



## Regular Article

# The spillover effect of a part-time job experience on the performance of subsequent full-time job: Empirical evidence from Hungary

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## ABSTRACT

To mitigate the ever-increasing expenses for maintaining livelihood, as well as the intention to earn some extra money, numerous people are getting involved in dual or multiple jobs: one full-time and one part-time or two part-times. Using the “spillover effect” of multiple job holding and “Self Determination Theory”, this qualitative study made an attempt to investigate the tentative impact of a part-time job experience on the regular (full-time) job performance on the basis of self-reported perceptions in Hungary. This qualitative study was conducted based on the self-reported perceptions of 150 participants, who have two jobs simultaneously: one full-time and one part-time. The study used the focus group discussion (FGD) technique to obtain perceived feelings from the selected participants. The participants reported that pleasant or enjoyable experiences on a day of the part-time job increased the next-day performance of the full-time job, and vice versa. In addition, the participants reported to feel less stress even by doing two jobs while having positive experiences in their part-time jobs. As there is an acute lack of research regarding two jobholders’ perceived experience, it is expected that the findings of this qualitative study will assist in further experiments and enrich academia.

## 1. Introduction

In many countries, living expenses have been increasing at a rapid pace due to the after-effects of COVID-19, Russian invasion on Ukraine, Israel’s invasion on Gaza and subsequent global financial crisis, forcing many citizens to earn more money to maintain their daily lives in a decent manner. In addition, many individuals are trying to earn some extra money by having additional part-time jobs while simultaneously continuing their regular jobs. Further, in a consumption-based economy, with the increasing utilization of technologies, it is becoming increasingly convenient for employees to add additional employment to their core one (Ashford et al., 2018; Cavaliere et al., 2021; Dokko et al., 2015). Not surprisingly, an estimated 44 million US workers have part-time jobs in addition to their regular full-time jobs (Clark, 2017, 2018). For example, Uber’s advertising campaign in 2018 invited everyone with a

car to “earn some extra” by driving for Uber Technologies Inc. In addition, many US and European citizens are engaged in two parallel jobs for various individual purposes such as earning extra money, buying a house, paying loans, making vacation trip plans, conducting lengthy medical treatment for family members and so many more (Demerouti and Bakker, 2023; Sessions et al., 2021).

However, full-time employers have discouraged part-time jobs as they characterize such an attempt as detrimental, which represents conflicting relationships between these two categories of jobs. For instance, many corporations restrict opportunities for part-time employment in their job agreements (Demerouti and Bakker, 2023; Kirkham, 2017; Lussier and Hendon, 2018; Sessions et al., 2021). Similarly, scholars have also branded such a part-time, income-generating attempt as an obstruction to performance that they emphasize on full-time jobs. Academics frequently recommend part-time jobs as “a

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hindrance to better job performance” (Betts, 2006; Rodell, 2013; Sliter and Boyd, 2014). Pertinently, the primary argument against part-time jobs is that such jobs deviate employees from motivation and focus, which ultimately diminish their capability to execute a satisfactory performance at simultaneous full-time employments (Barnett, 1998; Haas, 1999). Therefore, from managerial as well as academic viewpoints, employees who participate in part-time jobs with their continuous full-time employments show lower performance in their full-time workplaces; and such part-time jobs are destructive to full-time job performance.

Even though this consensus is insightful considering the fatigue and physical capability an employee spends on a part-time job, some scholars challenge the argument by recommending that employees, in fact, may accumulate benefits and experiences from their part-time jobs that ultimately supplement full-time job performance. In particular, according to Session et al. (2021) and Petriglieri et al. (2019), part-time jobs offer multiple opportunities to personalize as well as direct and obtain possession of work. For example, a part-time freelancer may gain essential knowledge regarding the use of Information Technology (IT) and communication that he/she can utilize in his/her full-time workplace. We can take another example in which a part-time store assistant can utilize the knowledge and experience of customer handling in the original full-time organization (such as a bank). Such experiences gained from part-time jobs promote employees’ sense of empowerment or independence in shaping an action in a particular job context (Hosain, 2014; Spreitzer, 1995). Additionally, a pleasant experience of part-time jobs may lead to an increase in full-time job performance (Sessions et al., 2021).

In this qualitative study, we made an attempt to reveal the impact of “spillover effects” (such as positive experience or negative experience) of a part-time job of an individual on his/her regular full-time work performance. Considering the emotional and cognitive nature of involvement in part-time employment, this current research attempts to sketch out the relationship between part-time job experience and full-time job performance of the same person. Therefore, the major objective of this empirical study is simple and straightforward although employers and academics have branded part-time jobs as detrimental to regular full-time jobs. Moreover, this study employed “Self Determination Theory (SDT)” (Deci and Ryan, 1985) to investigate the empirical effects on one’s motivational outcomes. Based on SDT, the current research assumes that employees who are involved in part-time jobs with their regular full-time jobs, can accumulate good feelings/experiences and, in turn, such positive feelings/experiences encourage them to stay motivated and perform well in their regular full-time jobs. However, practical studies to test such an impact are quite rare in academia, except for one study conducted by Session et al. (2021), who identified that an effective positive experience of a part-time job, in fact, enhances full-time job performance and vice versa. This qualitative study was conducted in an European country, Hungary, with participants involved in two parallel jobs (one full-time and one part-time).

In this empirical study, we argue that employees who simultaneously have two jobs: one full-time and one part-time, can have spillover effect of turning their positive feelings/experiences to perform better in their regular full-time jobs. Since, an individual’s feelings regarding an outcome have crossover or spillover effect on another outcome (Vöhringer et al., 2023), we assume that there is spillover effect of a part-time job experience or feelings on the subsequent full-time job. However, although the tendency of holding two jobs simultaneously is increasing at a good speed, particularly in the US, Europe, Australia and some developed Asian countries (Cavaliere et al., 2021; Ashford et al., 2018; Dokko et al., 2015), there is an acute lack of empirical evidence on how one job can impact another regarding motivation and performance of the jobholders (Session et al., 2021; Petriglieri et al., 2019). Being motivated by this academic lacking, we opted to investigate the spillover impact of a part-time job experience on the subsequent full-time job performance using a focus group discussion technique. We argue that

such an empirical investigation based on a novel objective is quite rare and can enrich the academic domain of multiple job holding (MJH). The present study can also motivate scholars to conduct further empirical studies considering the limitations and gaps in this study. In addition, the employers and organizational policymakers can also devise and implement policies to retain the multiple job holders having proper skills as competitive human resources. Based on the study background and objective, we propose the following research question to be answered in this qualitative study.

**RQ:** Can a pleasant part-time job experience increase subsequent full-time job performance?

This study has been divided into several parts. In the first section (Introduction), the study background and research question have been highlighted. Section two has been devoted to reviewing the existing literature. The third section discusses the study method, while the fourth section has been used to interpret the study results based on the participants’ views. Section five has compared the study’s findings with previous arguments. The sixth section outlines the study’s implications, while the next section (seven) highlights the research limitations and further scope for study. Finally, section eight concludes the study.

## 2. Literature survey

### 2.1. Theoretical background

In order to accomplish the research objective, the present study followed the concept of “spillover effect”. Although, the postulation of spillover effect has been explored in various perspectives by prior scholars, for example, economic spillover effect (Ma et al., 2015; Weißmüller et al., 2024); resource-based spillover effect (Wang et al., 2019; Weißmüller et al., 2024); behavior-oriented spillover effect (Nilsson et al., 2017; Truelove et al., 2014); positive and negative spillover effect (Gregory and Zierahn, 2022; Klöckner et al., 2013); this study indicated the “positive and negative” and “behavioral spillover” effects. The primary assumption of the behavioral spillover effect is that individuals’ behavioral engagement in any activity will adopt another motivation and subsequent engagement-related behaviors (Elf et al., 2019). Other scholars, such as Truelove et al. (2014) refer to behavioral spillover as the process by which one behavior transfers and shares information with and influences another behavior. Similarly, the embracing of a new behavior results in the changes by individual motivating factors or preferences (Demerouti and Bakker, 2023) which may also have an influence on subsequent behavior (Nilsson et al., 2017). The present study argues/assumes that a part-time satisfied job experience has a positive impact on the subsequent full-time work performance of multiple job holders. Newton et al. (2020) advocated that affective involvement in part-time employment is positively associated with an experience of psychosomatic pleasure, providing mental peace and promoting productive focus on full-time job commitment. To be more precise, a feeling of engagement causes an employee to experience positive feelings that are conducive to performance on full-time work afterwards (Sessions et al., 2021).

Furthermore, the current research incorporated the SDT introduced by Deci and Ryan (1985). Based on SDT, individual characteristics have an impact on motivation to work. Thus, different values influence how individual motivation is shaped in response to diverse personal and organizational contexts (Demerouti and Bakker, 2023; Graves and Sarkis, 2018). Previously, Halbusi et al. (2021) and Saether (2019) found that if individual values are highly congruent with the values of job features, they will be more inspired to do their best at work. On the other hand, Graves and Sarkis (2018) indicated that individuals always select their job opportunities based on their personal requirements. In other words, when individuals have a substantial value fit with personal criteria, they can better comprehend the value idea and increase their

attractiveness to rewards, which drives their motivation to work (Halbusi et al., 2021).

Following SDT, the present study argues that the multifaceted nature of individual employees' selection to continue full-time, part-time or multiple jobs is based on their motivation. Some like to do full-time jobs; some are in favor of part-time jobs, whereas a few are doing both full-time and part-time or two part-time jobs. The scholarly evidence of Sliter and Boyd (2014) shows that financial considerations are the ultimate motivation for individuals to pursue the kind and number of jobs. Similarly, Rich et al. (2010) observed that when workers feel engaged in their jobs, they experience positive feelings, including enthusiasm, excitement, satisfaction and attention, which, in turn, facilitate their motivation in their subsequent full-time or part-time employments. Thus, peasant part-time job experiences provide significant psychological benefits since they foster collaboration by allowing for social interaction with other co-workers in full-time employments (Sessions et al., 2021).

## 2.2. Part-time job

According to the International Labor Organization (ILO, 2013), a part-time job can be defined as a type of employment that has fewer working hours per week than a full-time employment. Employees of a part-time job are considered as the "part-timers", who commonly engage in 1–20 hour(s) a week. However, different countries have different regulations regarding part-time working hours. For example, in Australia (2017), part-time employment mostly had working hours of less than 22 hours per week. In Canada (2017), an employee is considered a part-time worker if he or she works less than 30 hours a week. According to the US Bureau of Labor Statistics (2019), working part-time can be defined as working between 14 and 24 hours a week. In most countries, part-time workers do not have the entitlement to those working full-time. For example, in the United States (2019) and in many other countries as well, part-time employees do not have the right to obtain employee benefits, such as pensions, bonuses and health insurance.

## 2.3. MJH

MJH is the process of simultaneously continuing two or more jobs by the same individual. These two jobs might be two full-time jobs, two part-time jobs or one full-time and another part-time jobs. As per the ILO, in 2019, an estimated 5% of employees worldwide were engaged in MJH. This number was kept the same around the precedent for ten years, although there was a sharp enhancement in the rate of unemployment. The jobs held by multiple job holders most frequently (53% of the time) consist of one regular, full-time and another part-time employment, even though it can be observed that the number of individuals engaged in more than one part-time job is growing at a stable speed (28% of MJH). A segment of MJH accounts for uneven working hours for both the main and minor jobs (17% of MJH), whereas very few hold two full-time jobs simultaneously (2% of MJH) (ILO, 2019).

Scholarly facts indicate that economic factors are the key drivers for pursuing dual or multiple job holdings. People involved in MJH either want to earn an additional amount of money (38.1%), mitigate ever-increasing expenses (31.26%) or repay debts (25.6%) (Sliter and Boyd, 2014). However, there are individuals who reported that they were involved in two jobs just because they take pleasure in their second jobs (17.6%). However, the percentage of MJH that fall into this second group is mostly older people (Dickey et al., 2011). A motivating area for prospective research may be to investigate why older people are more interested in pursuing pleasant second employment than the younger ones. It is possible that such a cause is associated with additional financial security or perhaps concerned with the motivation to come across more constructive emotions as an individual grows older (Carstensen et al., 1999).

## 2.4. Part-time job experience and subsequent full-time job performance: the causal relationship

This study theoretically emphasizes that a pleasant part-time job experience positively affects the subsequent full-time work performance of multiple job holders by having emotional and cognitive components according to the earlier arguments made by Sessions et al. (2021); Newton et al. (2020); and Schaufeli et al. (2006). Affective engagement in a part-time job is positively associated with a circumstance of psychosomatic pleasure, offering peace of mind and constructive concentration on full-time job commitment. More specifically, a sense of engagement produces encouraging emotions for an employee, such as passion, stimulation, contentment and attentiveness, which are conducive to the following full-time job performance due to psychological peace of mind (Rich et al., 2010; Schaufeli et al., 2006). This positive valence of emotional states demonstrates a mental advantage or resource that may be used to address problems or deal with difficult circumstances (Greenhaus and Powell, 2006; Hobfoll, 2002; Sessions et al., 2021). Therefore, a positive part-time work experience of an employee represents a major psychological advantage since it aids in solving problems and enhancing cooperation by socializing with co-workers in his/her full-time employment (Greenhaus and Powell, 2006; Hobfoll, 2002; Sessions et al., 2021; Tsai et al., 2007).

According to Watson et al. (1988), a sense of positivism or the degree of an excited, energetic and attentive feeling derived from one realm is, as a matter of fact, a resource that can be transferred to another. Hence, a pleasant and affective experience from a part-time job environment is likely to influence the affective experiences of following full-time job performance, because such an emotional state does not reorganize two separate domains (Cavaliere et al., 2021; Newton et al., 2020). Casper et al. (2018) indicated that different systematic analyses explored this "spillover effect" between two different realms. Such findings support the theoretical assumption of this study—a positive affective state (such as a pleasant experience) accrued from part-time engagement persists in employees' full-time work environment, augmenting performance through spillover effects.

The overflow of psychosomatic assets across behavioral domains, such as a positive influence, increases job performance (Greenhaus and Powell, 2006). Behavioral scholars recommend that positive involvement augments an employee's full-time job performance in several ways (Tsai et al., 2007). First, constructive influence is connected to enhanced job performance due to amplified task determination or the continuation of preferred actions for a prolonged time period (Seo et al., 2004). However, according to a number of scholars (Erez and Isen, 2002; Martin et al., 1993), an individual persists longer in an activity while he/she is in a positive mental state. Improved job persistence is produced from pleasant memories of previous triumphant performances, while a person in an encouraging psychological state of mind (Bower, 1981) simultaneously possesses superior confidence in upcoming performances (Gist and Mitchell, 1992).

Therefore, augmented job involvement produces improved performance because it contributes to lengthened attempts and problem-solving skills within the job (Stajkovic and Luthans, 1998). On the other hand, a positive psychological impact accelerates employee performance, resulting from amplified collaboration with colleagues (Lyubomirsky et al., 2005). Employees with an elevated level of constructive influence are also attached to collegial relations and are expected to provide coworkers with assistance and sharing of feelings (Carlson et al., 1988). Such enhanced collaboration is positively associated with superior performance by increasing the type and quantity of assistance that employees receive from their organizations while working (Hossain et al., 2021; Lai et al., 2022; Podsakoff and MacKenzie, 1997). Cavaliere et al. (2021) and Sessions et al. (2021), in their two recent investigations, have suggested that the daily full-time job performance of multiple job holders increases through effective positive engagement and experience of part-time jobs.

In light of such supportive but rare evidence from academia, we propose that if a dual or multiple job holder has two jobs simultaneously (one full-time and another part-time), his/her pleasant or positive experiences or feelings of the part-time job can enhance the performance of the subsequent day or hour full-time job. We believe that the issue is purely perception-based and require more empirical investigation. Moreover, the proposition of this study opposes a number of earlier arguments that were made against holding dual or multiple jobs. Therefore, according to us, this study will reduce the debate with empirical facts and findings.

### 3. Research method

#### 3.1. Research approach and technique

This study applied a qualitative methodology as it is a preferred strategy to express the perceptions/views/opinions of individuals directly from them. Qualitative techniques are considered suitable when researchers want to uncover the concepts, perspectives or emotions of a specific target group or subgroup within a larger population (Porter and Bhattacharya, 2005). In our empirical study, we made an attempt to reveal whether a part-time job experience can have impact on the subsequent full-time job performance of multiple job holders in the context of Hungary. The target participants in this qualitative study were dual job holders who were engaged in both full-time and part-time jobs. As this group of individuals represents a significantly smaller proportion of the overall workforce population, we deliberately used a qualitative methodology to attain the primary objective of this empirical study.

We adopted “focus group discussion (FGD)” as an effective and popular qualitative technique for collecting data from the participants. The advantages of FGD depend on facilitating participants to reach consensus or disagreement with one another. Thus, it can be understood how a group of participants views or thinks about an issue, the range of opinions and ideas; and the discrepancies and gaps that exist in a given community in terms of convictions, experiences and practices (Morgan, 1988; Stewart and Shamdasani, 1990). Thus, while conducting this qualitative study based on evidence, we selected FGD technique because of the appropriateness of collecting detailed opinions from a fraction of total Hungarian employees (population) who were engaged in dual jobs at the time of conducting this study.

#### 3.2. Sampling technique, sample size and unit of analysis

To select the target participants, we utilized a non-probability sampling, purposive sampling technique that best suited the research objective (Willing, 2013). According to the suggestion provided by Smith and Osborn (2007), the most suitable approach for identifying respondents/participants whose responses to the research question(s) closely align with the study is “purposive sampling” if the sampling framework or the population size is unknown. In this study, the target sample consisted of dual job holders. We selected our study participants from the four largest cities of Hungary (Budapest, Debrecen, Szeged and Miskolc) in order to have the best representation of Hungarian dual job holders.

In this study, 150 participants (n) were selected from different organizations located in those four cities. As a research team, we took written declaration (Consent to participate) from the willing participants. In addition, we collected “Organizational Approval Letter” from each of the organization where the participants worked at the time of selection. Furthermore, to ensure the participants’ professional safety, privacy and data confidentiality, we assured them that their original identities would not be disclosed and also assured that every opinion they expressed would be utilized only for this study’s purposes and under no circumstances will their identity or opinions be revealed to anyone else outside the research team. Each participant was given a small token of appreciation for participating in this study.

#### 3.3. Collection of data

After completing the process of selecting participants, we invited all of them 1 day at a restaurant and segregated them into 15 diversified groups consisting of 10 members under each group. After that, the participants were given selected topics (Table 1) related to the study objective and were asked to discuss about those topics while their discussions were recorded. Each group was allocated an 1-hour time slot to participate in discussions related to the given topics. Afterwards, we made a summary based on the frequently uttered keywords and sentences; and later prepared research results/findings.

### 4. Findings

#### 4.1. Demographic profile

The demographic information of the participants have been presented in Table 2.

According to the table, the majority of the participants (40%) belonged to the age level of 18–27 years. Almost two-thirds of the participants (59%) were male and more than half of them (54%) were undergrads. 36% of them had the job experience of 2–5 years while 10% had the job experience of 10 years or more.

#### 4.2. Self-reported outcomes

After summarizing the FGD results of all the 15 groups, we obtained the following results. Some of the key outcomes of FGD (direct quotes) have been presented in the following paragraphs.

##### 4.2.1. Topic- 1: causes of multiple job holding

According to the majority of participants, they were engaged in multiple jobs due to increasing expenses to meet (46%) and to meet the

**Table 1**  
Topics provided to the participants.

Number	Discussion topics	Literature source(s)
1	<b>Causes of multiple job holding (MJH):</b> We selected the participants having multiple jobs (in this study, dual jobs). All of the participants had two jobs (one part-time and another full-time/regular). The participants were asked to discuss the causes of their holding dual jobs.	Sliter and Boyd (2014); Dickey et al. (2011)
2	<b>Part-time job experience (self-reported):</b> The participants were asked to discuss the experiences of their part-time jobs.	Sessions et al. (2021); Lussier and Hendon (2018); Kirkham (2017)
3	<b>Full-time job performance (self-reported):</b> The participants were asked to discuss the self-reported performance of their full-time/regular jobs.	Sessions et al. (2021); Lussier and Hendon (2018); Kirkham (2017)
4	<b>Conflict (such as timing)(if any) between part-time job and full-time job:</b> The participants were asked to discuss if they face any conflict or difficulty in managing two jobs.	Newton et al. (2020); Leroy and Glomb (2018)
5	<b>The impact of part-time job experience on the subsequent full-time job performance (self-reported):</b> This is the last and most important topic the participants were given to. The participants were asked to discuss if they feel their pleasant part-time job experience can have any impact on their subsequent full-time job performance and vice-versa.	Newton et al. (2020); Sessions et al. (2021); Casper et al. (2018)

Source: Literature survey

**Table 2**  
(Demographic profile; n = 150).

Age Level (%)	18–27 years	28–37 years	38–47 years	48 years and above
	40	32	23	5
Gender group (%)	Male		Female	
	59		41	
Level of education (%)	Undergrad		Postgrad	
	54		46	
Service length (%)	2–5 years	6–10 years	11–15 years	16 years and above
	36	33	21	10

Source: The participants

expenses of yearly foreign trips (31%). However, a few of them were doing two jobs simultaneously to pay their mortgages/personal loans (14%) and for their own savings for uncertain times, such as job loss or unexpectedly expensive medical treatment (9%).

“As a matter of fact, I do two jobs at the same time as the daily expenses such as rent, utilities and travel fare have increased a lot recently [laugh] particularly, after the Russia-Ukraine war. In addition, my partner lost her job and is currently not doing anything due to the economic impact of COVID-19 and the Russia-Ukraine war” [Male, 33 years of age from Budapest].

“I am, in fact, forced to take two jobs as I have to pay the mortgage that is very high. Furthermore, now-a-days, the prices of daily necessities have increased beyond my budget” [laugh] [Male, 39 years of age from Szeged].

“I am simply doing two jobs as I go to foreign trip once in every year and it is generally expensive” [Female, 28 years of age from Miskolc].

#### 4.2.2. Topic- 2: part-time job experience (self-reported)

According to most of the participants (89%), the experiences of their part-time jobs were somewhat satisfactory and they were enjoying their part-time jobs, while 11% reported that their perceived experiences were average.

“I am satisfied with my part-time job as it can provide me some extra income. My supervisor also arranges working shifts that do not conflict with my regular office time” [Male, 47 years of age from Debrecen].

“I am very satisfied with my part-time job and my supervisor. Since I serve as a dining staff, I often get tips that makes me extremely happy [confident]” [Female, 19 years of age from Budapest].

“My experience regarding the part-time job is somewhat OK. However, I do not care as long as the timing does not conflict with my full-time job” [Male, 35 years of age from Szeged].

#### 4.2.3. Topic- 3: full time job performance (self-reported)

The majority of the participants (63%) reported that they were performing well (according to them) in their full-time jobs, while 37% reported average performance. However, considering the global economic crisis caused by the COVID-19 pandemic and Russia-Ukraine war, all of them agreed that whatever their performance levels were, they needed to continue with their present full-time jobs as long as the employers needed them.

“I work for a bank. My management is cooperative and rational. I am performing well at my present full-time employment [Confident]” [Female, 41 years of age from Budapest].

“I have average feeling regarding the performance level of my present full-time job. However, I have to continue with the job until I get

a better one in terms of salary and job responsibilities [Confident]” [Female, 37 years of age from Miskolc]

#### 4.2.4. Topic- 4: conflict (such as timing) (if any) between part-time job and full-time job

All the participants in this study reported that they had no conflicts between their part-time and full-time jobs. However, if such a problem arose, they said they handled it with care.

“I usually work for my part-time job at the weekend. Thus, there is no schedule conflict between my full-time and part-time jobs [confident]” [Male, 49 years of age from Budapest].

“My supervisors of both the part-time and full-time jobs are aware about my two employments. Therefore, there is usually no conflict of interests. However, such a conflict sometimes arises due to sudden emergency meetings or training sessions. In such a situation, I take emergency leave from one of the schedules [confident]” [Female, 29 years of age from Debrecen].

#### 4.2.5. Topic- 5: the impact of part-time job experience on the subsequent full-time job performance (self-reported)

This is the most important topic we gave to the participants of this study, as it is directly associated with the research topic. According to 91% of the participants, a pleasant part-time job experience is conducive to performing better in the following day full-time workplace. They also reported that they can even endure undue pressure and job stress from their full-time jobs if they experience nicer (as perceived) feelings from their previous day part-time jobs. On the contrary, a negative or unpleasant experience from their part-time job places or supervisors exhausts them, ultimately resulting in poor performance in their full-time working environment.

“I have two jobs simultaneously. Once I experience happy memories from my part-time job, I feel enthusiastic and perform better for my full-time responsibilities [smile]” [Male, 43 years of age from Szeged].

“I feel better when I have some nice experiences from my part-time job and it affects my full-time job performance [confident]” [Female, 27 years of age from Miskolc].

“To say simply, I get my energy and enthusiasm from my part-time job [confident]” [Female, 36 years of age from Budapest].

“I can take some additional responsibilities at my full-time job organization if I can continually get positive feelings from my part-time job [confident]” [Female, 42 years of age from Debrecen].

“For me, two jobs are equally important to perform but my part-time job gives me more motivation and positive energy to perform well for full-time responsibilities [smile]” [Female, 51 years of age from Budapest].

### 4.3. Inductive coding of the topics/themes

In order to highlight the study outcomes more precisely and systematically, we analysed the frequently used study themes based on the inductive coding approach of Gioia (Gehman et al., 2018; Gioia et al., 2013; Grodal et al., 2021; Locke et al., 2020). It is a qualitative and informative research approach that can be used as a roadmap for reporting qualitative analyses and results. We used the approach in this study to attain inter-coder reliability and face credibility from the participants' viewpoints. The outcomes were more of a calibrated form of coding and aligned with representation of the qualitative data between different coders.

Utilizing the resultant enlarged codebook, in the first stage, we coded all the five frequently discussed topics/themes provided to the

discussants. Those resultant codes from the topics were: causes of multiple job holding, part-time job experience (self-reported), full-time job performance (self-reported), conflict between part-time and full-time jobs; and the impact of part-time job experience on the subsequent full-time job performance (self-reported). In phase two, we elaborately collected the second-order categorization of each of those five codes and the accurate version of the data during the FGD sessions. This resulted in the conversion of 5 exemplary quotes to 5 first-order codes. Those 5 first-order codes were converted to 2 associated second-order themes and finally, converted to aggregated dimension. The data structure has been presented, in accordance with Gioia et al. (2013) in Table 3.

In order to refrain from the researchers' biases in qualitative research, Morse et al. (2002) recommended to assure methodological coherence and rigor. Being aligned with their recommendations, we used the group discussion results to find out more in-depth outcomes and to explicate possible differences between the opinions. During the iterative process of coding and discussing the findings, we switched between the micro-level findings and the theoretical conceptualizations to construct a solid foundation of the first-order as well as second-order codes as depicted in Table 3.

5. Discussion of results

After summarizing the FGD results based on the recorded discussions, we compared our results with previous arguments made by behavioral scholars in different earlier studies although such studies are extremely rare in academia. According to most of the participants, perceived positive experiences or feelings derived from the part-time jobs are conducive to the performance of their subsequent full-time jobs according to arguments of the spillover effect and SDT. In contrast, a negative perceived experience or feelings from part-time jobs is detrimental to performance in regular full-time jobs. This outcome is partially or fully consistent with the arguments of several scholars, such as Sessions et al. (2021), Newton et al. (2020), Casper et al. (2018), Rich

et al. (2010), Ford et al. (2007) and Schaufeli et al. (2006). Therefore, the proposition made by us at the beginning of this study was supported by the FGD results based on the participants' self-reported opinions. The research question was also answered through the responses of the participants and subsequent qualitative analysis.

Overall, this qualitative study presents a positive outlook for MJH, as the findings recommend that those employees were able to, in addition to boosting their income, experience positive emotional attachment that can positively spillover into their full-time jobs. The participants of this study holding dual forms of employment were confronted with balancing the benefits of supplemented earnings and a favorable work atmosphere against the advantages of optimizing their limited leisure time outside their primary occupations. Part-time employment is commonly linked to intensified time commitments, which may result in reduced quality time spent with family or loved ones. For example, time spent with family or partner (Hosain, 2024; Rothbard, 2001), leisure/recreational activities (Vogel et al., 2016), volunteer jobs (Rodell, 2013) and sleeping/resting (Barnes et al., 2012) may yield significant advantages in rejuvenation, recuperation, overall welfare and numerous beneficial consequences within the workplace. Although carrying out non-job activities can provide individuals with mental peace, this research findings indicate that part-time employment not only provides additional income sources, but also fosters emotional and psychological attachment. This aspect can serve as a motivating factor for the substantial and expanding population of individuals currently involved in or aspiring to participate in such dual-employment opportunities.

We conducted this qualitative study based on the primary theme of spillover effect of one job to another as well as SDT that emphasizes on the individuals' motivation to specific jobs (in this study, part-time jobs). As one of the initial investigations to test the perceived feelings of multiple job holders, this particular study is expected to serve as an effective and timely initiative to fill the severe gap in academia related to the studies of employees' feelings regarding the impact of part-time job experience on full-time job performance as perceived by the dual or multiple job holders. However, different individuals might have different feelings/requirements about their jobs; and it is necessary to examine the perceived feelings and performance of multiple job holders that can enrich academia. This study can help to build an effective pathway between part-time and full-time employments for a better understanding among the scholars, employees and employers for a variety of underlying reasons.

6. Theoretical and practical implications

6.1. Implications for theory

The findings of this study have the potential to provide valuable insights into the current repository of knowledge about the spillover effect on individuals working full-time, as well as one or two part-time jobs and those who hold numerous jobs simultaneously. The development and evaluation of our conception, which encompasses the spillover impact on individuals who hold full-time employments, as well as one or two part-time positions or multiple jobs, has been presented. Due to a variety of individual reasons, involvement in more than one regular job is becoming quite normal now-a-days for millions of individuals in a consumption-based economy. Although it is a very interesting issue of employment and human capital, the academic concentration on this particular phenomenon has largely been ignored so far (Ashford et al., 2018; Sliter and Boyd, 2014).

This empirical qualitative study has tried to move forward the perspective of dual work roles by considering part-time job experience and its impact on subsequent full-time job performance from the employees' standpoint in an European country. The notable and intriguing point is that individuals involved in part-time employment may experience a positive emotional state that influences the formation of their work environment, whereas those affiliated with full-time employment

Table 3  
Data construction and qualitative remarks.

Exemplary quotes	First-order codes	Second-order themes	Aggregated dimension
"I do two jobs to meet the ever increasing expenses of living"	The increasing living expenses forcing many people to do more than one job.	(1) The major cause of engaging in two jobs simultaneously is increasing living expenses.	A positive part-time job experience can have substantial impact on the subsequent full-time job performance.
"My part-time job gives me a pleasant experience"	The participants were enjoying their part-time jobs.	(2) Part-time job experience can influence the performance of subsequent full-time job of an individual.	
"My full-time job performance is good"	Participants' self-reported full-time job performance were satisfactory.		
"I do not have any conflict between my part-time job and full-time job, however, if arises sometimes, I can manage it"	Participants reported no conflict between two jobs.		
"My part-time job experience has a positive impact on my subsequent full-time job performance"	According to the participants, their part-time jobs can affect their full-time job performance.		

Source: Participants' FGD

might gain a sense of belonging, enhance self-esteem and diminish social anxiety (Ashforth et al., 2008; Sessions et al., 2021). Enhanced comprehension of the phenomenon of MJH may strengthen the existing theoretical framework by pointing to contemporary empirical evidence about the concerned organization in the present context and its implications for individuals and companies (Sessions et al., 2021).

Another theoretical implication of this empirical study is that it has challenged the current arguments made by Demerouti and Bakker (2023); Sessions et al. (2021); Lussier and Hendon (2018); Kirkham (2017); Sliter and Boyd (2014); Rodell (2013); and Betts (2006). Those scholars branded part-time jobs or any other income-generating activities, in addition to regular/full-time jobs, as destructive attempts to full-time commitments or regular job performance. According to them, an individual should devote all the efforts or contributions to his/her full-time job only. They frequently recommend part-time jobs as “a hindrance to better job performance” which is opposite to the assumption and findings of this empirical study.

Thus, we argue that this particular study can open a new window, based on empirical facts, that part-time jobs can not only generate additional income but also gain some positive experiences which can enhance full-time performance. Therefore, dual or multiple job holding may have psychological advantage also in addition to economic gain. Considering the acute lack of empirical research regarding this particular issue (MJH), we anticipate that this study will motivate the researchers from the fields of HRM and organizational behavior in conducting further empirical investigations.

## 6.2. Practical implications

The current study also has practical/managerial implications for employers that employ individuals in part-time positions or those who have numerous jobs. In the context of engaging in various jobs, it is essential to comprehend the motivations and emotions of workers to optimize their performance. Hence, it is important to undertake more research endeavors of this kind, not only to augment the theoretical realm and bridge existing gaps in the literature, but also to enhance management comprehension of the motivation, performance and retention of individuals engaged in numerous work roles who possess exceptional potential. Employers or organizational policymakers may schedule convenient work shifts for those dual or multiple job holders who have special skills or abilities since they can be used as the source(s) of competitive advantage for the organizations.

Since there are very limited number of studies regarding MJH so far (Sliter and Boyd, 2014), the policymakers may be benefited from the outcomes of such novel empirical studies like this one in order to formulate and implement effective motivational and performance appraisal policies particularly for the employees involved in dual or multiple jobs. In addition, this study might help the employers in retaining and motivating the talented part-time, full-time or dual/multiple job holders through preparing the working schedule convenient for the employees. Such supports from the employers may increase job commitments and sense of belongings among all types of employees. Even though, the total number of dual or multiple job holders is not very high at this moment, it is increasing at a good speed and in future, the dual or multiple job holders may represent a good number of total workforce. Therefore, it is imperative for the employers to have supportive policies for all types of workers and enhance organizational reputation through inclusion and diversity.

## 7. Limitations and further scope

This study has some obvious limitations that are needed to be pointed out, as these limitations and gaps can overcome the quality of future research studies. First, this study examined only employees' perceptions of their part-time job experiences and self-reported full-time performance. Such individual self-reported perceptions can create a

perception bias. Future research studies can take this into consideration and consider both employers' and employees' perceptions of positive experience and job performance. Second, this study considered only 150 participants that may not have provided representative outcomes to make a generalized decision. Further studies can take more sample participants, to make those study outcomes richer and representative. Third, this research did not clearly identified the extent to which working hours of a part-time job may lead to the performance of a full-time employment. Instead, our study only identified how experience (positive or negative) in part-time jobs influence subsequent full-time work performance. However, owing to employees' limited resources, the number of hours spent in part-time occupations may have varying consequences. Future studies might use Hobfoll (1989)'s Conservation of Resources (CR) theory to investigate how the number of hours spent on part-time jobs and the level of schedule flexibility affect employee resources in their full-time employments.

Moreover, as with every study, one drawback of our study is that it was not possible to cover all of the intriguing constructions and theoretical stances within the confines of our study. For instance, one aspect of the attractiveness of part-time employment is the possibility of employment outside of an individual's full-time position. This possession of an additional job may offer a sense of liberation from the feeling of being stuck in one's monotonous everyday job. This argument holds a particular posture in the sense of autonomy that a part-time job can offer. The research conducted by Sessions et al. (2021) suggests that part-time employment may typically have a favorable influence on the performance of individuals working full-time. This positive effect is primarily observed in work categories, such as work schedule autonomy, decision-making autonomy and work technique autonomy. This is because part-time employment may give employees a greater sense of overall work sovereignty, as they may believe they can always choose to have another job. Hence, part-time employment opportunities may provide individuals with a “hope for control” to manage their work-life balance and generate a positive perspective on exploring other career paths. Future studies should explore the potential psychosomatic effects of increased perceived control over work alternatives resulting from the adoption of part-time employment; and also may investigate how these effects may influence employee performance. This particular problem pertains directly to the phenomenon of employee turnover because it considers the potential influence of work alternatives outside an individual's present full-time employment on their intent to quit the organization (Gerhart, 1990).

Additionally, we also want to note one more limitation related to part-time work characteristics that we did not consider in this study. We relied on employees' self-reported perceptions of part-time job characteristics, which may have a reporting bias. According to Fried and Ferris (1987), empirical investigations have shown that objective-oriented job attributes play a significant role in shaping individuals' perceptions of aspects of work. The present study was constrained by its reliance on self-reported job characteristics, which could result in a possible bias in assessing performance. We acknowledge this limitation after thoroughly examining the outcomes of the current investigation. Future research studies should compare these findings using objective data or work characteristics rated by coworkers. In addition, future research studies might utilize longitudinal data to investigate how an individual feels before serving for two jobs and after serving two jobs, preferably, one full-time and one-part-time.

## 8. Conclusion

This study clearly indicates that effective, perceived pleasant experiences or positive feelings at part-time jobs can encourage employees to contribute more and perform better for their full-time jobs through psychological attachment and affective organizational commitment if they receive full support from both the organizations or employers (full-time and part-time). Therefore, we hope that this study will open a new

window for behavioral research on the MJH process. We also believe that the study outcome can contribute to the dearth of research evidence on MJH, such as the impact of a part-time job experience on the subsequent full-time job performance of an employee. Furthermore, this study's outcome can benefit organizational policymakers in understanding the psychology of part-time workers as well as dual or multiple job holders.

In the present context of current competitive job environment, organizational scholars and policymakers, such as top management and the board of directors, must learn about contemporary work dynamics. As more talented individuals are being engaged in two jobs simultaneously, theoretical and empirical studies like this one needs to be carried out in different economies (developed, developing and underdeveloped) across the globe to identify the hidden psychological factors of dual/multiple jobholders; and they need to be motivated, properly trained and helped/supported by the organizations/employers in order to perform better at both workplaces (full-time and part-time).

### CRedit authorship contribution statement

**Md Sajjad Hosain:** Writing – review & editing, Writing – original draft, Supervision, Software, Resources, Project administration, Methodology, Investigation, Formal analysis, Data curation, Conceptualization. **Mohammad Bin Amin:** Writing – review & editing, Writing – original draft, Visualization, Software, Resources, Methodology, Funding acquisition, Formal analysis, Data curation, Conceptualization. **Hasina Imam:** Writing – review & editing, Writing – original draft, Visualization, Supervision, Software, Methodology, Investigation, Funding acquisition, Formal analysis, Data curation. **Md Atikur Rahman:** Writing – review & editing, Writing – original draft, Visualization, Validation, Project administration, Methodology, Investigation, Funding acquisition, Data curation. **Judit Oláh:** Writing – review & editing, Writing – original draft, Visualization, Validation, Supervision, Software, Resources, Methodology, Funding acquisition, Data curation, Conceptualization.

### Declaration of competing interest

The authors declare that they have no known competing financial interests or personal conflicts that could have appeared to influence the work reported in this paper.

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