial stability forces employees to seek alternatives such as moonlighting to address the problem. One of the reasons why employees opt for moonlighting has much to do with monetary benefits [5,10]. Employees moonlight in most cases to overcome financial constraints [5,11,13]. Monetary rewards are instrumental in satisfying the lower-level needs of employees that encompass physiological and safety needs on Maslow's hierarchy of needs [14]. Professionals from all fields gain more income from moonlighting [14,15].

2.3.2. PROVING CAPABILITIES AND SKILL ATTAINMENT AND ENRICHMENT

There are several reasons why employees engage in moonlighting activities, most importantly, he mentions that sometimes they do so for skills and expertise accumulation [16]. Skill and expertise enhancement is one of the factors identified by extant literature as the reason for moonlighting. Dissatisfaction with the chosen career paths, that is, the skills, knowledge, and attributes used for the primary job, stimulates the need to explore new career opportunities while retaining the primary job. Employees moonlight to explore new career profiles, to gain new skills, knowledge, and attributes to enhance personal growth while improving their employability opportunities [5,9,12].

2.3.3. INCREASED COST OF LIVING DUE TO ECONOMIC MANACLES

The whole continent has been affected by economic manacles, leading to the rise of the moonlighting phenomenon [2]. An increased standard of living has been identified as the major driver of employees' decision to moonlight. The need to balance one's source of income due to the expense burden faced by employees, particularly in this globalized village, forces employees to engage in moonlighting [10]. An explosive environment has had implications on employees' decision to opt for double jobbing to afford a decent living [14]. What pushes employees to opt for other income-generating activities out of their primary jobs are the difficulties in working and living conditions [14,15].

2.3.4. JOB INSECURITY

In the dynamic business world that is characterized by downsizing, restructuring, and layoffs, moonlighting has become a very common strategy used in preparation for the worst that may arise in the employment relationship, thus employees use it to guard against job insecurity in their primary job [1]. Moonlighting is a phenomenon used as a hedging strategy against future uncertainty [12]. Moonlighting is, in a way, a preparation for the future uncertainties in this fast-paced world. The ever-changing business world has diminished the guarantee of long-term job security. Professionals moonlight to dodge the risk of putting all the eggs in a single basket [16]. Lack of stability in the primary job has unveiled moonlighting opportunities for employees; employees engage in multiple job holding to ensure themselves against eventualities that may arise from the workplace. Employees moonlight in order to ensure continuous employment even in instances when the hours of the main job are reduced [15].

2.3.5. EMPLOYMENT RELATIONS AND WORKING CONDITIONS

Sour employer-employee relationships tend to influence the decision of individual employees to engage in moonlighting activities [17]. The study goes further to elucidate that improved relations between employees and employers decrease the intentions to moonlight. A special emphasis is on leadership, how employees are controlled to motivate them, rewarding them fairly, equitably, and consistently in accordance with the value they create [14]. Working hours, wage rate, and unearned income influence multiple job holding [18]. Poor working conditions are the precursor for unlocking multi-job holding behaviors amongst employees [18,19]. Employees' decision to moonlight is largely influenced by a lack of promotions, skills, and pay scale [4].

2.4. EFFECTS OF MOONLIGHTING IN THE WORKPLACE

Debates surrounding the moonlighting phenomenon enfold several viewpoints that include a contribution towards poor job performance, increased absenteeism, and job stress and can facilitate termination due to incapability and poor performance in the primary job [8]. The effects of moonlighting are detrimental to both parties of the employment relationship, especially if not well managed [8]. A loophole in managing moonlighting may kindle problems in the workplace that include health problems and may affect relationships both in the workplace and with families. Employees need to spend at least eight hours at work and get enough rest so as to continue working the next day. Employees who hold an alternative job tend to create problems for the primary employer by late arrival at the workstation, absenteeism, and increased disciplinary problems [15]. According to the literature, the effects of moonlighting are negative and challenging to Human Resources professionals due to changes in the economic environment. Moonlighting equates to less effort being devoted to the primary job. Efficiency does not disappear; it is usually transferred to aspects not related to the primary job. Things like lateness, absenteeism, and taking longer lunches cost the organization time and money [20]. Reduced productivity can be detrimental to an organization's performance and future success.

Double jobbing, in most cases, cultivates mental and physical exhaustion among employee moonlighters, which affects performance. Fatigue in most cases has been associated with numerous errors, accidents, and complications [21]. Employees who work long hours are probably knocked off from their primary job to an alternative job, get minimal sleep, and tend to be more fatigued, which has effects on health risks in the long run. A moonlighting job may, in some instances, be physically demanding so much that an employee becomes physically exhausted and unable to perform at their utmost best in the primary job. Work overload negatively impacts an individual's health [12]. Decreased life expectancy, fatigue, and increased burnout are the effects of moonlighting. Ultimately health moonlighter's health deteriorates.

Second job affects the performance of the primary job [12]. He further promulgates that the burden that characterizes multi-jobbing tends to impact negatively on academic staff research, thereby leading to work overload, which limits research time. Limited research affects the effectiveness of the lecturer, as nothing new is added regularly to the courses [12]. Professors who engage in multi-jobbing have little to no time to research and are less effective, as university tutors are expected to generate and distribute new knowledge accessed through research [16,17]. Double jobbing can either have negative or positive effects on the family [16]. In terms of pecuniary benefits, moonlighting is instrumental in supplementing the income of employees to satisfy family needs. On the other hand, moonlighting has undesirable effects like spontaneous death, car accidents, and relinquishment of the family [12].

2.5. STRATEGIES FOR MANAGING MOONLIGHTING IN THE WORKPLACE

2.5.1. ESTABLISHING A MOONLIGHTING POLICY AND APPROVAL PROCESS

An effective way of eluding uncertainties in the workplace is to synchronize, regulate, and control moonlighting. Moonlighting policies and their terms and conditions need to be enacted and incorporated in the contract of employment so that the workforce may gain an appreciation of the penalties associated with breaching them [6]. Coming up with a moonlighting policy is an effective strategy for managing the phenomenon, and goes on to posit that it is a better way of managing it than banning it completely [6,13]. A moonlighting policy plays a pivotal role in making sure that the phenomenon does not impede overall organizational performance. An organization should come up with a moonlighting policy that is specific and flexible, thereby avoiding conflict of interest [6,13,22]. An approval process needs to be established in an organization so that whenever an employee needs to perform an external job, he needs to inform and obtain approval from the supervisor as well as the HR department [6]. He further stipulates that the employer, in turn, should understand that there are demarcation lines between privacy invasion and protecting the entity, thus, only needs to determine whether the secondary job is a conflict of interest or not.

2.5.2. ENACTING AN HR BUNDLING STRATEGY

What stimulates an individual's decision to moonlight has much to do with the characteristics of the primary job, including security, skills, money and freedom [14]. An effective way of managing work in ways that elude risks with moonlighting assimilates the concept of compensation, remuneration and total reward [18]. He further postulates that this allows employees to be more productive as they perceive that the effort invested is appreciated. HR bundling is an essential strategy for the achievement of superior organizational productivity because it's tough to imitate what has been bundled [14]. To elude the risks of moonlighting in the workplace, the concept of compensation and total rewards needs to be taken into account in a way that employees feel appreciated for the effort that they invest in an entity [11]. Entities that strive for superior operation brilliance and sustainable competitive advantage ought to bundle complementary HR practices that are mutually reinforcing and draw synergy from each other [14]. HR bundling, which entails bundling mutually reinforcing HR practices, is the characteristic of the primary job that a lack of stimulates moonlighting behavior amongst the workforce [14].

2.5.3. ENACTING A TOTAL REWARDS STRATEGY

Employees engage in moonlighting activities for some reasons that include monetary and non-monetary benefits as well as to enhance their skills [5]. A good employer designs and manages work in ways that avoid common risks, such as moonlighting and embraces total reward. The higher emolument and recognition increase the employee's status among friends and family, which improves their job satisfaction, thereby lowering the intention to moonlight among employees [14]. A good way of solving productivity problems and common workplace risks is to develop an appropriate total rewards system, which attracts, retains and satisfies high-caliber employees.

2.5.4. MOTIVATION

Individuals exert increased effort if they expect that it will result in an income they will value [24]. "Employees respond to the incentive or reward on offer if they value it (its valence), if they believe good performance will be instrumental in bringing the desired reward (instrumentality), and if they expect their efforts will achieve the desired performance (expectancy)" [24]. In line with what Marsden postulates, it can be deduced that the more the primary job satisfies the need of an individual, the less the probability is that he will do double jobbing (moonlighting). In Maslow's hierarchy of needs, each level of needs must be satisfied before the next level becomes important [25]. Human beings have inborn needs that must be satisfied, and these needs are organized in a hierarchical order of prominence, with the physiological needs (thirst and hunger) underpinning the hierarchy, followed by the safety need, then the social needs, the esteem needs and the self-actualization needs [25]. Moonlighting encompasses multi-jobbing activities that are intended mostly to increase income so as to satisfy the needs from one level to the other in accordance with Maslow's hierarchy of needs.

3. RESEARCH METHODOLOGY

3.1. POPULATION OF THE STUDY

The population of the study was made up of the current workforce from the three tertiary institutions in Bulawayo and Matebeleland, Zimbabwe. The study targeted academic employees who were upon the time of the study employed by the three academic institutions.

3.2. SAMPLING TECHNIQUE AND SAMPLE SIZE

A purposive non-probability sample, also known as judgmental sampling, was adopted in this study. Purposive sampling refers to the selection of a sample based on an individual's familiarity with the populace, its components, as well as the nature of the study objectives [31]. The main objective of qualitative research is to attain saturation. Saturation transpires when the addition of more participants does not yield a new perspective [31]. The sample size of this study was determined by saturation obtained from the target population and from the workforce from selected tertiary institutions. The study used semi-structured in-depth interviews and key informant interviews in each institution. In the selected ones, the number of

participants was determined by saturation. Thirty employees from these three institutions were interviewed, and 3 key informant interviews were conducted. Upon reaching the 30th participant and the 3rd key informant, there was no new information obtained from the field data. The sample size of the study was 30 participants and 3 key informants.

3.3. DATA COLLECTION INSTRUMENT

Semi-structured in-depth interviews that involved asking a series of open-ended questions based on the subject under investigation were utilized in this study and gave the researcher and the interviewees the leeway to discuss the phenomenon in greater detail. In this study, these semi-structured interviews were used to capture narratives while examining the experiences of tertiary institutions' employees engaged in the moonlighting phenomenon. The key informants to the study were purposively selected and interviewed by the researcher because of their expertise in human capital management within the tertiary institutions being studied. The key informants were experts from the Registrar's Department and the Human Resources section.

3.4. DATA ANALYSIS

Qualitative data were gathered through semi-structured interviews and key informant interviews. The collected data were then cleaned, coded qualitatively, and thematically analyzed. Thematic analysis is defined as the process of identifying themes or patterns within qualitative data [30]. The method helped the researcher in identifying, organizing and offering insights on what was common from field data, thereby formulating themes in line with the research objectives.

4. RESULTS AND DISCUSSION

4.1. THE UNDERLYING FACTORS THAT LEAD TO EMPLOYEE EXIT AT UNIVERSITIES

The participants of the study were asked to indicate the main factors that exacerbate the intention to hold two jobs concurrently. From the thematic analysis process, nine themes were identified. These themes included the volatile, uncertain, complex, and ambiguous economic environment; the need for growth and promotional opportunities; family responsibilities; the need to build financial muscle; job insecurity; pressure from the diaspora and NGO world; the need for relevant experience; and unpleasant working conditions.

4.1.1. THE VUCA ECONOMIC ENVIRONMENT

Numerous elements were identified as the underlying factors that cause the proliferation of the moonlighting phenomenon in the workplace. In that sense, the factor that got much momentum from the participants was the volatile, uncertain, complex and ambiguous economic environment. The majority of the study participants, both academic and non-academic, concurred in postulating that the topsy-turvy economic environment was the major root cause for the ignition of the moonlighting phenomenon in the workplace. Participant 1 from focus group 1, a 38-year-old male, buttressed the idea, citing that:

"The deflation of the Zimbabwean dollar (RTGs) salaries, facilitates constant increases in the prices of the basic goods and that on its own has been a major blow to all the university staff members, thereby forcing us to seek secondary income-generating activities."

Key informant 1 buttressed the idea, stating that:

"The economic situation has to a greater degree forced every employee to develop entrepreneurial skills, thereby influencing multiple jobbing in the workplace, as most of our employees engage in such activities to at least afford a decent life while maintaining their status."

From the results of the study, it can be deduced that the causes of moonlighting in the workplace are a combination of environmental, personal, and behavioral factors [6]. In that sense, it is worth noting that what exacerbates the intention to moonlight in the workplace are the environmental factors, the volatility, uncertainty, complexity, and ambiguity of the economic environment in Zimbabwe, which is characterized by hyperinflation and stagflation. The topsy-turvy economic environment influences the workforce to adopt moonlighting as a surviving strategy for employees [23]. This study showed that the environment had a relationship with personal factors. This factor explains that different people behave differently even when apparently in the same situation and seemingly having the same experiences, accounting for those who engage in moonlighting among state universities and those who do not. It was really from environmental factors that employees explored some of the things they might be able to change.

4.1.2. THE NEED FOR GROWTH AND PROMOTION OPPORTUNITIES

From the focus group discussion, the lack of opportunities for growth and promotion was identified as one of the pull and push factors in exacerbating the proliferation of the phenomenon in the workplace. On that note, the idea was buttressed by Participant 2, a 45-year-old female employee from focus group 4, who cited that:

“The major reason as to why I engage in multiple job holding is the quest for growth, I have been stagnant from the first time I joined the institution as a secretary in 2011 and I have since developed myself to a master’s level and still employed as the secretary still holding the very same position, and I am left with no choice but to engage in part-time lecturing at another institution in the verge to gain more experience.”

The failure to attach the current skill level of employees to their primary job was identified in the findings of the study as one of the causes of concurrent job holding. The findings of the study highlight that employees engage in moonlighting to explore new career profiles to gain new skills, knowledge and attributes, thereby enhancing career growth and employability opportunities [9,12]. Employees attain degrees, and they remain in the same position; there are no promotion opportunities that are tied to the skill upgrades in the institutions. The decision to moonlight is largely influenced by a lack of promotions, the skills possessed by the workforce and the pay scale and to a certain extent, this viewpoint concurs with the findings of this study [4].

4.1.3. FAMILY RESPONSIBILITY

Another factor that the study identified as having an influence on the moonlighting phenomenon in the workplace was family responsibility. Participants 4 and 2, a 50-year-old male from focus group 4 and a 38-year-old male counterpart from focus group 3, concurred that family responsibilities drove them to engage in moonlighting activities. Owing to the pressure exerted by the family responsibility, the larger the family, the bigger the need for financial muscle. The idea is buttressed by participant 3, who posited that:

“The responsibility that I have over my family, as well as the extended family, influences me to moonlight. I wouldn’t manage to take care of my family, my mum and dad, while also taking care of my in-laws without the secondary income.”

The study findings also noted that price escalation has been the characteristic of the economy since the reintroduction of the local currency as the only legal tender on the 24th of June 2019. The findings of the study confirm the extant literature, for instance, an explosive environment has had implications on the employees’ decision to moonlight, so as to ease the expense burden while affording a decent life [14]. The findings of the study also support the suggestion that the moonlighting explosion is at its peak for the age group from 25-40, owing to the financial burdens that come with family responsibility of raising children, the need to achieve goals and black tax [11].

4.1.4. THE NEED TO GAIN A FINANCIAL MUSCLE SO AS TO EASE THE EXPENSE BURDEN

From field data, it was identified that the need to ease the expense burden was a driving factor that ignited the moonlighting phenomenon in the workplace, owing to the increases in cost of living, influenced by the VUCA economic environment. Participant 1 stated that:

“My entrepreneurial activities supplement my income in a way that without them, I could not afford to ease the burden of expenses on my shoulders.”

4.1.5. JOB INSECURITY

Job insecurity in the primary job was identified in field data as having an effect on the workforce's intention to moonlight, mainly as a hedging strategy. The idea was on that note reinforced by participant 9, who highlighted that:

“I opt for moonlighting so as to prepare for the worst at the workplace and the future uncertainty, as we leave in an unpredictable environment, recently it was gazetted that one of the academic institutions in the country National University of Science and Technology (NUST), recently downsized its operations and a number of employees were retrenched, that fear of the unknown and unpredictable working conditions forces one to engage in alternative employment.”

While the study key informants concurred with the viewpoint, stating that the root cause of moonlighting in the workplace has much to do with job insecurity due to fixed-term employment contracts. Key informant 2 stated that:

“What may be the root cause for our employees to engage in secondary income generating activities is the fact that government has frozen university staffing posts, even though the university is short staffed we cannot afford to hire employees on a permanent basis, that’s why we have some of our employees on the fixed term contracts, and on the academic side we are using part-time fulltime placement.”

University workforce on fixed-term contracts indicated that what drives them to engage in moonlighting is the uncertainty that comes with the fixed contracts, and these findings differed from one institution to another, as most of the employees were not employed on fixed-term contracts. And their opinions were buttressed by the study's key informants, who confirmed that they had employees on fixed-term contracts. It is on that note that the writer discovered that taking secondary employment is usually done as a strategy for future preparations. The findings of the study suggested that

employees who feel secure in their employment are less likely to engage in moonlighting activities [26]. Moonlighting is an activity meant to escape the risk associated with putting all the eggs in a single basket [12].

4.1.6. PRESSURE FROM DIASPORA, PRESSURE FROM SOCIAL FACTORS AND PRESSURE FROM THE NGO WORLD

Field data obtained from focus group discussion among the academic institutions' workforce, identified that pressure friends and colleagues who moved to diaspora through the recent health care workers forced employees to opt for multiple job holding. Participants 9 further said that:

"The reason as to why I opt for moonlighting is to try and match or better my standard of living relatively to my colleagues, relatives and friends who are abroad."

The need to match or even better the standard of living relatively to the colleagues, friends and relatives. A study concluded that workforce involvement in moonlighting differs in terms of the employment opportunities, age group, gender and a lot more, and it states that monetary and non-monetary incentives drive employees to moonlight [5]. In this case, the monetary incentive comes into play in the eagerness to match the standards of living at home with those from abroad.

From field data, the researcher identified that pressure from social factors was one of the drivers of moonlighting intentions among academic institution employees. Four participants of the study highlighted that the need to get married, the need to pursue goals and start a family, was influencing their moonlighting intentions. The idea was buttressed by participant 3, who states that:

"I am of age and I need to get my things right, pay dowry (lobola/ roora) and get married, it is the expectations of the family and the community that a young man of my age be married by now, and it was in my goals that at least I pursue this the previous year, but however due circumstances beyond my control in the country and with my primary income I couldn't afford to burden, thus I searched for the alternative employment, so that maybe by year end."

The findings of the study identified that young people engage in moonlighting activities so as to circumvent the pressure exerted by the community in which they live. The need to have achieved some things or goals before reaching a certain age, in line with the expectations of society, was identified as the pressure that forces youths to engage in multiple jobbing. The findings of the study support that the moonlighting explosion is at its peak for the age group from 25-35, owing to the financial burdens that come with family responsibility of raising children and having to achieve goals [11]. Moonlighting engagements differ in accordance with the age group, gender and the employment opportunities [5]. In this study, the youths moonlighted in order to circumvent pressure from social factors.

On a relatively differing note, the participants of the study noted that pressure from the NGO world, which, under the same volatile, uncertain, complex and ambiguous economic environment, is still earning the hard currency (US dollar).

"My engagement in entrepreneurial activities is mainly to supplement my income, while easing the expense burden on my shoulders, my primary job and my secondary activities are still not easing the burden enough, and I am considering Non-Governmental Organization (NGO) world, because they are earning relatively more than what we I am earning, as you may be aware that they are earning the hard currency (United States Dollar) against our RTGs dollars."

The findings of the study noted that the pressure from the NGO world, which under this hyperinflationary economy is still earning the hard currency (US dollar). Insufficient compensation from the primary job exerts pressure on the workforce to engage in moonlighting [11].

4.1.7. SOUR EMPLOYEE RELATIONS

Employee and employer relationships have been negatively affected by the economic depression, so much so that there has been an interplay of wage and salary-related disputes in the workplace that, in turn, has resulted in a proliferation of the moonlighting phenomenon in the workplace. Participant 1 noted that:

"There have been quarrels between the employer and the academics in as far as salaries and allowances are concerned and it resulted in the postponement of the visiting classes, as the academics were advocating for an increase in their part-time rates."

Field data noted that there was an interplay of the wage and salary-related disputes; the participants were claiming that they were unhappy with the salaries that were below the poverty datum line, and this then led the employees to go on an industrial action. Sour employer-employee relationships influence an individual's decision to engage in moonlighting [17]. Working hours, wage rate and unearned income influence multiple job holding [18].

5. EFFECTS OF MOONLIGHTING ON ACADEMIC INSTITUTIONS' OPERATIONS

Two themes were generated on the positive effects of moonlighting in the workplace, gaining experience for job mobility, as well as increased income, that decrease rate of turnover. While on the negative effects of the moonlighting phenomenon, five themes were identified: time management, employee absenteeism, overexertion, fatigue and health problems, poor organizational performance and sour employer-employee relations.

5.1. POSITIVE EFFECTS OF MOONLIGHTING

5.1.1. GAINING EXPERIENCE FOR JOB MOBILITY

Regarding the effects of moonlighting on the academic institutions' operations, gaining a wide variety of skills that enable multi-tasking and effective job rotation in the primary job was one of the major themes. From field data, it was identified that it affects the primary job to a greater extent, as it enhances job mobility, influencing the movement from one job to another. The viewpoint is buttressed by the key informant 2, who noted that:

“Although moonlighting has undesirable effects when it is not managed, it is actually instrumental in bringing about employee multi-tasking abilities that influence job rotation and mobility, thereby countering the effects of absenteeism and turnover on the institution.”

Field data concluded that moonlighting played a pivotal role in enhancing the generation and dispensation of research knowledge, especially among academic employees. The results of the study refute the viewpoint that states that moonlighting negatively affects academic staff members, stating that limited research affects the effectiveness of the lecturer [12,16].

5.1.2. IMPROVEMENT OF INCOME STREAMS AND DECREASES THE STAFF TURNOVER INTENTIONS

Data obtained from the field show that academic staff engage in moonlighting activities for improved income streams. Employees who persist in moonlighting activities were found in the study to have minimal chances of detaching themselves from the organization. Participant 15 reinforced that by stating that:

“As an academic employee, lecturing in more than one institution helps me to stay in the lecturing field while increase my deflated income, that when compared to what other academics are earning in the region, amount to nothing and is not enough to cater for my family needs and to pay school fees for my children who are in private schools as well as to pay for my property insurances.”

Field data identified that what influenced the university workforce's continuous commitment to the academic institutions studied is the proceeds from moonlighting, which play an essential role in supplementing the primary income. Monetary rewards are instrumental in satisfying the employees' lower-level needs, the physiological and safety needs of Maslow's hierarchy of needs [13]. Moonlighting supplements income so as to satisfy individual needs, thereby decreasing turnover intentions [13,14].

5.2. NEGATIVE EFFECTS OF MOONLIGHTING

5.2.1. TIME MANAGEMENT, CONCENTRATION & ATTENTION

One of the themes identified from field data, as the negative effects of moonlighting, was time management. Time that should be allocated to primary job tasks is diverted to secondary tasks. Participant 13 pointed out that time management was a challenge, owing to different university calendars from where he lectures and his primary university. He states that:

“It affects my primary job in instances of time management; it really becomes an issue, and as we know, universities have different calendars, and in the midst of doing my primary job, when duty to lecture at Solusi University calls, I will have to take days off and miss some lectures at my primary job.”

In addition, another theme identified as the effects of moonlighting in the workplace was the loss of concentration, multiple jobbing takes a lot of energy, and upon embarking on the tasks of the primary job, they will be tired and don't really perform well under such circumstances. Participant 12 highlighted that:

“Having more than one job affects my primary job because if there is a problem in my secondary activity that needs my attention, then I will have to take a day off or otherwise disappear for a while and try to solve the problem.”

Precisely, it is worth noting that the findings of the study from different academic institutions concurred in stating that moonlighting affects one's concentration and attention. The inability of the employee to handle two jobs main result in loss of focus and concentration on the primary job [11].

5.2.2. EMPLOYEE ABSENTEEISM

Employee absenteeism was identified as one of the major themes that have an effect on the normal routine of staff activities. Key informant 2 stated that:

“...in some instances, those who engage in moonlighting usually have a higher rate of absenteeism than those who don't engage in multiple jobbing.”

Participant 5 highlighted that: *“...I will be so tired from my secondary job, without enough rest, I need to be at work as early as 8 am on Monday, and under such circumstances I would be left with no choice but to visit the family doctor to get a sick note because I will be so exhausted and in need of some time off.”*

The findings of the study highlighted that an increase in the rate of absenteeism was discovered as one of the major effects of moonlighting. Absenteeism in the form of sick leaves, due to health deterioration, usually increases. Employees who hold alternative jobs create problems for their primary employer by arriving late at their work station, absenteeism, and increased disciplinary problems [2].

5.2.3. OVEREXERTION, FATIGUE AND HEALTH PROBLEMS

Key informants highlighted that one of the effects of the moonlighting phenomenon in the workplace is overexertion. Moonlighting causes accidents in the workplace owing to the fatigue that employees go through in failing to get enough rest. Key informant 1 postulated that:

“Moonlighting affects the performance of employees negatively, thus it results in poor quality of work due to overexertion and fatigue.”

The results of the study correspond with the viewpoint that physical exhaustion due to work overload may, in turn, have a negative effect on individual health, leading to premature aging and a decrease in life expectancy [12]. The risk of burnout and fatigue in such cases usually escalates, owing to extra hours worked and minimal rest by employees, headaches, and high blood pressure are the effects thereof. In some instances, the above facilitates increased absenteeism and performance decreases.

5.2.4. POOR ORGANIZATIONAL PERFORMANCE

One of the themes that was dominant from field data, on the effects of multiple job holding on academic institutions' operations, was that it impacts performance negatively. Key informant 2 stated that moonlighting impacts lecturers' generation and distribution of knowledge accessed through research, as it influences counter productivity behaviours. He says that:

“Counterproductive behaviors among lecturers will be evidenced in employee absenteeism, more time off and more sick notes that will, in turn, affect their research or new knowledge generation and that affects learners negatively through missing lectures.”

From field data, the researcher noted that the performance of the institution has decreased over time owing to the reduced employee inputs induced by the outputs that they get from it. The results obtained from the study support the viewpoint of an author who stated that employees who hold alternative jobs create problems for their primary employer by arriving late at their workstation, causing absenteeism and increased disciplinary problems [2].

6. STRATEGIES PUT IN PLACE BY THE ORGANISATION TO COMBAT MOONLIGHTING

The focus group interviews asked study participants to suggest strategies to combat the proliferation of moonlighting. Four themes were generated from thematic analysis. These themes are work rules and regulations, enacting an effective performance system, job satisfaction and motivation.

7. WORK RULES AND REGULATIONS AND THE MOONLIGHTING POLICY

One of the themes identified as the strategies for combating moonlighting in the workplace is through work rules and regulations that are effectively enforced by the Human Resources Section. Key informants 1 posited that:

“We have mechanisms in place to manage moonlighting, and we can try to come up with more, but employees conceal their activities.”

Banerjee [6] concurred with the findings of the study, stating that enacting a moonlighting policy that circulates in the whole institution helps combat the phenomenon, thereby evading the conflict of interest and any secondary activity that makes use of the university resources, such as time.

8. PERFORMANCE MANAGEMENT SYSTEM

When asked about the strategies in place for managing moonlighting, key informant 2 reiterated that the unavailability of an effective performance management system in the academic institutions that would replace the old one with a lot of loopholes would be an effective strategy that could be used to combat the phenomenon.

“...the use of an effective performance management system, which will actually replace the current outdated one. The ideal system should be the one in which an employee and his or her supervisor set objectives and agree on them at the beginning of the year, and the employee signs the contract.”

9. REVISING THE REWARD SYSTEM

The majority of the participants of the study proposed that an effective way that the entity can make use of in the bid to curb the moonlighting phenomenon is to revise its reward systems and make sure that they are in line with what university staff members are paid in the whole region. One of the respondents stated that:

“I think our salaries should be reviewed upwards or be rated in line with our previous United States Dollar salaries. My cousin is working in a certain institution outside the country and holds a position that is relatively lower than mine, but gains more emoluments than I.”

Sabron & Hassim [8] concur with the findings of the study that the reward system plays a pivotal role in curbing moonlighting while enhancing organizational commitment and has an effect on increased institutional performance. Drawing from the research findings, the implementation of a reward system will go a long way in curbing the moonlighting phenomenon in the workplace.

10. CONCLUSIONS

The causes of moonlighting in the workplace are a combination of environmental, personal and behavioral factors [6]. Environmental factors like economic uncertainty, characterized by hyperinflation and stagflation, in turn have affected job insecurities of the workforce. Uncertainties in the macro environment have led entities to restructure and downsize their operations, increasing anxiety about job security. The topsy-turvy environment has influenced the adoption of moonlighting as a survival strategy for employees [12,15]. This study showed that the environment had a relationship with personal factors. This factor explains that different people behave differently even when apparently in the same situation and seemingly having the same experiences, accounting for those who engage in moonlighting among state universities and those who do not. It was really from environmental factors that employees explored some of the things they might be able to change. This helps explain why challenging behaviors increase or decrease following any changes in an employee's life, how they spend their days, or when the people who support them change and the effects that may be encountered by the organization as a result of moonlighting. Personal factor indicates that those employees' characteristics and traits take into consideration coherent forms of their feelings, thoughts, and behaviors. Personal factors cover emotional and physical stability and basic human needs, as postulated by Maslow's hierarchy of needs. However, in terms of work, it is believed that personal factors come into play in various issues, such as the advantages they can get from any activities they do. In this study, personal factors cover employees' desires or needs. Employees need some return value, such as money, that can give them comfort and quality of life [7,18].

10.1. MANAGERIAL IMPLICATIONS

Tertiary institutions face challenges of separating the activities of the primary job from the secondary job. A good example noted was that of computer technicians within the institutions, some of the activities may be done at their workplace, using company resources and company time, and the superior may fail to separate the two. The findings are supported by extant literature that states that there is a challenge in identifying the time utilized in double jobbing. In some instances, it may be after working hours, and the employer cannot make follow-ups, and some even commute to secluded places to moonlight [6]. Tertiary institutions should consider enacting an effective performance management system in the university that would replace the old one with a lot of loopholes, as a strategy that would go a long way in curbing the moonlighting phenomenon. While at LSU, it was suggested that enacting a moonlighting policy that will circulate throughout the whole institution would be an ideal way of combating the phenomenon, thereby evading the conflict of interest and any secondary activity that makes use of the university resources, like time.

10.2. THEORETICAL IMPLICATIONS

Results suggest that sour employer-employee relations influence individual decisions to engage in moonlighting. Employer-employee relations have been negatively affected by the economic depression to the extent that wage and salary-related disputes have proliferated, in turn fueling the moonlighting phenomenon. The findings of the study harmonize with Kisumano & Wa-Mbaleka [18] who posited that working hours, wage rate, and sour workplace relations catapult multiple job holding and also concurs with Friedman & Miles [19] who state that working conditions are in most cases the precursor for unlocking moonlighting in the workplace. Compensation packages that are perceived as inadequate can drive employees to moonlight or seek better-paying opportunities elsewhere, thereby facilitating labor turnover. Failure to provide fair compensation can create feelings of undervaluation, prompting multiple jobbing and turnover intention. The researcher highlights that improved workplace industrial relations through offering competitive salaries, benefits, and incentives are critical in retaining talent, while negatively affecting moonlighting in the workplace.

10.3. LIMITATIONS

This study has several limitations that should be noted. Initially, the study focused exclusively on state universities that are active in Zimbabwe. It is necessary to conduct the same study in other nations with stable economies to see if the findings are the same. Second, to determine whether the same outcomes are obtained, private colleges that operate in the same setting must be included. Third, employees must be interviewed separately so that they can freely express their problems in trust and secrecy, as the study collected data from the respondents using focus groups and structured questionnaires. Future research should also include unstructured questions to allow participants to freely express their opinions on the subject of employee turnover. Fourth, since the data were gathered from institutions that operate in the same area, future researchers may want to include state universities that operate throughout all regions. Fifth, as the present study used an interpretivist research paradigm, we advise that future researchers do their studies using the positivist research paradigm, with employee turnover serving as one of the factors.

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CONFLICT OF INTEREST

None.

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