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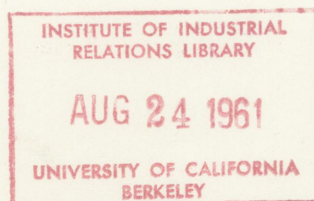
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# MOONLIGHTING IN WAIKIKI

by  
Estelle Hepton

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## **INTRODUCTION**

The present reprint on Moonlighting in Waikiki is part of a series instituted by the Industrial Relations Center for the purpose of making available to the community information on personnel and industrial relations. The materials made available thus far include:

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Mrs. Estelle Young Hepton is a graduate of the University of Hawaii with a major in personnel and industrial relations. She was outstanding in her undergraduate work for which she was awarded the Arnold L. Wills Award for 1958. She was also a recipient of the Matson Scholarship and the Phi Kappa Phi award for the student graduating with the highest grade point in her class. She continued her graduate work in labor and industrial relations at the N. Y. State (Cornell) School of Labor and Industrial Relations, where she is presently employed as Research Associate.

**Harold S. Roberts, Director  
Industrial Relations Center**

# Moonlighting in Waikiki

by Estelle Hepton

"MOONLIGHTING" is a relatively new term found in the literature of industrial and labor relations. Quite contrary to its popular connotation, which evokes visions of romance during leisure hours, the word refers to the more mundane practice of holding two different jobs at the same time—and, incidentally, cutting down leisure-time moonlighting.<sup>1</sup>

There has been a growing interest in moonlighting since 1950, when the first extensive survey of the practice was conducted by the United States Census Bureau.<sup>2</sup> Industry is concerned with the effects of moonlighting on its present and future manpower needs. Labor sees moonlighting as a possible threat to its drive for shorter hours, higher wages, and job security. Popular writers emphasize the adverse effects of moonlighting on the health and welfare of the moonlighter and his family.

The present study focuses attention on the question of worker efficiency. Is the moonlighter a less efficient worker than his non-moonlighting counterpart? To find the answer to this question, a study was made of hotel employees in Waikiki, Hawaii.

## The Hotel Industry and Moonlighting

The hotel industry is among those industries that invite moonlighting, since its operations require more than one regular shift of work several days a week. Here the personnel problem of staffing involves scheduling workers for regular day and night shifts, as well as for short shifts and week-end relief work. The relatively low wages paid most hotel workers is another incentive for full-time workers to find a second job to supplement their incomes.

The resort hotel has the additional problem of fluctuating guest traffic during the year, necessitating further adjustments in staffing. The hotel industry in Waikiki encourages moonlighting for another reason. Tourist travel to Hawaii is increasing at an extremely rapid rate, resulting in an increase in the number of hotels in the area. With this expansion of the industry, there has arisen a great shortage of experienced hotel workers in the local labor market. This shortage is felt, as will be seen later, in all departments of the hotel, making it mandatory for the hotels to choose between two alternative ways of acquiring an efficient work force. They must either hire inexperienced

persons and train them on the job, or hire experienced workers who need little training, many of whom will continue to work at a second job. Most large hotels have chosen the second alternative; hence the high rate of moonlighting in the industry.

## Objective and Design of the Study

The main objective of the Waikiki investigation was to discover the relationship between moonlighting and job performance. Twenty members of management were interviewed to determine their opinions on moonlighting, including their assessment of the job performance of moonlighters in general. Then, a group of seventy-eight food and beverage workers employed at the largest unit of the hotel industry in Waikiki (HVV) were interviewed to assess their general characteristics and to identify the moonlighters among the group.<sup>3</sup> Following this, the supervisors of these workers were asked to rank their work groups in the order of their efficiency on the job. These rankings were then compared with the moonlighter status of the workers to determine the actual work efficiency of moonlighters compared with their non-moonlighting counterparts. The findings, in turn, were compared with the opinions of hotel management and with the general literature in the field.

This particular method of assessing the relationship of moonlighting to work efficiency was chosen for several reasons. Past studies of the practice consisted mainly of descriptive literature pointing to the prevalence of moonlighting and the opinions of management and union leaders on the causes and effects of moonlighting. The present study offers the advantage of viewing this phenomenon from two different standpoints—what management thinks of the effects of moonlighting in general and what the effects "really are" as measured by the rated job performance of actual moonlighters. In addition, personal interviews with members of management and with the moonlighters themselves contributed valuable insights into the causes of moon-

This article is based upon Mrs. Hepton's master's thesis, "Moonlighting in Waikiki: A study of Dual Employment and Work Efficiency," which is on file in the library of the New York State School of Industrial and Labor Relations. Mrs. Hepton is a Research Associate at the School.

<sup>1</sup> "Moonlighting" in Scotland means moving from one residence to another at night as a way to avoid paying rent. Some writers attribute its origin in industrial relations to labor unions which look on holding two jobs as something approaching a crime.

<sup>2</sup> U. S. Department of Commerce, Bureau of the Census, *Current Population Reports*, Series P-50, No. 30, "Multiple Employment and Pay Status of Persons with a Job but Not at Work: July 1950," March 13, 1951.

<sup>3</sup> A total of eighty-nine food and beverage workers at the Hawaiian Village Hotel were interviewed initially. Of this group, eleven were eliminated. These employees were working less than half their total weekly hours at HVH, had been on their jobs for less than three months, or were in work groups of fewer than five members.

lighting, the effects of moonlighting, and the reasons for management's opinions about moonlighting.

### **What Hotel Management Thinks About Moonlighting**

Of the twenty members of management interviewed, three were general managers, five were chefs, six were executive housekeepers, and six were catering managers and dining-room supervisors.

Eighteen of the twenty management respondents said they knew of moonlighters among their workers. None could say exactly how many of their employees were moonlighting nor could they positively identify each moonlighter. Estimates, however, ran as high as 50 percent in one department.

Part-time and stand-by workers were more often thought to be moonlighters than regular, full-time workers.<sup>4</sup> The hotel job was evidently their "secondary job," at which they earned extra income. Although these part-time and stand-by workers usually worked from four to sixteen hours a week, many were working a forty-hour week, and had been doing so for the past eight months due to the exceptionally high tourist traffic in 1959.

Estimates of the number of moonlighters in different departments by the heads of these departments varied from 15 percent to 40 percent for food and beverage workers, zero to 50 percent for housekeeping workers, and zero to 33 percent for kitchen workers.

### **Causes of Moonlighting**

The main cause of moonlighting, said the respondents, was the need for money. This need, they generally believed, was due to two circumstances: the relatively low wages paid hotel workers and the family obligations of those they knew were moonlighters. The workers with such obligations included men with large families, divorcees with children to support, and parents sending children through college or paying off a promissory note.

Curiously enough, the other group often cited as moonlighters were those who had no family obligations. Young men and women hoping to earn enough money to go to school, to travel, or to buy a new car were often among the ranks of the moonlighters. Also included in this category were divorcees of servicemen who had no families and wanted to keep themselves occupied during what would normally be their leisure-time hours.

In the opinion of one supervisor, the only real reason workers moonlighted was greed, lust for money. Workers, he felt, moonlighted, not because they really needed the money nor because they enjoyed working on two different jobs, but because they were greedy for what they could buy with the extra money they earned on their second job.

<sup>4</sup> Part-time workers work less than forty hours a week, but have a predictable schedule within the week. Stand-by workers are called to work only when business is at a peak or when special banquets are planned.

### **Effects of Moonlighting**

The majority of the management personnel interviewed believed that moonlighting contributed to worker inefficiency on the job. This was to be seen in four general areas: in the workers being on the job and being properly prepared for the job, in the performance of his job tasks, in the way he avoided tasks assigned to him, and in his relations with the work group of which he was a part.

Moonlighters were said to be absent more often than other workers. Here it was thought that their having two jobs made them less reliant on the steady income of the hotel job; thus they felt less need to come to work when they were tired or a bit under the weather. Also, many of the managers believed that moonlighting, with its longer hours contributing to physical fatigue, may result in more actual physical illness among the moonlighters.

It was also claimed that moonlighters were more often tardy to work and sloppily dressed for work than non-moonlighters. This was accounted for partly by the reasons cited as causes for absenteeism and also by the consideration that the moonlighters often have little time between jobs to rest and recuperate and to keep their dress neat.

In performing their work tasks, moonlighters show their inefficiency in several ways, said the management personnel interviewed. They drop and spill things, and their breakage rate is high. They attempt to avoid their tasks by slowing down, resting when they should be working, and sometimes even sleeping on the job. In addition, they are harder to work with—picking on their fellow workers, being rude to guests, and letting their tempers flare against their supervisors.

These symptoms of moonlighting among hotel workers, it was felt by some, come about not only because of the long hours involved, but also because of divided loyalty to two employers. In the Waikiki situation, moonlighters were often working for two competing hotels, with different guest policies and methods of performing work tasks.

It was particularly noted by some management respondents that the moonlighters among their first-shift workers were not as prone to show signs of inefficiency as moonlighters on the second shift. This observation emphasizes the cumulative effects of long hours. One supervisor remarked on the effect of moonlighters on the work efficiency of groups of which they are a part. This supervisor had recently discharged several moonlighters and felt that the employees under him were more efficient at their work and more satisfied with their work environment now that they were not working with moonlighters.

In contrast with the majority of management people who thought moonlighters were generally less efficient workers, three respondents were of the opinion that moonlighters were better workers than non-moonlighters. Two of these had been moonlighters themselves when they were younger. One said that he had always worked harder for his employers when he was a moonlighter in order to prove to them that it was not to their disadvantage to let him



moonlight. This attitude, in the opinion of this supervisor, was most probably prevalent among all workers who moonlight, and therefore his moonlighting workers must be good workers as well.

The second ex-moonlighting supervisor felt that the workers who moonlight are usually the better workers at a job to begin with. It is possible that his attitude was also partly the result of his own experience as a moonlighter. He said that he had never felt tired himself; also, he had no family obligations and had enjoyed the kind of work he was doing on both jobs.

The third respondent was of the opinion that moonlighters were as good or better than non-moonlighters because of their work experience. This seemed to be a more plausible explanation for the possibly better job performance of some moonlighters. If their other job, or a previous job, was in the same occupation as the hotel job, it appears possible that the work experience they bring with them to the hotel helps them to do their work at a level of efficiency above that of a worker with less experience at the occupation.

#### **Policies on Moonlighting**

Management policy on hiring, retaining, and firing moonlighters differed from one supervisor to the next. The hotels had no official policy on the matter, and most supervisors and department heads took direct responsibility for staffing.

In most cases, policy was not to hire moonlighters, to urge known moonlighters already employed to stop working at their second jobs, and to discharge them if their inefficiency was extreme or when staffing needs allowed it. Those who would not hire moonlighters at all had the following reasons for this policy. Moonlighters tend to be too independent of the guests and of either employer. "They know that if they ever get kicked off one job, they can still stay on the other." Some supervisors felt that long hours would naturally result in inefficiency. "Sixteen hours a day is too much to be putting in a good day's work for anyone."

Among the respondents who felt moonlighters were inefficient workers, there were several who still did hire them. "They are often better workers than applicants who have no other job, in spite of their being tired and sloppy at work." The explanation for this was that "the general lack of enough well-trained hotel workers in the community forces us to hire moonlighters who at least have some job experience. Otherwise we'd have to hire inexperienced help. We would rather put up with some inefficiency by hiring moonlighters."

Among those who had neither a preference for non-moonlighters nor a strict policy against moonlighters, there were those who felt there was nothing wrong with moonlighting itself, so long as it did not keep the worker from doing his job at the level of performance needed.

In dealing with moonlighters who are already em-

ployees, policy was again different among the supervisors interviewed. Some said they would not pry into their worker's outside activities unless they were very inefficient in their jobs. Others said they tried to talk their moonlighters out of holding their second job, and still others would like to discharge their moonlighters but could not find replacements, or felt they could not justify their discharges to the union.

#### **Food and Beverage Workers**

The seventy-eight employees of the food and beverage department of HVH were described individually by the following characteristics:

1. Percentile rank in work group
2. Moonlighter status<sup>5</sup>
3. Age
4. Sex
5. Marital status
6. Number of dependents
7. Years of schooling
8. Birthplace
9. Years and months of experience in occupation
10. Years and months of experience at HVH

Of these seventy-eight workers, twenty-seven were moonlighters, twenty-four were ex-moonlighters, and twenty-seven were non-moonlighters. Chi-square tests were used to determine the correlation between the moonlighter status of the workers and their other characteristics.

#### **Similarities Between Moonlighters, Ex-Moonlighters, and Non-Moonlighters**

The following characteristics were found to be independent of moonlighter status at the 1 percent level of significance:

1. Job performance
2. Sex
3. Years of schooling
4. Birthplace

These findings tend to show that there are no significant differences between moonlighters, non-moonlighters, and ex-moonlighters in these four characteristics. Moonlighters are as efficient at their work as are non-moonlighters and ex-moonlighters. Men are just as likely to moonlight as women. The three groups have had similar schooling. Foreign-born workers are as apt to moonlight as locally born workers. In view of the main hypothesis being tested, these results tend to disprove the relationship between moonlighting and work efficiency.

<sup>5</sup> Moonlighter status was defined in three ways: An employee who was working on two different jobs during the week was a "moonlighter." An employee who used to moonlight at some previous time but no longer did, was an "ex-moonlighter." An employee who had never worked at more than one job was a "non-moonlighter."

### **Differences Between Moonlighters, Ex-Moonlighters, and Non-Moonlighters**

The following characteristics were found to be associated with moonlighter status at the 1 percent level of significance:

1. Age
2. Marital status
3. Number of dependents
4. Years of experience in occupation
5. Years of experience at HVH

In considering the association of these characteristics to moonlighter status, several differences between the three groups can be seen:

1. Ex-moonlighters are older than moonlighters or non-moonlighters.
2. Non-moonlighters are younger than moonlighters or ex-moonlighters.
3. Moonlighters are more often married than ex-moonlighters or non-moonlighters.
4. Moonlighters have more dependents than ex-moonlighters or non-moonlighters.
5. Non-moonlighters have fewer dependents than moonlighters or ex-moonlighters.
6. Ex-moonlighters have more experience in their occupations than moonlighters or non-moonlighters.
7. Non-moonlighters have less experience in their occupations than moonlighters or ex-moonlighters.
8. Ex-moonlighters have worked longer for HVH than moonlighters or non-moonlighters.
9. Non-moonlighters have not worked as long for HVH as moonlighters or ex-moonlighters.

These differences tend to show that one of the main reasons for moonlighting may be the need for money due to large families and other dependents relying on the income of moonlighters. This is substantiated by the finding that the moonlighters are more often married and have more dependents than ex-moonlighters or non-moonlighters.

Findings 1 and 6 above appear to be related to each other due to the ex-moonlighters' being older than moonlighters and non-moonlighters. This would seem to be an inherent difference between the groups, the ex-moonlighters having been moonlighters when they were younger.

Non-moonlighters were also found to have less experience in their hotel occupations and in their HVH jobs than moonlighters or ex-moonlighters. This seems mainly due to the large number of single workers falling into the category of non-moonlighters, and the generally younger age of these single workers.

The over-all pattern of the findings tends to show that there is a fluctuating need for money related to the age cycle of the worker. The younger workers who are single and have fewer dependents have less of a compelling need to moonlight. Those slightly older who are married and raising families are more apt to become moonlighters. Then, as family obligations are met, the moonlighters re-

vert back to holding one job, and fall into the category of ex-moonlighters. The additional finding that ex-moonlighters have worked longer for HVH may also indicate that, with seniority and increase in pay due to seniority, these workers feel less need to moonlight in order to earn a sufficient income.

### **Comparison of Above-average and Below-average Workers**

In addition to comparing moonlighter status against each characteristic, a series of Chi-square tests were used to determine the relationship of percentile rank with the same characteristics.

At the 1 percent level of significance, percentile rank was found to be independent of all the characteristics described.

These two series of tests fail to reveal that moonlighters as a group are significantly less efficient than the ex-moonlighters and non-moonlighters with whom they work. In addition, where there are differences between these three groups, these differences are not in turn related to their job performance.

### **Job Performance of Moonlighters Compared with Other Variables**

To see if there were differences between the twenty-seven moonlighters themselves, they were arranged in the order of their percentile rank and compared on the following variables:

1. Shift at HVH
2. Total weekly hours worked at HVH
3. Total weekly hours worked
4. Occupation at other job
5. Years and months moonlighting
6. Age
7. Sex
8. Marital status
9. Number of dependents
10. Years of schooling
11. Ancestry
12. Birthplace
13. Years and months experience in occupation
14. Years and months experience at HVH

Although the size of the group studied is too small to allow the use of tests of statistical significance, some differences between moonlighters who were ranked high and those who were ranked low were seen. The moonlighters who worked less than a forty-hour week at HVH were in the bottom third of the group. This may be of relevance in itself or it may simply reflect a decision by management to put only its more efficient workers on full-time shifts.

The average age of high-ranked moonlighters was 32.5 years. That of low-ranked moonlighters was 39.0, with only one worker over 35 having a rank of 75 or above. The average age of the total work population was 35.1, with high-ranked workers having an average age of 33.6 and low-ranked workers, 37.0. This finding suggests that the

efficiency of older workers goes down when they moonlight, while that of younger workers goes up.

Apparently related to this is the difference found in amount of schooling. The average number of years of schooling of high-ranked moonlighters was eleven, while for low-ranked moonlighters it was only seven. In comparison, the mean for the total population was 9.9 years, with high-ranked workers having an average of 10.4 and low-ranked workers, 9.1. The two factors of age and amount of schooling may be equally important in the determination of job efficiency of moonlighters. Those who are older and have less education tend to be the moonlighters who perform less efficiently on the job.

### Other Findings

It is interesting to note that the average total weekly hours worked by the moonlighters studied is 54.7. Twenty of the twenty-seven work more than a 48-hour week, and ten are on a schedule of 60 hours or more. Also, moonlighting appears to be a fairly recent practice to most of these moonlighting hotel workers; only one employee has been a moonlighter for as long as ten years, and another for six years. The other twenty-five have been moonlighting for only six months to five years. This may again be a reflection of the recent growth of the hotel industry in Waikiki, and the shortage of trained workers in the labor market, as well as the growing need for extra income felt by those whose main job is with a hotel.

### Moonlighters' Opinions of Moonlighting

To assess the moonlighters' feelings about holding two jobs, two additional questions were asked of them:

1. What do you like about holding two jobs?
2. What do you dislike about it?

Responses to these two questions showed the workers' reasons for moonlighting, the limitations placed on them because of their moonlighting, and some effects of moonlighting on their dispositions and physical well-being.

For seventeen of the twenty-seven moonlighters, the reason for their taking a second job was the need for money. The other ten were moonlighting simply because they liked to have two jobs; five of them wanted to "keep busy," three liked the variety of working at two different jobs, and two who were working for another hotel on their second job simply enjoyed the atmosphere of hotel work in Waikiki.

Several moonlighters pointed to limitations on their activities due to moonlighting. One said that he had to give up a lot of his usual sports activity because he was working a double shift. Even when he did find free time, he added, he usually spent it "catching up on sleep rather than catching a game." Several others said they found much less time to spend with their families since they began moonlighting. Most of these felt this was a bad situation. One said, "It was either the wife working and both of us

leaving the house and the kids, or me working longer. I guess this way is better."

Among the moonlighters who volunteered an opinion on the effects of moonlighting on their dispositions and physical well-being, the most common expression was "I feel tired at work." Some claimed this was because they were getting old; others said the long hours and the pace of work at a hotel was too rough. One often found himself "getting cranky at everyone nowadays" because he is so tired. Another thought the "rushing around from one job to another" was making him lose weight.

There seems to be no relationship between the responses on these questions and the job performance of the moonlighters. Those who were ranked as the better workers by their supervisors were just as apt to express a feeling of tiredness as those ranked low; whether the moonlighters were working on two jobs mainly to add to their income or to keep busy had no relation to their performance on the hotel job.

The only comparison of note was that moonlighters who volunteered that they felt tired on the job were never those who enjoyed moonlighting for other than its monetary return. This was to be expected, for if the latter felt any truly adverse effects from moonlighting, they could more easily stop moonlighting than those who were depending on the extra income from a second job.

A reason for the high ranking "tired" moonlighters might be found in the statement of one of them: "Yes, I feel very tired when we have a busy day here, but I cannot show this in my work because if the boss sees me loafing I might lose the job."

### Ex-moonlighters: Why They Quit

The twenty-four ex-moonlighters interviewed were also asked why they had quit their second jobs. Responses were varied: Eight no longer felt the need for extra income; six said home problems needed tending to; four said the long hours were too strenuous for them; three said they became ill from the pace; and three felt they were getting too old.

Those who no longer needed the income from a second job had either less need for money due to children growing up, a note being paid off, or another member of the family getting a job or an increase in salary; or they had themselves obtained a better hotel position, either with full-time hours or with an increase in salary and tips.

The home problems of the six who listed this as a main reason for no longer moonlighting concerned children growing up, husbands wanting more time with their moonlighting wives, and a threat of divorce. It is ironical to note here, too, that with one moonlighter who no longer felt the need for extra income, this decreased need was due to his wife's divorcing him while he was moonlighting. The divorce, he felt, was due to his not spending enough time at home. And yet, he claimed he had to moonlight when he was married in order to meet his family obligations.



Those who stopped moonlighting because they were tired, became ill, or were getting too old tend to substantiate the opinion that the long hours connected with moonlighting are detrimental to the moonlighter. Those who were "getting old" felt they were able to take the pace of two jobs earlier in life, but with age it became more difficult to hold down two jobs. Those who did not mention age as a factor generally said that the long hours were too taxing physically. And those who became ill while moonlighting are the more confirmed ex-moonlighters, saying that the price of an illness was too much to pay for the extra income acquired from extra hours of work at a second job.

### Conclusions

The main conclusion of the study was that the job performance of moonlighters as a group is not significantly different from that of the non-moonlighting employees with whom they work. Although the size of the population studied limits generalization of this finding to a larger segment of the work population, the closer examination of the problem made possible by the present design of a case study has facilitated an investigation of the complex nature of this relationship.

Evidence in the study of Waikiki hotel workers tends to emphasize the role of individual differences in determining the relationship of moonlighting to job performance. The opinion of a physician in the Dartnell study of moonlighting<sup>6</sup> appears to be substantiated here. The physician claimed that the effects of moonlighting on job performance depended on several other factors: the need for sleep of individuals who moonlight, the demands of their jobs, and their capacity to meet these demands. Evidence in the present study serves to illustrate the truth of this statement.

There appears to be recognition of these individual differences by some members of management. This is seen in the policy of managers not to concern themselves with the moonlighting activities of their workers so long as these moonlighters do their work satisfactorily. This is more specifically seen in the Waikiki situation where members of management in some hotels preferred hiring moonlighters rather than inexperienced workers, because many moonlighters work at a level of performance that is generally higher than the inexperienced workers, and at a level that satisfies the demands of the job.

Here is a clear differentiation between the maximum efficiency level at which an individual can perform at any given time and the level of performance expected of him in a particular job. Where a worker who does not moonlight can perhaps perform nearer his maximum efficiency level, his becoming a moonlighter may only decrease his efficiency to the level of adequacy demanded by the job. Therefore, he is still an efficient worker from the stand-

point of the supervisor who expects good performance from him.

In contrast, where a worker who does not moonlight has been performing near the adequacy level demanded by the job, his becoming a moonlighter may reduce his efficiency below this adequacy level. He becomes known to his supervisor as an inefficient worker.

### A Comment on the Use of Management Surveys to Assess Job Performance of Moonlighters

An interesting question may be raised by the findings of this study of Waikiki moonlighters: Why did members of hotel management here believe moonlighters were less efficient workers? Empirical data tend to show that, as a group, moonlighters are as efficient in their job performance as their non-moonlighting counterparts.

It is possible that the most inefficient moonlighters had, through time, already been weeded out of the work population studied. There are many moonlighters within the group, however, who are rated by their supervisors as top workers. Why, then, is there such overwhelming agreement among hotel management personnel that moonlighting results in inefficiency on the job? This viewpoint seems to be due to the way in which management people become aware of moonlighting among their workers. A worker who is moonlighting does not become known to his supervisor as a moonlighter unless his job performance falters, i.e., a supervisor notices signs of inefficiency in a worker and in speaking with him about his poor performance finds out that he has a second job. With frequent recurrence of such a finding of a relationship between inefficiency and moonlighting, supervisors are apt to feel that inefficiency naturally accompanies moonlighting. Moonlighters who do not show signs of inefficiency in their job performance are usually not brought to the attention of their supervisors. This experience of dealing more often with inefficient moonlighters than with efficient ones may well account for the general opinion of hotel management that moonlighting leads to inefficiency.

Another likely reason for this association may lie in the nature of management surveys themselves. Managers are asked to compare moonlighters and non-moonlighters on their efficiency. Typical signs of inefficiency may include absenteeism, tardiness, sloppiness in dress, bad temperament, or laxness. These in turn are likely to be due to many different causes, one of which is moonlighting. An inquiry focusing simply on moonlighting is apt to be suggestive to the respondent, making it easy for him to overestimate moonlighting as the basic cause of inefficiency. He is not asked to assess the other causes which, *in toto*, may account for as much, if not more, of the inefficiency of his workers. Thus, the tendency to be overly critical of moonlighters.

In view of this finding that management opinion of the job performance of moonlighters does not necessarily reflect the actual job performance of moonlighters, it is most

<sup>6</sup> "Moonlighting in the Office," *American Business*, Vol. 28, No. 1, (January 1958), p. 23.

probable that surveys of management opinions do not accurately assess the true effects of moonlighting on their workers.

### **Moonlighting and Leisure**

The shortening of the workweek from sixty-six hours in 1950 to nearly forty at the present time has brought with it increasing amounts of leisure time for American workers. Little is known about the ways in which workers use this leisure time, but some have chosen to spend it working at a second job. Why?

The present study, although limited in scope, sheds some light on this situation. The need for additional income was the main reason for moonlighting, as reported by the moonlighters themselves. However, a second important reason, not as universally recognized as the first, was the actual desire of many workers to work longer hours than the standard workday required. For the moonlighters giving this second reason, their other job was something to fill in their extra time. This *was* their leisure, and they enjoyed it.

In the Waikiki situation, it appeared that several conditions made moonlighting a common practice. First, the wages of the workers involved were very low. Financial need here was great, thus adding to the compulsion to moonlight in order to supplement incomes.

Second, the labor market situation was such that trained hotel workers were in great demand and supply was short.

Anyone who wanted a job at a hotel and had experience in the occupation could easily get a job.

Last, the work schedules of hotel employees were conducive to moonlighting. Shifts were usually from 7 a.m. to 3 p.m. and from 5 or 6 p.m. to 12. Restaurants in the area had similar shifts, and clubs and bars hired workers for evening work. A worker could, therefore, take two jobs at the same occupation or take a late night job at the hotel and a day job in another occupation.

This latter condition holds implications for the present drive toward the shorter workweek. Moonlighting is more likely to occur when a regular daily or weekly schedule of work allows for the inclusion of a second job. Shortening the number of days in a workweek or the number of hours in a workday would thus be conducive to moonlighting. If, however, extra time off is taken in longer vacation periods, more holidays, or occasional long weekends, the irregularity of this free time deters the worker from taking a second job.

These, then, appear to be the main causes of moonlighting. What of its effects? Is moonlighting detrimental to the emotional and physical health of the moonlighters? Does it result in a reduction of efficiency on the job? Will its growth jeopardize the job market? These questions, and the how and why behind them, have only been lightly touched upon in this study. It is hoped that future research efforts will further delineate the areas of concern in this new phenomenon of employment.