

A Study on The Perception of Moonlighting Practices among The Employees of Public Hospitals in Klang Valley

Mohd Zdikri bin Md Sabron & Aliza binti Abu Hassim (Phd)

^{1&2} Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM) 40450, Shah Alam, Selangor,
zdikri82@gmail.com & aliza770@salam.uitm.edu.my

Abstract

Moonlighting is considered as dual career or multiple jobs carried out by employees. It was reported that, public officials had a high rates employee's engaging in moonlighting. But the fact is how public officials accurately managing their interest of need then give full commitment to their primary job. This study examines to seek to understand employees' perception on moonlighting practices. The types of investigation in this paper is causal study whereby this study is conducted in order to determine the important factors that associate with the moonlighting practise among employees. Self-questionnaires were distributed to respondent in the process to get important view towards this moonlighting activity. This study was conducted among 375 respondents from four public Hospitals which include Hospital Kuala Lumpur, Hospital Ampang, Hospital Tuanku Ampuan Rahimah and Hospital Putrajaya. This study also adopts and adapt from Bandura (1997) concept which is Social Cognitive Theory, (Environment factors, personal factors and behavior factors). In addition, basic statistical and advance analytical tools have been employed to evaluate the findings. This study used analytical process includes factor analysis, correlations regression analysis and Hayes model process for moderator effect. From the findings obtained, environment factor and personal factor had a positive relationship and significant towards employees' engagement in moonlighting. The result shows environmental factors and personal factor influence employees' engagement in moonlighting. However, behaviour factor is not significant towards employees' engagement in moonlighting. At the end of this study, conclusion and recommendation made based on the result of the findings.

Keywords: Moonlighting, Environment factor, Personal factor, Behaviour, Job engagement

INTRODUCTION

Moonlighting usually means that people are holding one or two jobs but at the same time, they still have a primary job. The reason that employees engage in moonlighting is because to increase household income. This situation is commonly known as 'moonlighting' which is defined as to work on an extra job. According to Betts (2011), moonlighting is done to supplement their primary job income. In addition to that, Betts (2011) stated that, 'moonlighting' is outdoor work that means having two or more-part time jobs and additional work and this happens to someone who has a career that is a principal occupation. Employees engage in moonlighting to balance their source of income due to burden of expenses they face. In today's fast-paced environment, that can be a challenge. But to fulfill their interests of need, sometimes public officials forget to perform their given tasks responsibly. This is the challenge

faced by the government in addressing the issue of poor performance by public officials. Shishko and Rostker (1976), defined 'moonlighting' as synonymous with second job, dual careers, and multiple careers. An individual is considered moonlighting or said to be moonlighted if he is still attached to the primary job but at the same time he has another job to earn more money. Normally, in the discussion of moonlighting, there are two issues debated. Firstly, employees who moonlight with the approval by the employer and secondly, they do it illegally. Majority of employees engage in moonlighting without telling their main employer.

LITERATURE REVIEW

In this section, it examines and focuses on the literature review related to this study. This study focuses on environment factor, personal factor, and behaviour. This factor was identify had a relationship towards employees' engagement in moonlighting. Addition to that, monetary factor also used in this study as a moderating effect that are related to moonlighting practice. Employees experienced in conducting two jobs and perception have given valuable information for this study. Literature related to moonlighting practice in Malaysian study is still limited. But, literature from international study was used to explain further about the moonlighting practice in Malaysian context.

ENVIRONMENT THEORY

Environment can be classified as external and internal factor. For external environment it consists such as economy, politics, regulation, climate, geography and technology. While for internal environment, it is classified into financial stability and organization culture which can give a negative or positive impact to organization performance or profitability (Wathern, 2013). Moonlighting has been a coping strategy for staff to meet the economic demands they face, by supplementing their primary job salary with moonlighting paying on a fee-for-service basis (Jumpa, 2007). For this study environment has a relationship with personal factor. This factor explains that different people behave differently even when apparently in the same situation and seemingly having the same experiences. Environmental factors help employees to explore some of the things they might be able to change. This helps to explain why challenging behaviours sometimes increase or decrease following any changes in an employee's life, or how they spend their days, or when the people who support them change. Theory of environment further postulates that the set can be allocated to either time the market, or work that generates income and satisfaction or the time at home or on leisure satisfaction, but produces no income. This study believed that, from the review these factors (environment, personal and behaviour, self-efficacy) influenced by streams of influence, were originally from Theory Triadic Influence. The explanation of this theory which is in Intrapersonal term explains that the behavior can be categorized into three

streams of influence with the intrapersonal, social, and cultural environmental that converge on intentions and behaviours. Consistent with Self-efficacy theory, these variables form one's sense of self-efficacy about a particular behaviour, such as completing tasks given by employer. A Social influence is a similar flow that exists within the interpersonal stream of the Theory Triadic Influence (TTI) (Flay, Snyder and Petraitis, 2009). The interpersonal stream begins with ultimate-level characteristics of one's immediate social surroundings that are largely outside the control of individuals. Consistent with the Theory of Reasoned Action, social influences form social normative beliefs regarding the specific behavior; that is, perceptions of social pressures to engage in a particular behavior. Flay, Snyder and Petraitis (2009) added that, cultural-environmental influences were the third stream of the Theory Triadic Influence, the cultural-environmental stream, follows the same pattern as the previous two streams. It begins with broad cultural characteristics that are largely beyond an individual's control, such as political, economic, religious, legal, mass media, and policy environments. Obviously, for some readers, the proximal levels of all streams (self-efficacy, social normative beliefs and attitudes) may seem like intrapersonal factors. However, these affective/cognitive factors that originate from interpersonal (social situation, social normative beliefs) or cultural environmental (cultural environmental, attitudes) factors are distinguished from those that originate from within the person (biology/personality, self-efficacy). Within the Theory Triadic Influence, each and every stream ends in affective/cognitive factors (i.e., self-efficacy, social normative beliefs, and attitudes) that influence the most proximal affective/cognitive predictor of behavior and intentions. The theory also recognizes that influences in one path are often mediated by moderate influences in another path. Furthermore, the Theory Triadic Influence recognizes that engaging in a behavior may have influenced that feedback and altered the original causes of the behavior (Flay, Snyder and Petraitis, 2009).

PERSONAL THEORY

Perspective from a personal factor indicates those employees' characteristics and traits of a person, which is take a consideration for coherent forms of their feelings, thoughts, and behaviours. When staff are asked on why they engage in moonlighting, most answer that financial concerns are the main reason to moonlight. Employees believe in their abilities and skills to cope in other situations. In terms of personal factor from employees' perspective, it would cover emotional and physical stability and their basic human needs. But in terms of work it is believed that personal factor come in various issues such as the advantages they can get from any activities they do. In this study, personal factors cover employees' desire of need. Basically employees need some return value such as money that can give them comfort and quality of life. They would do anything as long as they get positive feedback. Furthermore, employees are less likely to view themselves and are always declining common tasks of what they do every day. For example, Lyle (2015) in a study observed that , they appeared to balance

employees personal needs against the requirements of the daily tasks in primary job. Some departments prohibit moonlighting, while others encourage the practice as a way to supplement low pay salary. 30 - 35%, most often stated reason for engaging in more than one job of moonlighters is that 'they must meet the regular household expenses.' Upwards-hours-constrained workers were obtained from moonlighting because of stretch out a higher utility level, as a result, second job wages were lower than first job wages, $w_2 < w_1$. Doubtful as it may seem to be at a first glance, there is also more inclination towards moonlighting for a downwards-hours constrained employees if the second job wage at least maintains the employees' utility level; in this case however, second job wages have to be much higher than first job wages, $w_2 > w_1$. The situation is different for the non-hours-constrained employees in as much as they theoretically can freely select any working time on the first job. The 'heterogeneous jobs' motive however suggests that it is not wages that matter most but other amenities or benefits that come along with either job. Moonlighting wages may be higher or lower than primary job wages (Heineck, 2009). It is observed that, for personal factors, employee working in different organizations have their personal goals to meet besides working for organizational goals. It was observed that, moonlighting had significant effect on employees' personal goals. It was observed through the findings that employees were seeking promotion to stay within their organizational setup. Promotion and income enhancement were observed to be parallel. One of the personal objectives was found to be the autonomy one enjoyed as a professional. They seek new skill and learn some new challenges to improve their primary job performance. In addition to that, the level of satisfaction was high where an employee felt that he had a certain level of liberty and was trusted for his performance at workplace (Akbar, 2016).

Therefore, in this study, it can be said that some employers are using moonlighting to avoid layoffs until the business climate improves; many moonlighting employees are relying on their hours to survive when primary job is unavailable. In challenging economic times, moonlighting is a critical (and often the only) resource for many employees. Environment trend promotes moonlighting work while preserving other benefits important to working families. People should not be penalized for wanting to do better for themselves or their families. They should be commended for doing everything possible to keep their families fed and having a place to sleep.

BEHAVIOUR THEORY

Behaviour in terms of employees is defined as how they conduct themselves towards others. When employees are treated as humans they respond to their particular work situation in a positive way by increasing their productivity. According to Kreitner and Kinicki (2006) employees' behaviours for different professions and workplaces differ, as situations and work environments are different. In this study, there is not much study done on moonlighting perspectives towards behaviour theories. Behaviour is also

influenced by employees' self-efficacy which are defined as employees' confidence in being capable of arranging or dealing effectively in their workplace (Esmaeili and Hashim, 2014). Behaviour is also influenced by disposition of mood and feelings where it gives impact to everything from employees ability to make effective decisions and work well as a positive result on job performance (Gong, Huang, and Farh, 2009). This study also agrees that, behaviour can also be influenced by personal fulfillment of employees. In addition to that, this personal factor also affects whether certain behavior of employees changes or not. Everything that employees make comes from the reaction of personal motives first. It is also believed that, the rationale of employees in managing personal needs is important to make a good behavior. Besides that, instability in managing personal needs can affect certain behavior of employees. According to Maslow's Hierarchy of Needs, the need for esteem motivates behaviour. Esteem can be both internal and external. People are driven by the need for self-respect (internal) and by the need for recognition from others (external). When the organization provides opportunities for career advancement, shows appreciation for employees, gives raises based on merit, and provides status symbols (such as titles), it is helping its employees to fulfill the need for esteem (Koltko-Rivera, 2006). For example, Malaysia government loosens their rules by given chances to the government employees to engage in moonlighting due to increasing of cost of living.

RESEARCH DESIGN & METHODOLOGY

The type of investigation in this research was cross-sectional study whereby this research was conducted in order to determine the important factors that are associated with the Moonlighting of the employees of Public Hospitals in Klang Valley. Purposive sampling which is a convenient type of sampling was used in the process to collect the data for this study. This study was conducted using mixed method approaches that are quantitative and qualitative method to answer of each study (Creswell, 2009). For the quantitative, the questionnaires were distributed to the respondents consists of 375 staff from Public Hospital in Klang Valley based on Krejcie and Morgan (1970) sample size formula. While for the qualitative method, this study used interview to analysis the findings. Towards qualitative method, manual analyze was provided for each response that was given by respondent. In addition, this study also provided a broad range of capabilities for the entire analytical process such as factor analysis, correlations, regression, inferential analysis ANOVA and chi-square. This study also adopts and adapt from Bandura (1997) concept which is Social Cognitive Theory, (Environment factors, personal factors and behaviour factors).

ANALYSIS FINDINGS

In this section, the result of the data analysis of the study is presented according to each finding provided. In terms of finding 1, it refers to examining if moonlighting factor (Environment, Personal, and Behaviour) affects the primary job performance. For findings 2 is to determine which of the moonlighting factors that most influences primary job performance. Meanwhile for last findings it refers to determining if monetary factor moderates the relationship between moonlighting factors and primary job performance.

To examine if moonlighting factor (Environment, Personal, and Behaviour) affects the primary job performance.

The finding is to examine if moonlighting factor (Environment, Personal, and Behaviour) affects the primary job performance. This research highlighted the internal and external challenges that faced by employees when engaged in moonlighting. In this analysis of findings, this study used Pearson Correlation to know which factor gives strong influence to primary job performance. In terms of correlation analysis, commonly sets of data are a measurement to examine how well they are correlated. Pearson Correlation Coefficient test is used to evaluate the strength of relationships between all independent variables which are environment factor, personal factor and behaviour to test the influencing factor. Results show that personal factor has a strong influence to primary job performance which is .134. While behavioural factor has a low influence to job performance which is -.017 (see table 1).

Table 1:
Correlation analysis for Moonlighting factor

Job Performance expectation	Personal factor expectation	Behavioural expectation	Job performance expectation	Monetary factor
Pearson Correlation	.134**	-.017	1	.238**
Sig. (2-tailed)	.010	.743		.000
N	375	375	375	375

**Correlation is significant at the 0.01 level (2-tailed)

Which moonlighting factor influences primary job performance

The findings examine which moonlighting factor influences primary job performance. Hence, this study uses the regression analysis model. In statistical definition, regression analysis is a statistical model process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (predictors). More will be shared in the

discussion of "regression analysis": In addition to that, a statistical method regression analysis refers to one method in determining the causal relationship between the variables with another variable. Variable "cause" referred to by a variety of terms: an explanatory variable, the variable explanatory, independent variable, or freely, variable X (as is often depicted in the graph as the X axis). Variable impacted known as a variable that is affected, the dependent variable, or variable Y. Both of these variables can be random variables (random), but the variable that is affected should always be random variables (Sekaran and Bougie, 2010). Regression analysis is one of the most popular and widely used analyses. Nearly all areas of social science that require the analysis of causation should certainly recognize this analysis. Based on table 2 R squared is .074 which represents 7.4%. Then, this study also uses Durbin-Watson analysis. Durbin-Watson test is part of the regression analysis. The Durbin-Watson value should be between 0 and 4 with the value of 2. From the above table, the value of Durbin-Watson of this study is 1.870 which is less than 2. This means each independent variable does not correlate with the dependent variable. Thus, the independent variables are ready to be tested to explore the relationship between IV and DV. This study also uses coefficients analysis to identify of this study. This analysis reads the Tolerance and VIF, and Tolerance can range from 0 to 1 while VIF value must be less than 10 (Field, 2013). Environment tolerance value is .573 and VIF 1.744. This is followed by personal .968 and VIF value which is 1.033. While for third Independent variable (behaviour), tolerance is .945 and VIF value is 1.058. Lastly for moderator, the tolerance value is .576 and VIF value is 1.735 (see table 3).

Table 2: *Regression analysis for which moonlighting factor influence primary job performance*

Model	R	R Square	Change Statistics		Sig. F Change	Durbin-Watson
			df1	df2		
1	.273 ^a	.074	3	371	.000	
2	.315 ^b	.099	1	370	.002	1.870

Table 3: *Coefficients for which moonlighting factor influence primary job performance*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Environment factor	.183	.115	.104	1.598	.111	.573	1.744
Personal factor	.195	.072	.136	2.717	.007	.968	1.033
Behaviour	.001	.051	.001	.027	.979	.945	1.058
Monetary factor	.188	.059	.206	3.170	.002	.576	1.735

a. Dependent Variable: NEW_E

Does monetary factor moderate the relationship between moonlighting factors and primary job performance

This section discusses the findings does monetary factor moderate the relationship between moonlighting factors and primary job performance. The interaction effect was tested using Hayes model process. The moderating variable in this study is to investigate the relationship among independent variables which are environment factor, personal factor and behaviour to see if this variable affects job performance. A moderator effect of some variable F on the final outcome of variable Y is one in which its size or direction depends on the value of a third moderator, variable M. Analytically, moderated effects disclose the variable statistically as an interaction between F and M in a mathematical model of Y (Hayes and Matthes, 2009). From the results, the R² changed value explains the independent variable of environment factor had 3.09% relationships with primary job performance. However, there is significant moderating effect between variable where the significant p-value after R² change is (p=0.0460) because p-value is below than 0.05. For personal factor R² change value is 0.32% and p-value after R² change is (p=0.5453). Thus, it shows that the variable has no significant effect. Meanwhile Behaviour R² change value is 0.22% and p-value after R² change is (p=0.6368). For this third variable there is no significant moderating effect on primary job performance because the value is more than 0.05 (see table 4).

Table 4: Moderating Analysis of dependent variable: (Job Performance)

Moderating	R ² Change	R ² Change p-value	LLCI	ULCI	Moderator Effect (Yes/No)
Environment Factor	0.0309	0.0460	-0.4818	-0.0044	Yes - Very significant
Personal Factor	0.0032	0.5453	-0.2052	0.3861	No – Not significant
Behaviour	0.0022	0.6368	-0.3085	0.1896	No - Not significant

CONCLUSION AND FUTURE RECOMMENDATIONS

Moonlighting is considered as a high value competitive advantage in the business world. In order to be adaptive in current and on-going standard of living, organizations should allow their employees to do moonlighting to capture the competitive advantage. Hence, based on the findings on quantitative method this study concludes that, implementing moonlighting in an organization is a complicated issue for employers and it takes time to understand. Regardless of why an employee wants to do it, perhaps due to financial problem, high cost of living, current economic and interest of need. The result from this study also shows that environment factor and personal factor had a positive relationship and significant towards employees' engagement in moonlighting. The results also parallel with qualitative method were respondent response environment factor and personal factor give more influence to them to engage

in moonlighting. In addition to that, for future recommendation government can create job opportunities in part-time basis for simple work such as keying in data, and arranging documentations. That may involve other government staff in different expertise or specialization that can indirectly let them learn new things. One example is by Ministry of Health that allows medical officers to open private practices. Private hospital bills are not the same at the government hospital bills. They receive higher hourly rates than doctors in government hospitals. The terms and conditions in rendering service are also different. There are a few things that government can do to cater to this factor:

1. Government needs to review the government staff salary scale in order to be parallel to the current cost of living. For example, if the cost of basic foods such as cooking oil, rice, flour, and sugar increases, the government needs to consider increasing the government staff salary.
2. Government can reduce the involvement of the third party is purchasing and dealing in order to reduce the prices of good. For example, change privatization policy e.g produce or provide the goods and services directly without the involvement of third party. So that, it helps those with lower income to increase their standard of living and get more income.
3. Government can seriously implement flexible working hours for the government staff so that they can do moonlighting after the working hours to help them earn more money.

REFERENCES

- Akbar, K. A. and A. (2016). The study of impact of moonlighting 8_Kaukab and Aisha_v38_1_2016.pdf. *Bulletin of Education and Research*, 38, No. 1 pp. 101–116.
- Betts, Stephen C. (2011). Gender differences in multiple jobholding: moonlighting among teachers. *Journal of Business and Economics Research (JBER)*, 2(8).
- Bandura, A. 1997. *Self-efficacy: The exercise of control*. New York: Freeman.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Los Angeles: Sage
- Esmaili, H. K., and Hashim, M. T. (2014). Relationship of Social Self-Efficacy and Worker's Job Satisfaction, 6(5), 148–155
- Field, A. P. (2013). *Discovering statistics using IBM SPSS Statistics: and sex and drug and rock 'n' roll (fourth edition)*. London: Sage Publications.
- Flay, B. R., Snyder, F., and Petraitis, J. (2009). The theory of triadic influence. *Emerging theories in health promotion practice and research*, 2, 451–510.

- Gong, Y., J.-C. Huang, and J.-L. Farh. (2009). "Employee Learning Orientation, Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy." *Academy of Management Journal* 52(4): 765–78. <http://amj.aom.org/cgi/doi/10.5465/AMJ.2009.43670890> (August 18, 2016).
- Heineck, G. (2009). The determinants of secondary jobholding in Germany and the UK. *Zeitschrift Für ArbeitsmarktForschung*, 42(2), 107–120. doi:10.1007/s12651-009-0008-8. <http://link.springer.com/10.1007/s12651-009-0008-8> (August 20, 2015).
- Hayes, A. F., and Matthes, J. (2009). Computational procedures for probing interactions in OLS and logistic regression: SPSS and SAS implementations. *Behavior Research Methods*, 41(3), 924–36. doi:10.3758/BRM.41.3.924
- Jumpa, M., Jan, S., and Mills, A. (2007). The role of regulation in influencing income-generating activities among public sector doctors in Peru. *Human resources for health*, 5(1), 1.
- Krejcie, R. V., and Morgan, D. W. (1970). Determining sample size for research activities. *Educ Psychol Meas.*
- Kreitner, R. and Kinicki, A. (2006). *Organizational Behavior*. New York: McGraw Hill.:134-152.
- Koltko-Rivera, M. E. (2006). Rediscovering the later version of Maslow's hierarchy of needs: Self-transcendence and opportunities for theory, research, and unification. *Review of General Psychology*, 10(4), 302–317. doi:10.1037/1089-2680.10.4.302
- Lyle, P. L. (2015). Moonlighting Police: Polices That Regulate Secondary Employment- Possible Stress And Job Burnout Issues By Perry L . Lyle Ashraf Esmail , Phd , Faculty Mentor And Chair George Franks , Phd , Committee Member David Ojo , Phd , Committee Member Elizabeth K, (July).
- Robert Shishko and Bernard Rostker. (Jun 1976). The Economic Of Multiple Job Holding. (*The American Economic Review, Ed.*) 66, 298-308.
- Sekaran, U., and Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). West Sussex, UK: John Wiley and Sons Ltd.
- Wathern, P. (Ed.). (2013). *Environmental impact assessment: theory and practice*. Routledge.