



## A CONCEPTUAL STUDY ON DUAL EMPLOYMENT OF EMPLOYEES IN AN ORGANIZATION DUE TO RETENTION

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### **Abstract**

*Exploring the various dimensions of an employee having a dual employment in an organization. If an employee tends to handle or works in a secondary employment with respect to primary employment it is termed as dual employment. This paper highlights organizational retention and company policies with respect to dual employment by identifying the motivational factors that leads one to work in a subsidiary job condition and its impact towards loyalty and employees performance in the workplace. This paper aims to provide valuable insights for organizations seeking to manage and understand its employee having a dual employment, pertaining to workforce optimization and talent retention. The research will utilize a combination of quantitative and qualitative data collection methods, including surveys, interviews, and document analysis.*

### **Keywords**

*Dual employment, Employee Efficiency, Organizational Impact, Retention Strategies in Competitive Job Markets, Employee Engagement and Job Satisfaction.*

### **Introduction**

Dual employment refers to the practice wherein employees engage in supplementary employment or freelance endeavors concurrent with their primary occupation, often without the explicit consent of their primary employer. While it may offer economic augmentation or avenues for personal or professional enrichment, it raises concerns about potential conflicts of interest, compromised productivity and the inadvertent violation of confidentiality agreements or intellectual property rights.

The term dual employment originated in the early 19th century, derived from the idea of working by the light of the moon after regular daytime hours. It became more common during the Industrial Revolution when workers sought additional income to support their families. In the 20th century, dual employment grew up and became popular as economic pressures and rise of part-time work created opportunities for secondary employment. During the Great Depression, many people took on multiple jobs to make ends meet. Post World War II, dual employment became associated with white collar workers seeking extra income or pursuing personal interests. The rise of the gig economy in the 21st century has normalised dual employment with platforms like Uber and freelance websites enabling side jobs. It has often been controversial, as employers may view it as a conflict of interest or a distraction from primary responsibilities. Due to ethical concerns some industries, like healthcare and law have strict policies against dual employment. Advances in remote work and flexible schedules have made dual employment more accessible in recent years. Despite its challenges, it remains a common practice for those seeking financial stability or career diversification. Dual employment has a survival strategy to a modern day approach for balancing multiple income streams and personal aspirations.

This research paper aims at exploring the various economic changes and the unstable employment conditions where employees tend to take up more than one job in order to supplement their income and to stabilize their job. Employees taking up two jobs or a business along with their present job for various reasons. This is called dual employment. Dual employment has various benefits and limitations. In an



organization both Employers and employees find it quite challenging in order to handle dual employment.

Employees tend to engage in dual jobs in order to supplement their income and to achieve personal objectives or financial securities. By having dual employment, employees tend to pursue interests outside their primary employment or pick up new skills. This way they tend to establish their links or networks in other domains. Dual employment has an impact in the employees primary job when the workers feel overworked or underpaid their devotion to their primary job may suffer. Working in two different jobs at once might make them exhausted and less productive thus leading to a lower performance in their workplace. If the side employment becomes more gratifying or rewarding then employees may decide to leave their primary position.

A lot of organizations restrict occupations that present conflicts of interest, mandate disclosure, or prohibit dual employment. Organizational Policies must be clear, adaptive and more effective for the employees to practice. In their regular work, when employees feel valued, supported and compensated well they are less inclined to dual employment. It is noticed that when companies invest in their staff there is less of dual employment.

A person who works in a primary as well as secondary job or engaging in an independent work outside their primary employment is said to be dual employed. In recent times it has increased significantly and it has been driven by various factors such as the rise in the gig economy and economic insecurity. Innovative ideas were continuously emerging, thus leading to changes in employee work styles and organizational culture. There is an intense competition globally, emphasizing the survival of the fittest. The costs associated with human resources and their motivations for earnings have also evolved, necessitating a response to individual needs. For many individuals, a single job suffices however for others it barely covers their living expenses, prompting them to seek additional employment, sometimes even a third job, to secure both financial and non-financial benefits. Recent data indicates that women are more likely than men to hold multiple jobs. Consequently, the phenomenon of dual employment engaging in a second job along with one's primary employment has become a significant trend, ranging from part-time to full-time dual employment.

One of the most important and traditional aspects would be the human activity which is very much essential for an organization to run smoothly. It is noticed that in recent times the working conditions and the culture of employees have changed drastically. Everyday many new innovative concepts are being developed. It is necessary for us to strive hard and earn money in order to fulfil our essential needs and meet up with our individual demands. For the majority of us one job suffices. It is noticed statistically that women are more prone to dual employment than men.

### **Review of literature**

1. Baharudin, Siti and Arshad, Mohd Mursyid and Rami, Ahmad and Muhamad Nasharudin, Nurfazreen Aina.

The Sustainability of Employee Efficiency through Dual employment Style  
International Journal of Academic Research in Business and Social Sciences in volume 12  
DOI:10.6007/IJARBS/v12-i14/15814.



The above authors have examined and analyzed the concept of dual employment in employees. The objective of the paper is to Investigate HRM strategies leading to job satisfaction of the employees. The findings of the research were that satisfaction is complex in nature and it can enhance the productivity of the organization. The research highlights the critical role of HRM in addressing the challenges associated with dual employment In order to develop policies that recognize and accommodate it, allowing employees to balance their multiple roles effectively. The authors concluded by saying that employee engagement and retention reduces dual employment . It also underscores the importance of creating a. Supportive workplace culture that fosters employee satisfaction.

[https://www.researchgate.net/publication/366171004\\_The\\_Sustainability\\_of\\_Employee\\_Efficiency\\_through\\_Dual\\_employment\\_Style](https://www.researchgate.net/publication/366171004_The_Sustainability_of_Employee_Efficiency_through_Dual_employment_Style)

### **1. Sonal Pundhir Tanu Marwah**

Beyond the 9-to-5: Unrevealing the Pros and Cons of dual employment in Today's job market  
Journal of informatics education and research in Volume 4.  
Publisher Science and Engineering Research Support Society in 2024  
DOI : 10.52783/jier.v4i3 3rd.1675

This paper aims to understand the historical context, motivations and implications of dual employment in today's job market, and tends to analyse the relationship existing between dual employment and organizational commitment. The research paper explains how secondary jobs affect employee loyalty and performance in their main job roles. The findings of the study shows that dual employment can have both positive and negative effects like monetary security and opportunities for skill development. It also highlights the challenges such as potential conflicts of interest and decreased productivity in their primary jobs. The study emphasizes varying effects on various industries for instance academics and healthcare workers frequently work part time jobs in order to alleviate financial strains, while IT workers may do so skill enhancement. Finding sustainable approaches would be crucial for future workforce management.

[https://www.researchgate.net/publication/385549852\\_Beyond\\_the\\_9-to-5\\_Unravelling\\_the\\_Pros\\_and\\_Cons\\_of\\_Dual\\_employment\\_in\\_Today%27s\\_Job\\_Market](https://www.researchgate.net/publication/385549852_Beyond_the_9-to-5_Unravelling_the_Pros_and_Cons_of_Dual_employment_in_Today%27s_Job_Market)

### **2. The effect of job satisfaction and dual employment intentions with mediating and moderating effects of commitment and HR practices an empirical study.**

K. Prasad and Sripathi Kalavakolanu and Tanmoy De and V, Satyaprasad  
Humanities & Social Sciences Communications Journal Volume 11  
Pages 1 -14, Year 2024  
DOI : 10.1057/s41599-024-0297-x

This paper explores the intricate relationships between job satisfaction, job commitment and organizational commitment, suggesting the ways to improve these factors in the workplace by reducing the need for the workers to seek additional jobs. It underscores the practices in shaping these relationships. It contributes to a deeper understanding of employee behaviour in the context of modern work environments. The research paper emphasizes that by implementing effective human resource practices, the relationship can be strengthened leading to better employee retention and reduced turnover in the workplace. The findings of this paper provides valuable insights to the organizations striving to manage dual employment behaviors effectively in the work landscape.

<https://rdcu.be/d7kIH>.



### 3. **Dual employment - A New Threat to IT Industry**

Dr.Monika Jain, Harsh Gondane, Lobhas Balpande  
International Journal of Information Technology and Computer Engineering  
Volume: 02, No.04, June-July 2023, Pages- 11 to 22  
Date: 2023-06-01  
DOI: <https://doi.org/10.55529/ijitc.34.11.22>

The above authors have explained that dual employment is influenced by retention and organizational policies, as workers seek additional income due to dissatisfaction with pay and job conditions. Companies' restrictive policies would lead to lower job satisfaction, prompting employees to pursue side jobs for financial security. The concept of dual employment has emerged as a side hustle in the IT industry. This survey explores the ethical considerations of dual employment in India. Post pandemic work life balance has gained importance with employees valuing personal freedom outside working hours. Legally many Indian companies prohibit dual employment via employment agreements. Many argue that dual employment can disrupt work-life balance, affect primary job performance and breach company policies. The findings of the study shows that job satisfaction depends on pay, relationships with superiors, work environment and role fulfillment. Training, development programmes, and fair promotions can improve job satisfaction and reduce dual employment. Policy incentives like funding permanent projects could increase income and reduce the need for secondary jobs. Addressing inflation in pay structures can help to create a satisfied workforce, discouraging dual employment practices.

### 4. **The juggling act: Gen Z's approach to dual employment and full time work**

Milind Baliram Bhore, Poornima Tapas, Piyush Gotise, Avanti Chinmulgund  
The International Journal of Organizational Analysis July 2024,  
ISSN: 1934-8835  
<https://doi.org/10.1108/ijoa-11-2023-4081>  
<https://www.emerald.com/insight/publication/issn/1934-8835>

Above authors examine dual employment among Gen Z in the IT Sector, driven by issues like retention challenges and organizational policies. The study highlights the need to redefine talent management policies to mitigate conflicts and enhance employee satisfaction. This paper identifies themes and motives such as ethics, self satisfaction, financial needs and social causes behind dual employment. The authors conducted a thematic analysis using in depth interviews with Gen Z employees in India's metropolitan IT sectors and found out that a proposed model based on the themes can help the policymakers in order to improve organizational strategies for managing the talent of the employees in the workplace. The study underscores the dual benefits of policy refinement for employees, financial independence and organizational retention. The findings of this study would contribute to understanding the evolving nature of employment and work life balance in modern organizations. Policymakers and companies can leverage the insights to build an inclusive environment accommodating Gen Z's unique work outlooks.

### 5. **The ethical dilemma of big tech companies: a case study of multiple job holdings and dual employment in Indian IT companies**

International Journal of Advanced Research.  
MA. Sikandar M.A Honest Mohideen and Reshma Nikhat (2023)  
ISSN: 2320-5407  
DOI: 10.2147/IJAR01/17730  
<http://dx.doi.org/10.21474/IJAR01/17730>



The study focuses on dual employment among employees in Indian IT companies post-COVID-19. The reason being retention strategies and flexible work policies. This shift reflects a transition towards a western employment model, challenging traditional notions of loyalty and ethics in the workplace. Many Indian IT giants view dual employment as a breach of confidentiality and mistrust, leading to punitive actions. However, some companies are gradually accepting it, permitting gig work beyond office hours. The findings of the study highlights that dual employment workers see it as an opportunity rather than an ethical dilemma, employers often impose single-job agreements despite Indian labour laws not forbidding it. The market is shifting from employer-centric to talent centric, with inadequate pay cited as a key reason for multiple job-holding. Dual employment within the same industry raises concerns over data leaks and intellectual property breaches, posing risks to business security. India's legal framework lacks robust protection against such breaches, leaving employers with civil suits as their only recourse. The study concluded that with the rise of startups and government backed small businesses leading to popularizing the concept of dual employment. Currently, India lacks a structured monitoring system to regulate dual employment, as it is not illegal but controlled through employment contracts. This creates a well defined corporate policy framework in order to balance employee engagement and prevent conflicts.

### **7. Analysis of various aspects of dual employment**

Journal of Business Theory and Practise Volume 11

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The research paper emphasizes dual employment being often driven by retention issues and company policies. Instead of banning dual employment, employers should mitigate conflicts of interest. Many workers take secondary jobs due to financial strain and economic pressures. Remote work has contributed to the rise in dual employment. Inflation is another key factor increasing in dual employment. The study concludes that a complete ban on dual employment may lead to higher attrition rates. Addressing financial concerns, could reduce the need for secondary jobs. Ethical concerns should be managed through clear conflict of interest policies. Flexible work arrangements may help workers balance multiple job roles. Transparency between employers and employees is essential for trust. Companies need to analyse the impact of dual employment on productivity. Industries with lower wages are more likely to see increased dual employment. Legal and contractual implications of it must be considered. A well structured policy can ensure fair practices without stifling employees' financial stability.

### **8. The divided perspectives of dual employment and the Gig workforce**

Springer International publishing

Francis Stephen, G. Arockia Stalin

Page 101-114

DOI- 10.1007/978-3-031-42085-6\_10

Date: 2023-12-30



### **Effect of Job Satisfaction on Dual employment Intentions: Mediating Effect of Organizational Commitment - ScienceDirect**

The research paper highlights that many Indian companies restrict dual employment due to concerns over conflict of interests and employee performance. However some organizations such as Swiggy permit it under certain conditions, showcasing diverse approaches to employee retention and secondary employment. The study explores the rise of dual employment during the Covid-19 pandemic, driven by the shift to remote work. It analyses the motivations behind employees taking on multiple jobs, including both financial and non financial reasons. Dual employment has become popular as employees seek to address financial challenges as well as pursue personal goals. Thus, employees often take up second jobs in their spare time, this practice can clash with corporate policies and job performance expectations. Most businesses prohibit supplementary employment to maintain compliance and ensure focus on primary roles. The paper's objectives include understanding dual employment trends, employee motivations and corporate responses to this practice. Findings reveal that dual employment has grown among white-collar workers, particularly during the pandemic, due to the flexibility of remote work. While many companies oppose dual employment, some are adopting more flexible policies to accommodate employee needs. The study concludes that a balanced approach is needed, allowing employees to pursue additional work without compromising their primary jobs integrity or performances.

#### 9. Dual employment the Revolution in Employ ability

International Journal For Science Technology And Engineering

S Sajjan, S Kaleeshwari

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#### **Dual employment the Revolution in Employability**

The research paper examines the growing trends of dual employment in Indian IT firms, where employees take up secondary jobs along with their primary employment due to rising industry demand. Companies have mixed views- some see it as unethical, while others consider it as a necessary response to market conditions. Concerns include potential risks such as decreased responsiveness and data security breaches. The study provides a theoretical framework to understand dual employment and its implications for employees. It explores benefits like increased income and skill development.while addressing. A cultural shift would lead to greater acceptance of side jobs, enhancing job satisfaction and retention. This paper highlights the need for further research on the long term impact of dual employment on employee well-being. The research paper concludes that as work dynamics evolve, businesses must balance flexibility with ethical considerations. Addressing these issues can help firms create policies that support both employers and employees' interests. Ultimately, dual employment effects will mainly depend upon how organizations adapt to these changing workplace realities.

#### 10. Impact of dual employment on Employee Retention and Talent Acquisition practices in HR

Contributing authors: S. Sajjan, S Kaleeshwari

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<https://www.ijfmr.com/papers/2023/3/2882.pdf>

This paper aims to analyze the dual employments, ethical and performance impacts, guide HR in mitigating its challenges and highlight the need for further research given limited prior studies on managerial perspectives. Managers view dual employment as detrimental to attrition, productivity and organizational growth. Citing risks like burnout, data breaches, and demotivation. Employees remain neutral on recent layoffs, reflecting job market uncertainty. The study uses mixed methods to explore HR strategies for managing dual employment in 2023. Open communication, clear policies under healthy work capture are vital for engagement. Upskilling and healthy competition should be encouraged even in non core areas. It is seen as a rational response to modern work dynamics urging organisations to adapt.

### Objectives

1. To explore the influence of dual employment on employee retention strategies.
2. To critically analyze organisational policies and governing dual employment practices.
3. To understand the trends of dual employment in India's healthcare sector and IT sector.
4. To identify the benefits and challenges of dual employment in employment in the Healthcare and IT sector.

### Source of data collection

Secondary data was collected to identify the trends in various sectors in India before and after pandemic. Various websites, published material, research papers and various online journals were referred to get the required data on dual employment.

### Data analysis and interpretation

Dual employment in India's various sectors before and after pandemic.

**Table 1**

Sl.no.	Sector	Years (in % increase)							
		2017	2018	2019	2020	2021	2022	2023	2024
1.	Healthcare	8%	10%	12%	12%	14%	16%	18%	20%
2.	Information Technology	12%	15%	18%	18%	20%	22%	25%	27%
3.	Education	5%	6%	7%	8%	9%	10%	12%	14%
4.	Retail	15%	16%	17%	17%	18%	19%	20%	21%
5.	Manufacturing	6%	7%	8%	9%	10%	11%	12%	13%
6.	Finance	10%	12%	14%	14%	16%	18%	20%	22%
7.	Transportation	9%	11%	13%	14%	15%	17%	19%	20%
8.	Construction	7%	8%	9%	10%	11%	12%	13%	14%

Above table summarises dual employment trends across major sectors.

### Data analysis and interpretation

A detailed review of the different sectors and their subsequent years growth rates are mentioned below:

Sector wise growth rate analysis

### **1. Healthcare**

The healthcare sector has shown a steady growth rate trend over the years. It has increased from 8% in 2017 to 20% in 2024, which indicates a growth of 2% per annum. This trend indicates that dual employment is more in the healthcare sector.

### **2. Information Technology**

The information sector has witnessed an impressive rise in its growth rate, from 12% in 2017 to 27% in 2024. Interestingly, the growth rate went up by 3% in 2023, reflecting a faster growth of dual employment within the sector.

### **3. Education**

The education sector has registered a modest growth trend, with growth rising from 5% in 2017 to 14% in 2024. The rate of growth in dual employment has been incrementally improving by 1 to 2% every year.

### **4. Retail**

The retail sector has had a stable growth rate, advancing from 15% in 2017 to 21% in 2024. The growth rate of dual employment has grown by 1% every year.

### **5. Manufacturing**

The manufacturing sector witnessed a steady improvement in its growth rate, from 6% in 2017 to 13% in 2024. The growth rate in dual employment increased steadily by 1% every year.

### **5. Finance**

The finance industry has experienced a strong growth rate, increasing from 10% in 2017 to 22% in 2024. The growth rate in dual employment increased distinctly by 2% in 2022 and 2023.

### **6. Transportation**

The transportation sector has witnessed a gradual growth rate from 9% in 2017 to 20% in 2024. The growth rate in dual employment has been steadily increasing, buying 1 to 2% every year.

### **7. Construction**

The construction sector has witnessed a gradual growth rate, from 7% in 2017 to 14% in 2024. The growth rate in dual employment has been steadily moving by 1% every year.

### **8. Finance Sector**

The finance sector has witnessed a significant growth rate accelerating by 2% in 2022 and 2023.

## **Findings**

1. It provides a better career development opportunities as employees engage in dual employment and have diverse skill sets.
2. It creates a positive and negative Impact on retention.
3. As a positive impact offering flexible work arrangements, skill development opportunities and can improve employee satisfaction and loyalty leading to higher retention rates. As a negative impact employees feel overburdened it may lead to burnout and higher turnover rates.
4. Organizational flexibility fosters adaptability but it requires clear policies to maintain accountability and efficiency.
5. It could lead to drop in the productivity of employees when juggling over multiple roles would fatigue and reduce focus, potentially lowering productivity.
6. Dual employment leads to various factors like financial necessity, skill development and organizational policies.
7. Rising cost of living would desire for additional income and flexible work opportunities post COVID
8. Economic instability and need for professional growth would be achieved.



9. IT industry is the growth leader: The informative technology industry has shown the highest growth rate, with a huge spike in 2023.
10. Sustained growth in the healthcare sector industry: The healthcare industry has shown a steady growth rate, with 2% increase every year.
11. Retail sector maintains consistency: The retail sector has seen a consistent growth rate, steadily increasing by 1% every year.
12. Manufacturing and construction sectors grow gradually: Both sectors have experienced a gradual growth rate, steadily rising by 1% every year.

## Conclusion

The conceptual study on dual employment in diverse sectors reveals its growing relevance as a retention strategy amidst evolving working dynamics. It offers a viable solution to address skill gaps, enhance employee satisfaction and optimize organizational resources. However, it also presents challenges such as legal ambiguities, ethical dilemmas, and potential conflicts of interest. Effective implementation requires clear, transparent policies that align employee aspirations with organisational goals. By fostering trust and flexibility, organisations can harness dual employment to boost retention and productivity among their employees. This study emphasizes the need for a balanced approach, ensuring compliance with labour laws and maintaining fairness. Future research should explore empirical evidence to access the long-term impact on dual employment on organisational performance and employee well-being. As workplaces continue to evolve with dual employment can serve as a strategic tool to create a resilient and adaptable workforce. Ultimately, when managed properly, It can benefit both employees and organizations, paving the way for sustainable growth and mutual success.

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