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## **I. INTRODUCTION:**

*“A deviant is someone whose behaviour significantly differs from the norm, typically in a sexual or social context. In other words, it's any action that goes against the grain of what's considered acceptable in a certain community. Workplace deviance is defined as any intentional act by an employee that violates major corporate rules with the intent to harm the corporation or its employees. Absenteeism, tardiness, theft, intimidation, and sabotage are all examples of this. Some forms of workplace deviance are more challenging to deal with than others due to variances in intensity and context. Unproductive behavior is a widespread problem in the workplace. Any action taken by an employee that has no positive effect on the company's productivity or bottom line is considered to be inappropriate behaviour in the workplace. Spending too much time in the break room, socializing with coworkers, perusing the web, or eating lunch are all examples of wasteful behaviour. Certain forms of unproductivity may seem little at first, but they can mount up and have serious consequences for a business.*

*Misuse of company property is another example of bad behaviour in the workplace. All actions that result in the loss, theft, or damage of company property fall under this category. Using the business automobile for personal use, stealing office supplies, and vandalizing company property are all examples of property abuse. Misuse of company property can lead to expenses and a less secure setting for employees. Aggressive behaviour in the workplace is a third, equally serious form of deviance. Several various behaviours may be classified as aggressive, but they all share the goal of hurting or intimidating another individual. Aggression can manifest itself in many ways, including overt hostility (**yelling, screaming, threatening**), **racism, sexual harassment, intimidation, or physical attack**. An aggressive worker can make the workplace unsafe and unpleasant for everyone. The consequences of deviation in the workplace are harmful to both the offender and the company. Employees may have less fulfilment at work, more stress, and a growing sense of isolation as a result. Also, the firm might take disciplinary action like suspending or firing. Workplace deviance has negative consequences for businesses in the form of lower output, higher absenteeism, a tarnished*



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*company image, difficulty in recruiting top talent, increased work times, the normalisation of harassment, and the growth of a hostile work environment where employees do not feel safe (e.g., a culture of bullying, coercion, intimidation). Legal action against the business may be initiated in extreme situations. A variety of factors contribute to misconduct in the workplace. An individual's personal issues or discontent in the workplace could be to blame in some instances. It could also be the outcome of a hostile workplace or ineffective leadership. Wherever it arises, deviation in the workplace is never good for everyone involved. So, it is crucial to recognise the symptoms in order to respond appropriately and promptly".*

## **II. REASONS FOR EMPLOYEE'S DEVIANCE:**

Individuals have a tendency to get into mental agreements with the companies for which they work. The worker "*may sense a psychological contract breach by their employers*"<sup>1</sup> if the conditions of his or her employment fall short of his or her expectations. Problems can arise, especially in the workplace, when there has been a "*breach*" of the psychological contract. When employees feel mistreated by their employer, it can lead to deviant behaviour in the workplace. When feeling wronged by their employer, some workers take to bad behaviour as a form of retaliation. Inappropriate behaviour in the workplace has been interpreted as an example of negative reciprocity. A person with a negative reciprocity orientation is one who seeks to avenge slights and slighting's.

In other words, some workers are adamant that the proverb "*an eye for an eye*" is the best solution to their predicament. Whether or not actual abuse occurred, an employee's perception of being mistreated is the most important factor in determining employee deviation. Workplace deviance is also closely related to abusive supervision. Abusive supervision is defined as the "*subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors*".<sup>2</sup> This could be when supervisors ridicule

<sup>1</sup> Chiu, S and Peng, J. (2008) "The relationship between psychological contract breach and employee deviance: The moderating role of hostile attributional style." *Journal of Vocational Behavior*, 73 (4), 426-433.

<sup>2</sup> Mitchell, M. and Ambrose, M.L. (2007). "Abusive Supervision and Workplace Deviance and the Moderating Effects of Negative Reciprocity Beliefs." *Journal of Applied Psychology*, 92 (4), 1159-1168.

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their employees, give them the silent treatment, remind them of past failures, fail to give proper credit, wrongfully assign blame or blow up in fits of temper. It may seem like employees who are abused by their supervisor will either directly retaliate or withdraw by quitting the job but in reality many strike out against their employer by engaging in organizational deviant behaviors. Since employees control many of the organization's resources, they often use, or abuse anything they can. This abuse of resources may come in the form of time, office supplies, raw materials, finished products or the services that they provide. This usually occurs in two steps. First step is that commitment is destroyed and employees stop caring about the welfare of the employer. The second step is that the abused employee will get approval (*normally implied*) of their coworkers to commit deviant acts. Workplace experiences may fuel the worker to act out.

Research has been conducted demonstrating that the perception of not being respected is one of the main causes for workplace deviance; workplace dissatisfaction is also a factor. According to Bolin and Heatherly,<sup>3</sup> "*dissatisfaction results in a higher incidence of minor offenses, but does not necessarily lead to severe offense*". An employee who is less satisfied with his or her work may become less productive as their needs are not met. In the workplace, "*frustration, injustices and threats to self are primary antecedents to employee deviance*". Although workplace deviance does occur, the behavior is not universal. There are two preventive measures that business owners can use to protect themselves. The first is strengthening the employee's commitment by reacting strongly to abusive supervision so that the employee knows that the behavior is not accepted. Holding the employee at high esteem by reminding them of their importance, or setting up programs that communicate concern for the employee may also strengthen employee commitment. Providing a positive ethical climate can also help. Employers can do this by having a clear code of conduct that is applied to both managers and employees alike.

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<sup>3</sup> Bolin, A. and Heatherly, L. (2001). Predictors of Employee Deviance: The Relationship between Bad Attitudes and Bad Behaviors." *Journal of Business and Psychology*, 15(3), pg 405.

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### **III. MOONLIGHTING: PROBLEM OR NECESSARY EVIL:**

There has been a decline in employee loyalty, an increase in the likelihood of joblessness, and a general shortening of work tenures in recent years due to the fluidity of the IT labour market. As a result of these shifts, people need to devise new plans to safeguard their jobs and maintain a steady flow of money. As technology advancements have increased the need for workers to constantly update their skills, the importance of being able to switch careers has grown in today's competitive labour market. Due to the aforementioned uncertainty, many people are taking on extra labour by working two or more jobs. In addition to relieving financial pressures, working various jobs can help you build marketable skills in other fields and develop your career. The Indian IT industry has become increasingly fluid, and with it, the practise of moonlighting has gained prominence. An individual will often take up a second job, also known as a "*side hustle*," "*side gig*," or "*second job*," in order to increase their income. When a person's principal source of income is not sufficient to cover basic living expenses, they may take on additional work as a means to make ends meet. moonlighting means taking up extra work outside of one's main employment after hours. You can work multiple jobs at once, whether they're full-time, part-time, contracted, or freelance. Part-time work is growing in popularity in India. Income hasn't kept up with the cost of living since wages have stagnated and grown at a slow rate, leaving roughly a third of those with supplementary income struggling to make ends meet. Most people take on extra work because they want more money in their pockets. Often known as a "*day job*," this term describes when one's main source of income is really a means to an end—namely, funding one's passion project on the side. Examining the connection between occupational experience, moonlighting, and job/occupational mobility is vital for designing future IT market policies and gaining a more nuanced knowledge of how income grows and careers advance. Employees' health, productivity, work-life balance, and general well-being are all negatively affected when they have to juggle numerous jobs. Improved productivity in the workplace is the result of a proliferation of novel approaches to inspiring workers to exert greater effort. It's a global arms race to attract and retain the best and brightest employees, and businesses everywhere are scrambling to keep up by embracing novel approaches to human resources management. Those

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that refuse to adapt will continue to lose ground in the backyard. Thus, modern HR methods must be used by the company. Most of us can get by with just one job. But, some people have such a hard time making ends meet that they need to work two or even three jobs. How does working extra hours impact businesses and workers? Blue moonlighting, in which one works an additional job in addition to one's regular employment, is common, as is the more extreme practise of complete moonlighting. Understanding the impact of the full moon on organisations requires first grasping the blue moon.

### ***Moonlighting: Why Do Employees Do It:***

There are many reasons why employees choose to take on a second job. The obvious reason is monetary consideration, but there are other reasons for employees to take on a second job as well. Following are some of the major reasons why people moonlight:

***There are monetary reasons for this:*** As a reward for the effort an employee puts into the job, money is the major benefit. In Maslow's hierarchy of demands, money helps satisfy the first two levels, Needs related to physiological health, safety, and security. Employees can earn additional income by taking on a second job. A country like India, where the pay level is not so high, encourages employees to take on more than one job in order to meet their basic needs.

***Experience in the Workplace:*** It is common for employees to want to gain more experience in their fields. It's especially important for new entrants who want maximum exposure in a limited amount of time. In a brief period of time, doing two jobs simultaneously allows them to gain the maximum amount of experience.

***Skills Acquisition:*** New skills are learned by employees, which enhances their personal development. Their employability is further enhanced by the increased skill set.

***Find out what career options are available:*** It is common for employees to be dissatisfied with their current career choices. It is possible that they would like to explore other career options without leaving their current position. Can discover new opportunities in different fields by taking on a second job simultaneously.



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***Security of employment:*** Employees are concerned about the stability of their jobs. Whenever an employee's first job becomes unavailable, they may accept another job to meet their basic needs.

***The steps to starting a business:*** It is common for employees to want to start their own businesses. A business's initial stage requires investment, and returns come later, so they stay on the job and treat it as a shock absorber. Additionally, the job teaches them the skills needed to start a successful business. In this way, employees hone their skills on the job and use them as a shock absorber should their business venture fail.

#### **IV. THE SITUATION OF MOONLIGHTING IN INDIA:**

Major chunk of the Indian workforce, according to recent studies, will be required to work remotely this year. Given the growing popularity of working from home, the numbers could shift. The rising trend of telecommuting allows workers to increase their income by 100% while tackling a number of different jobs. It's highly advised that Moonlighters learn to multitask. Our earnings have increased by a factor of two as a direct result of our work in IT, and our knowledge base has expanded considerably as a result of this. It should be noted that Moonlighters actually believed what their employer told them. If the terms of the agreement did not contradict with their behaviour, they adhered to them. That much is not hidden! Today's workplace sometimes requires employees to juggle many supervisors, emails, and IDs. Experts in the field of technology, particularly in the United States, are aware of this. Overwork is a platform that allows professionals to maintain two separate lives simultaneously. Nevertheless, India presents a different picture. It's not a new idea in the United States. They might decide to work for two different companies in the United States, but on different shifts, so that they can earn more money. Let's pretend the waiter splits his time between the two eateries by working mornings and nights. A person can earn more money doing two jobs and still be able to pay their debts. We are officially in the technological age now. Simply because one can do everything from a distance and yet get the desired effects. Workers in the modern era have more time to get more done because of the widespread adoption of telecommuting. When it comes to telecommuting, there are some organizations who are open and honest with their

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employees. That's the reason why it has such good results. On the other hand, this is impossible in the service industry. Although it is a relatively recent development, there has been a lateral move in India. Professionals who work outside of the classroom to advise and mentor teachers are two examples of such individuals. Another case in point would be persons who work full-time elsewhere yet moonlight as LIC agents in their spare time. The creation of many thriving businesses may be traced back to the founders using their spare cash. Those who work for themselves make excellent managers. Controlling one's schedule is of paramount importance. You can't assume that everyone is working on the side. Just 20% of working professionals have the requisite intelligence and capability to perform such tasks effectively. Moonlight manages numerous projects at once, providing professionals with opportunities for professional development such as training and education. They're the ones who feel the effects more acutely. Now they can compete internationally without any disadvantage. And the work experience they get is invaluable while looking for employment later on. Their earnings are higher.

## **V. THE MOTIVATIONS WHICH LEAD TO MOONLIGHTING:**

In studies examining secondary job motivation (SJ), several potential explanations have emerged. There are times when people feel trapped by the hours or income of their primary job, even when they would be happy to work more or accept a higher-paying position if given the chance. Laws regulating working hours, short-term working contracts during times of low economic demand, and the absence of a minimum wage may all have an impact on total earnings in the primary employment. In the case of salaried workers who do not face time limitations at work but whose wages fall short of their intended income, this scenario may increase the individual's or household's financial constraints. This is the "money factor" that drives the action.<sup>4</sup> When people are concerned about losing their primary source of income, they may take up a second job in order to diversify their income and increase their chances of being gainfully employed. It's possible that those who suffer unexpectedly high costs may opt

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<sup>4</sup> Pouliakas, Konstantinos. “IZA World of Labor - Multiple Job-Holding: Career Pathway or Dire Straits?” IZA World of Labor - Multiple Job-Holding: Career Pathway or Dire Straits?, 1 May 2017, [wol.iza.org/articles/multiple-job-holding-career-pathway-or-dire-straits/long](http://wol.iza.org/articles/multiple-job-holding-career-pathway-or-dire-straits/long).

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to supplement their income rather than put money aside for rainy days. IT professionals could decide to work in a different industry to gain experience in a different sector. Career advancement is made easier with the help of SJ, which can serve as a springboard to new employment opportunities or an incubator for new business ventures. The concept proposed here puts more of an emphasis on the productive side of moonlighting than on the rewarding side. This is similar to the job-diversity argument, but it differs in that it also considers the financial benefits of moonlighting. Secondary job satisfaction may be different from primary job satisfaction. One possible explanation for the prevalence of moonlighting is the need for job variety.

The hours limits idea predicts that the more money an employee makes at their principal job, the less likely they are to take on other work. Yet, the diversified job motive acknowledges that people may choose a second job for reasons unrelated to the hours or pay of their first work. The early literature on secondary job hours lent credence to the hours-constrain motive by showing that the more time spent on secondary jobs, the less time one had to devote to their major job and vice versa. Nonetheless, it becomes evident that the size of a wage increase, especially for the lower-paid, is critical for discouraging the pursuit of second jobs. It's possible that the increased minimum wage wasn't enough to get low-income workers to give up their second jobs. Those who take on a second job because of time constraints at their primary work should be allowed to moonlight for shorter lengths of time than those who take on a second career for purely intrinsic rewards. Moreover, the conventional paradigm predicated on time constraints ignores the fact that employees might overcome obstacles in their primary job by actively seeking other employment. This raises questions about the validity of the temporal restriction argument as the exclusive explanation for SJ. The assumption that people would take on side gigs in case they lose their main jobs is unsupported by the data<sup>5</sup>. Some studies have found that public sector workers and those on long-term contracts are more likely to

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<sup>5</sup>Dr. A.SHAJI GEORGE, & A.S.HOVAN GEORGE. (2022). Potential Risk: Hosting Cloud Services Outside the Country. International Journal of Advanced Research in Computer and Communication Engineering, 11(4), 5–11. <https://doi.org/10.5281/zenodo.6548114>.

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experience SJ. This suggests a tangential relationship between moonlighting and employment stability. If one's primary employment provides financial security, that person may think about taking up a second job. For this reason, the results of recent empirical research have shown that financial considerations are not the only ones to take into account. The non-monetary perks of one's job are often cited as a secondary reason for staying in that role. Working several jobs is a common strategy for people who want to improve their lives by challenging themselves intellectually or professionally.

## **VI. THE ETHICS OF MOONLIGHTING IN THE INFORMATION TECHNOLOGY INDUSTRY:**

It is no secret that Indian workers face a double-edged sword when it comes to moonlighting. This can be a great way to earn extra income and gain valuable experience while working full-time for an organization, but if caught it can be considered a breach of contract and lead to termination. Moonlighting in the tech industry is a hot topic. Simply put, it's a scam<sup>6</sup>. An unstable work environment, fears of recession and job losses have sent the IT industry into a panic. As a result, moonlighting is clearly visible and becoming a haven for remote workers who want to secure an income channel in any way possible. Since January 2022, the startup has laid off more than 11,000 employees, and some tech companies are maintaining variable pay to ease pressure on tight margins. More remote workers managing two or three jobs simultaneously during the pandemic has sparked this trend in the IT industry. Although moonlighting is an attractive option for employees because it helps them achieve a career, growth and additional income, employers are concerned about company information and the risk that employees may not be able to give their all. It can be on the top and bottom of the pyramid. People at the top of the hierarchy typically augment their income through consultancy, while those at the bottom can find a few jobs in the gig economy. Moonlight receives an additional 10% of the employee's base income<sup>7</sup>. Recently, the Indian food ordering

<sup>6</sup> Better Organization | 4 Key Pillars around Sustainability | [www.iris.be/en/csr/better-organization](http://www.iris.be/en/csr/better-organization).

<sup>7</sup> “Moonlighting’ Is a Double-Edged Sword! Beware of Legal Repercussions – Business Today.” Business Today, 24 Aug. 2022, [www.businesstoday.in/jobs/story/moonlighting-is-a-double-edged-sword-beware-of-legal-repercussions-345517-2022-08-24](http://www.businesstoday.in/jobs/story/moonlighting-is-a-double-edged-sword-beware-of-legal-repercussions-345517-2022-08-24).



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platform announced a non-disclosure policy that allows its employees to undertake external projects for free or at an affordable cost. This can be considered an after-hours or weekend activity that does not adversely affect the productivity of full-time employees and does not create a conflict of interest with the food delivery company's business. Implementing this requires carefully crafted rules and regulations by the IT industry, considering both the specifics and guidelines for which employees can perform additional duties. Experts argue that if the organization is unable to openly authorize these projects, the contracts it operates could lead to litigation against the company's personnel. For Moonlight, if the contract contains a single, non-competitive employment contract, this could be considered cheating, which is the case with most traditional employment contracts. But the employment contract is not fraudulent if it does not have this clause or doesn't say how to get out of it<sup>8</sup>.

## **VII. CATEGORIES OF MOONLIGHTING:**

**Blue Moonlighting:** It is not uncommon for management to respond positively to employees' demands during performance appraisals and increase wages and benefits. But some workers are not satisfied with these benefits, and they wish to work part-time for extra income, but their efforts may not be fruitful because they lack skills. The term "*blue moonlighting*" refers to this type of disappointment<sup>9</sup>.

**Quarter Moonlighting:** Quarter moonlighting is when a worker seeks a part-time job for extra money after his primary job because he is unhappy with his salary. Quarter moonlighting may only help with meeting daily needs or increasing expenses.

**Half Moonlighting:** The majority of employees spend more than they earn. Luxury is important to them as well as saving money for the future. In order to get a sufficiently large additional amount, people spend 50 percent of their available time earning extra income. This is referred to as "*half-moonlighting*."

<sup>8</sup> “Assignments and Duties.” Assignments and Duties | ATPE, 1 Jan. 2022, [www.atpe.org/en/Protection/Legal-Guide/Assignments-Duties](http://www.atpe.org/en/Protection/Legal-Guide/Assignments-Duties).

<sup>9</sup>Team, MBA Skool. “Moonlighting: A Challenge For HR Manager | MBA Skool.” Moonlighting: A Challenge For HR Manager | MBA Skool, [www.mbaskool.com/business-articles/human-resource/14630-moonlighting-a-challenge-for-hr-manager.html](http://www.mbaskool.com/business-articles/human-resource/14630-moonlighting-a-challenge-for-hr-manager.html).

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**Full Moonlighting:** A situation in which employees in certain professions have extra time, or when they believe, their income does not compare to their expectations or when buddies with lesser qualifications enjoy a higher status than them. As a result of hard times, these workers often start up their own business or industrial unit and continue to work their regular jobs. The second occupation, however, determines their financial and social standing. The term "full moonlighting" refers to this scenario.

## **VIII. THE EXPLOITATION OF FRESHERS IN THE INDIAN IT SECTORS WHICH LEADS TO MOONLIGHTING:**

IT was aware of this problem for years. It's no secret that turnover, underreporting of income, and a lack of interest in returning to work are all problems stemming from the exploitation of young graduates. Even though the Indian currency is weak, the information technology industry in India is raking in huge revenues. The decline of the rupee boosted IT industry sales by 13–14 percent. The IT industry is booming, with huge earnings and generous pay packages for top executives. *Why shouldn't young people be expected to contribute?* Young people have been increasingly sought after by employers in the IT sector during the past decade<sup>10</sup>. CEOs and other top executives of India's IT firms earn astronomical compensation. In addition, entry-level employees will keep getting paid the same rates as in 2008-2009. Several major IT companies in India have recently cut salaries of some employees, including lower-level employees, due to higher margins. Sacrifice should be the duty of the elders. If the younger generation does not raise wages, how can the older generation get them? Do not talk down to them or look down on them. Without a shift in policy, these businesses will evolve into mercenary outfits. Humans are prioritized and workers are cared for in this sector. It was commonly believed ten years ago that one might descend to the pyramid's base. It's quite rare to hear something like that these days. The perseverance of their employees was the key to the

<sup>10</sup> “IT Industry Exploiting Freshers but Pays Bigger Salaries to Seniors, Says Ex Infosys Director Mohandas Pai – Business Today.” Business Today, 24 Aug. 2022, [www.businesstoday.in/technology/story/it-industry-exploiting-freshers-but-pays-bigger-salaries-to-seniors-says-ex-infosys-director-mohandas-pai-345497-2022-08-24](http://www.businesstoday.in/technology/story/it-industry-exploiting-freshers-but-pays-bigger-salaries-to-seniors-says-ex-infosys-director-mohandas-pai-345497-2022-08-24).

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companies' success. This area was founded on principles of compassion and respect for others. As a result of their deviation, they are now a mercenary group.

## **IX. HOW MOONLIGHTING SHOULD BE DEALT WITH:**

High turnover rates caused by moonlighting hurts many companies. Now, the most important thing is to find and name the moonlighters. Businesses also encourage a work culture that is based on trust and space. The most important thing for business owners to know is that when things are uncertain, work ethics change and the work environment is out of control. Or, they should bring new parts of this culture to their jobs. It also includes working on the side. On the other hand, organizations need to work on improving the culture of their workplaces<sup>11</sup>. To achieve this, plans or policies can be implemented to create jobs that people desire. Those that like their work do not squander time. Many businesses utilize tools to monitor employee activity and detect data breaches. There is yet another technique to mitigate the dangers associated with having a second job. For instance, some employment contracts stipulate that an employee cannot engage in any type of volunteer activity or other work, profession, occupation, or job, either directly or through an agent, without prior approval written permission from the boss. In addition, you intend to conduct a series of evaluations to identify red flags related to employee productivity and engagement. Ensure that all employees are motivated and engaged by utilizing a variety of evaluation forums and reward and recognition programmes<sup>12</sup>. On the other hand, organisations cannot always control the behaviour of their employees, let alone create legislation outlawing moonlighting. Frequently, employees believe that if their employer dislikes their job, so be it! They will perform the activity elsewhere. There is no way to maintain control over them. Hence, human resources create more policies to bind their employees. Corporations can be self-centered to a certain extent, which creates a minefield. Definitely, HR policies should set stringent data leakage and trade secret disclosure

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<sup>11</sup>Baker & Company, Written on behalf of. “Why This Clause in Your Employment Contract Is Unenforceable.” Baker & Company, 1 June 2022, [bakerlawyers.com/employment-law/why-this-clause-in-your-employment-agreement-is-unenforceable](https://bakerlawyers.com/employment-law/why-this-clause-in-your-employment-agreement-is-unenforceable).

<sup>12</sup> “Non-Compete Agreements | Your Guide to the Employment Standards Act.” Ontario.Ca, [www.ontario.ca/document/your-guide-employment-standards-act-0/non-compete-agreements](https://www.ontario.ca/document/your-guide-employment-standards-act-0/non-compete-agreements).

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procedures. Moreover, because moonlighting has become the norm, no rule or policy should make it illegal. Since there is such a dearth of IT professionals, it can only increase output. That will assist two businesses instead of just one. But, part-time workers also face hazards. In some instances, they may be terminated and legal action may be taken against them. When an employee performs two jobs simultaneously, burnout is also more prone to occur. It is not uncommon for them to be constantly weary and stressed. Thus, they may make costly errors and have lower productivity. Frequently, employers do not object when employees parlay their passions into lucrative side jobs or side hustles. If the situation worsens, there may be a conflict of interest between the employer and employee. Employers must be honest and straightforward with employees who participate in moonlighting or side gigs because these activities are now commonplace.

## **X. CONCLUSION:**

It's difficult to come up with a single set of rules for penalising employees who moonlight. The standards that employers and employees must follow when working together might vary depending on the scenario, and there are numerous reasons why someone may need to be reprimanded at work. It does not appear necessary to conclude that any attempt to put disloyalty situations into a cohesive theoretical framework will fail. Moonlighting cases can have conceptual structure as long as it is known that specific elements of a collective bargaining agreement must always be examined when reviewing the propriety of any discipline imposed for moonlighting. When choosing whether or not to allow moonlighting, several conditions must be met. An employee may be reprimanded if they accept a job outside of their primary company that interferes with their ability to complete their duties. The fact that the issue is trivial at times does not preclude an employee from being fired if they are habitually late, frequently absent, or just underperforming due to weariness from their second job. Instead, an arbitrator should examine whether the accusation is true and whether the employer followed the relevant terms of any collective bargaining agreement when imposing sanctions. It is not appropriate to prohibit employees from working for a competitive company or to severely limit their outside financial activity. A rule like this should safeguard an employer's legitimate aims. A disciplinary action may be upheld if a reasonable regulation was violated without causing



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harm to the employer. Only when there is an appearance of wrongdoing should a public servant's private financial activity be restricted. It is difficult, if not impossible, to anticipate all instances in which an employee may be reprimanded for the consequences of holding a second job. Employers can establish consistency in dealing with such issues by remembering the main ideas behind the previously stated criteria, namely that they can protect themselves from economic injury, reputational harm, and dishonesty on the part of their employees.

Furthermore, any punishment meted out to dual employees must consider whether the regulation or provision is being used to make the industry as a whole more uniform. By following these guidelines, an employee's privacy can be preserved, as can the employer's legitimate interests. Moonlighting may also help companies retain competence and productivity by reducing disengagement, learning new skills, and inspiring passion. Workers who moonlight may also experience burnout as a result of their work. Furthermore, it may go against the objective of holidays, vacations, and time off. Aside from that, because of the pandemic, the workforce is bound to seek alternative ways of securing their livelihoods through paid microwork and mini gigs in case of sudden layoffs, so moonlighting through platform work during frequent lockdowns is seen as an economic safety cushion by tech-savvy IT professionals.