

**MOONLIGHTING POLICY: A PARADIGM OF INNOVATIVE HR STRATEGY IN CORPORATE WORLD****<sup>1,\*</sup>Dr. Amanjeet Singh Sethi and <sup>2</sup>Dr. Vaishali Bisht**<sup>1</sup>Amrapali Group of Institutes, Haldwani, Uttarakhand, India<sup>2</sup>Kumaun University, Nainital, Uttarakhand, India**Received 24<sup>th</sup> October 2022; Accepted 27<sup>th</sup> November 2022; Published online 12<sup>th</sup> December 2022**

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**Abstract**

In the recent times a number of creative and innovative strategies have been adopted by the corporate world to retain employees and to increase their satisfaction. The business organizations across the globe have been making efforts to introduce more and more creative and innovative strategies to keep in tandem with the ever changing business environment. The purpose of any HR strategy is to keep their employees happy and also to remain competitive in the corporate world. In the recent times a number of creative and innovative strategies have been introduced by the business world such as mental health coaching, ethical leadership, gamification, cash to quit, nap time among others. Moonlighting policy is the latest in this list by the corporate world to predict the future requirements of the employees rather than dealing with them in the future. The purpose of this research paper is to study the moonlighting policy and the manner in which it is being adopted by the corporate world across the globe. This research paper concludes that this type of creative and innovative HR strategy is the need of the hour but a number of legal and moral issues have to be taken care before the concept of moonlighting policy can really benefit the employees and the organization.

**Keywords:** Moonlighting, Creative, Innovative, Strategies, Corporate World.

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**INTRODUCTION**

In the recent times the manner in which the corporate world dealing with its employees have undergone an enormous change. In the past the HR function only concentrated on collecting employees' job requests, interviewing applicants and making recruitments. In the present times, the HR department is the foundation of any flourishing business. Earlier, strategies and plans were only made for formulating marketing programs so that the organization could increase their sales and profits. In the present times, this has completely changed and the focus of almost all the organizations has shifted to its most important asset i.e. its employees. The modern day organizations have realized that its employees are equally essential and if they remain satisfied then the company's sales and profits will increase automatically. Nowadays the human resources executives depend upon creative and innovative strategies to keep their organization ahead of their competitors in the market [3]. Creative and innovative strategies in the present times of cut throat competition can help the organizations to increase the morale of their employees and thereby, increasing the company's bottom-line. Nowadays the human resources personal are engaged in formulating those kinds of jobs which are an amalgamation of work and joy so that the workers find them motivating and further it should also be pertinent to their day to day life. In the present corporate world many MNCs organizations across the globe permit their workers to get their spouse and kids to the workplace on some designed days so as to establish a special bond with their employees and their family members. Furthermore, some tech organizations in USA like Meta and Google have reserved particular areas in their offices for their worker's animals and children so that the workers can take care and even spend time with them during breaks. Hence, the human resources executives by its innovative and creative strategies can assist the workers to reduce their

stress and spend time from their busy timetables and relax, so they remain industrious and resourceful. Given that business productivity is directly related with the workers effectiveness, these creative and innovative strategies can make a good amount of difference in assisting the workers which will help to increase the company's sales and profits. [6] In the recent past, many creative and innovative HR strategies have been introduced by the corporate world for increasing the satisfaction and productivity of their employees. Moonlighting policy or sometimes also known as outside employment is also in the list of creative and innovative HR strategy introduced in the market. Moonlighting policy is when a worker is employed in more than one organization at a time and the second employment is outside the normal working timings. Under this policy the organization mandates the worker that their second job will have no bearing on their first job in terms of efficiency and effectiveness. This policy can be very favorable to an organization as it is not unusual for workers to have more than one employment. When an organization implements this policy then they can gauge the effect of the workers' secondary employment on their primary employment and ensure that the worker prefer their organization's tasks over others. It also guarantees that if a worker is found out to be working for a rival firm, that they will concentrate more on tasks from their secondary organization. This policy is advantageous as it has been observed that the organizations implementing this policy have seen the employee's output increasing over a period of time. On the other hand if this policy is not monitored properly than it impact the organization pessimistically in the times to come. [4]

**REVIEW OF LITERATURE**

Homera A. Durani, Krupa U. Trivedi and Aqsa A. Durani (2015) state that meticulously planned H.R. strategies are the foundation of an advantageous tactical transformation. The human resources department has a vital responsibility in formulating latest practices which are as per the need of the

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\*Corresponding Author: **Dr. Amanjeet Singh Sethi**  
Amrapali Group of Institutes, Haldwani, Uttarakhand, India

current business environment. In order to maintain their presence in the market various Indian and Foreign multinational companies have refurbished their HR policies so as to maintain their competitive edge. The authors in this research have examined the innovative HR policies in Mahindra & Mahindra Limited, Infosys, Wipro, Maruti Udyog Limited, Tata, Hindustan Unilever Limited, Ford, Google, IBM, Rolls-Royce, Marks & Spencer and Prudential. The authors found out that all the companies studied had some original and innovative HR policies as per their needs and requirements of their employees. The companies should give sufficient consideration to their H.R. strategies as it has yield results to various organizations across the globe. These innovative H.R. strategies have an important function when it comes to the growth and expansion of any organization. The authors concluded that innovative HR policies have fruitfully enhanced the main variables responsible for workers dedication and commitment.<sup>[3]</sup>

Manu Melwin Joy (2016) state that although the I.T. sector in the country is growing at good pace but almost all the organizations are having significant problems associated with employee turnover. Currently the HR departments are facing serious issues in terms of recruitment, training and retaining the talented employees. In this era of cut-throat competition where the business environment is changing every second, companies are formulating innovative HR strategies to boost the morale of their workforce. The HR managers know that even the smallest of the problems can result in big chaos with can lead to higher attrition rate in their organizations. The author in this research has laid emphasis on describing the association between creative HR strategies and workforce withdrawal attributes. This research inspects the various definitions of these two notions along with the two aspects of workforce withdrawal attributes. 350 individuals engaged in 25 I.T. firms were interviewed in the research with the help of a structured questionnaire. The data analysis revealed that innovative HR strategies were able to retain the employees and there was a positive effect on job and working of the employees. The author concluded by stating that working aspect of workforce withdrawal attributes is more influenced by innovative HR strategies as against job aspect.<sup>[10]</sup>

Deepa Sharma and C. Venkateswaran (2017) purpose was to offer a succinct analysis about H.R. policies during organizational transformations like altering companies plans and programs, mechanisms, methods, technologies and customs, along with the impact of such transformations on the business. This research investigates how innovative H.R. strategies are useful to embrace the business transformations by the workers and other stakeholders. The authors state that the H.R. personals assist as a link between business owners and workers, playing an imperative role in bringing the required changes in the organization. The research focused on the point that the required business changes will generate the requirement for H.R. strategies to bring the spot-light on employees' problems. The innovative H.R. strategies will lessen the competitive difficulties on the business and persuade the H.R. personals to settle such issues. The main focus of the authors was to find out the innovative H.R. strategies that have an important place in the process of business transformations. The authors concluded by stating that innovation creates a gigantic differentiation for business in the present times of cut-throat competition. They further found out that the most excellent method for a business was to maintain innovation in

their day to day dealings by recruiting those individuals who are passionate and have out of box philosophy.<sup>[13]</sup>

Anil Kumar Singh and Maw Sorum (2018) intention was to fathom the various Innovative Human Resource Practices (IHRPs) existing in the organization, which were useful in achieving competitive advantage for the business with the help of workers' productivity, business obligations and business efficiency. The authors carried out P.I. amid 15 H.R. professionals of the private insurance firms to find out the main standards and policies related to I.H.R.P.s. In addition to this, the authors also interviewed 450 workers to find out the impact of various I.H.R.P.s on workers' productivity, sagacity of organizational dedication, and the general business efficiency. The results discovered that there are seven main parameters in the insurance sectors i.e. talent acquisition, digitalization, performance management, VUCA, redefining diversity, workspace changes and data analytics. The research additionally established that these parameters considerably enhance firms' competitive advantage with the help of workers' productivity, business obligations and business efficiency for the sampled organizations. The results will be helpful to alter the standard practices that are being followed in the country at present. Further the authors also stated that the H.R. personals can launch strategies related to digitalization, recruitment and administration with the help of scientific apparatus to improve workers' efficiency and overall company's procedures.<sup>[14]</sup>

Shamina Ansari (2019) state that the current business environment has turned very aggressive, as the companies are coming across numerous issues such as lack of competent personals, deficiency of proficiency, high rate of worker's turnover. Numerous creative human resources strategies in the times to come will assist the companies to come over these issues and help to build their base in the business world. A tiny H.R. proposal can also yield encouraging and thrilling transformations in numerous fields for the business. The matter of the fact is that H.R. should be in a position to ally strategies with corporate vision and mission so that the business has a distinctive name in the market and they become more spirited in the corporate world. The author in this research work had studied innovative H.R. strategies at Microsoft India, Wipro Technologies, Google, Airtel and Taj Hotel. The author concluded that all these organizations have implemented various positive H.R. strategies in their respective workplace and these are yielding positive results for them. The author in the end gave few recommendations which were mainly focused on adopting innovative H.R. strategies from time to time as per the market conditions.<sup>[1]</sup>

Alexey G. Barabashev and Tatiana V. Zaytseva (2020) scrutinizes the innovative HR strategies of provincial administrations in Russia and the collaboration between H.R. managers of provincial legislative association; but on the ground level this is obscured by their propinquity with the central federal association accountable for civil-service relations. The authors used Russia to illustrate the optimistic practice of unified inter-provincial and national-local collaboration between H.R. managers of the civil service. In this research various incidents of such collaboration are illustrated as cases of optimistic influence on the civil service with pushing transformations and as an apparatus to encourage civil-service transformation. The results revealed that the understanding and inspiration collected by the innovative H.R.

strategies in provincial governmental associations facilitates them to defeat political, clerical, monetary and official obstacles in public-service modifications. From an academic viewpoint, the study illustrates that the doctrines of public-supervision service modification should consider provincial HR strategies and inter-regional collaboration that encourage those strategies. Explicit characteristics and advantages of provincial innovations assist to balance for the lack of official political support of modifications or to overcome bureaucratic hurdles. [2]

Renu Rana, Shikha Kapoor and Sandeep Kumar Gupta (2021) examine numerous H.R. strategies in the I.T. sector of the country. To achieve competitive edge in the market the IT firms should introduce some innovative H.R. strategies and even get rid of outrageous H.R. strategies present in their respective organizations. The authors aim was to discover both positive and negative H.R. strategies in the Indian I.T. sector and their importance to the employees engaged in these companies. The author discovered the I.T. firms with positive H.R. strategies have a healthily H.R.M. structure which help them to become benchmark in their industry. Nevertheless, the obligations and assignments of H.R. managers have been enlarged with all such innovations. The authors found out ten positive H.R. strategies and nine negative H.R. strategies present in the I.T. sector studied in this research. The authors concluded that from time to time the I.T. industry should review their H.R. strategies and add positive ones whereas remove the negative ones from their organizations. [11]

### Objectives of the study

The main objectives of this research study are as follows:

- To study moonlighting policy as an innovative HR strategy in the modern corporate world.
- To examine the degree to which organization considers that innovative HR strategy are significant for accomplishing objectives of the business.

### Prerequisite of moonlighting policy

In the last few years various innovative strategies have been introduced by the human resources department as per the need of the organization and the employees. The methods and procedures of these innovative HR strategies may be different but the objective of all these was to satisfy and retain its employees. Some of the prerequisites required for an organization to have in place before implementation of this policy are discussed in the following paragraphs.

- **Rival Firms:** One of the most familiar features in this policy is that companies which allow its employees to take up a second job are not allowed to work for its business rivals. This stipulation is generally made so that its staff intentionally or unintentionally does not reveal trade secrets to the rival firms. Furthermore the workers will not be able to utilize skills acquired at their work for the advantage of their rivals.
- **Job Timings:** According to this prerequisite, company tends to allow their staff to work in other companies but the job timings should not clash with theirs. This is done so that the staff does not get so much engaged in the peak hours in the other organization and has no time or energy left to fulfill the responsibilities of their primary job.

- **Work-Load:** As per this prerequisite, the companies will allow their employees to take the benefit of Moonlighting Policy only for that kind of jobs in which the work-load is not very exhausting. This will ensure that the staff's efficiency at their primary organization is not pessimistically affected due to them being too exhausted or troubled as an effect of their other organization's work.
- **Similar Nature:** As per this prerequisite, the company's ban its employees for taking work in that companies which are of similar nature. This is done to make certain that workers are forbidden from working in any such job that will hinder with their overall work in the primary organization.
- **Support System:** One of the features of Moonlighting Policy is that the primary organization bans its staff from employing the support system in the secondary organization. This is done because sometimes the staff tends to use various aspects of the organization support system such as equipments, resources, manpower, logistics among others in the work of the secondary organization.
- **N.O.C.:** As per this prerequisite, the companies mandate that its employees to take up a No Objection Certificate (NOC) before taking up a secondary job. This prerequisite ensures that the employee does not start working for its business rivals. This prerequisite further ensures the companies trade secrets, USPs among others are not revealed to its competitors.

### Cases in perspective

In the following paragraphs some of the organizations have been discussed that have implemented Moonlighting Policy. These organizations will also be discussed in the manner in which the above innovative HR strategy has been implemented. [12]

#### Swiggy

In India, Digital Food App 'Swiggy' become one of the first companies in the industry to implement Moonlighting Policy for their employees. The company permitted its employees to work outside their job timings or on their weekly holidays with the conditions being that their secondary job will not decrease their efficiency and they will not be allowed to work for the company's business rivals. The company has even created a policy document for this innovative HR strategy which describes all the aspects along with the terms and conditions. The permanent workforce of Swiggy and its parent company Bundl Technologies Private Limited can avail the benefit of this policy. [9]

#### Microsoft

In the global IT industry, Microsoft has implemented Moonlighting Policy for its workforce across the globe. MS as Microsoft is popularly known has a prescribed Moonlighting Policy for its workforce for all categories and departments. This policy document delineates the regulations by which the workforce may opt to execute their work for their colleagues or themselves while being an employee. One of the provisions of this policy document is that the employees are not permitted to work for rival firms or on a program that in any manner clashes with the company. The employees are even prohibited for using the company's tools or software certificates for completing their secondary job and they cannot even in some

manner use or disclose the company's intellectual property. Over the years the company has changed its Moonlighting Policy to suit the current demands of the industry and its employees. <sup>[5][7]</sup>

### Google

One of the biggest names in the global corporate world, Google even permits its workforce to take a secondary job with other employees but after taking care of certain rules and regulations. The company as per its policy has no issues with its employees who take up secondary jobs but the employees are mandated to keep it to themselves and if they wish to publish their work then they have to follow the process as laid down by the company. The company also supports its employees to publish their work from secondary job but again the employees have to go as per the official document. The company has even formed a team to assess the work of the employees from the secondary job and this team as per the policy decides whether it work has any kind of a relationship with their own work. The company is pretty liberal when it comes to its employees taking the benefit of Moonlighting Policy with the only condition being the employees should strictly follow the policy as laid down by it. <sup>[8]</sup>

### Conclusion

In the current scheme of things one can safely assume that although many companies in the corporate world are not in favor of the Moonlighting Policy due to their own reasons but this innovative HR strategy will be very hard to stop. Some companies in the corporate world are in favor of this practice whereas; some are not in favor due to one reason or the other. The organizations in the coming days should be very clear with their employees whether they are permitted or not to take up secondary job. The problem is more evident in IT companies where employees tend to do other projects and that too without the knowledge or permission of their organizations and hence there should be clear cut policies. Like the IT sector, all others sectors should make very clear cut policies regarding Moonlighting Policy. In some countries moonlighting policy is also not legal whereas in some nations this is deemed to be unethical. Hence employees should look into the legal system of their respective countries before taking up secondary jobs with other organizations. The above paper studies the role of various companies and how they have implemented Moonlighting Policy in their respective organizations. The paper concludes by stating that this innovative HR strategy still has a long way to go before it actually becomes a permanent feature in the HR policy of various companies across the globe.

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