

Comforted by Role Continuity or Refreshed by Role Variety? Employee Outcomes of  
Managing Side-hustle and Full-time Work Roles

by

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## ABSTRACT

Forty-four million U.S. workers hold a flexible work role in the “gig economy” in conjunction with a traditional work role. This supplementary work role is known as a side-hustle, or income-generating work performed on the side of a full-time job. Whereas organizations and scholars have tended to view side-hustles as an activity that diminishes employee performance, employees may enjoy benefits from side-hustles. Indeed, research points to the benefits of accumulating multiple roles outside of work (e.g., volunteering or family roles). I investigate these disparate perspectives about the positive and negative implications of a SHR for performance in full-time work. To do so, I draw on boundary theory, which suggests that the degree of similarity between two roles, whether different from one another or blurring together, shapes how roles affect attitudes and behavior. I tested my predictions about how SHRs influence full-time work performance in a four-wave field study of 276 employees and 170 supervisors. Specifically, I address similarity between a SHR and FWR (SHR-FWR similarity), or the number of similar requirements between a SHR and FWR and extent of those similarities. I argue that SHR-FWR similarity has a negative relationship with boundary negotiation efforts because transitions between similar roles require little psychological effort. This relationship was not supported by my findings. I also assert that SHR-FWR similarity decreases psychological detachment from full-time work as similar roles blur together and limit recovery from full-time work. This relationship was supported by my findings. I further argue that side-hustle meaningfulness moderates the relationship between SHR-FWR similarity and boundary negotiation efforts and psychological detachment from

full-time work. This prediction was supported for the effect on psychological detachment from full-time work. Finally, I examined how the effects of SHR-FWR similarity carry through to full-time work performance via exhaustion. These indirect effects were not supported. A supplemental polynomial regression analysis in which I examined status consistency was more fruitful. I found that status inconsistencies between a SHR and FWR led to increased role stress within full-time work. I conclude with a discussion of alternative approaches to understanding the confluence of SHRs and FWRs and practical implications.

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## CHAPTER 1

### INTRODUCTION

The relationship between employees and organizations is changing as more and more workers adopt alternative work arrangements (Katz & Krueger, 2016; Spreitzer, Cameron, & Garrett, 2017). Sociologists term this shift the “new economy” (Sennett, 2006) in which a dual labor market exists—a primary market comprised of secure, traditional “careers” and “jobs” and a secondary market comprised of flexible, alternative arrangements and “gigs” (e.g., driving for Uber/Lyft or freelance work; Ashforth, Kreiner, & Fugate, 2000; Sweet & Meiksins, 2013). This secondary market has been termed the gig economy (Spreitzer et al., 2017). A growing number of workers are expanding their work lives to include both a full-time, traditional work role and an alternative work role from the gig economy on the side. Indeed, an estimated 44 million U.S. workers maintain a *side-hustle*, or income-generating work performed on the side of a full-time job, in conjunction with a full-time work role (FWR; Clark, 2017, 2018; Dokko, Mumford, & Schanzenbach, 2015; Merriam-Webster Online Dictionary, n.d.).

A side-hustle role (SHR) is generally considered to have a negative effect on full-time work performance. For organizations, side-hustles are largely viewed as a distraction that conflicts with the FWR, which may increase employee exhaustion in full-time work. Some organizations even include restrictions on side-hustles within employment contracts. Management researchers have generally agreed with the notion that side-hustles diminish job performance (Rodell, 2013). For employees, however, adopting a side-hustle, not only offers increased income, but enables an employee to detach from full-time work by doing something different (Clark, 2017; Ward, 2017).



Scholars allude to this point in the study of role enrichment as they argue that the benefits of accumulating a variety of roles can outweigh the costs, due to diversifying employee experiences and increasing recovery (Greenhaus & Powell, 2006; Marks, 1977; Sieber, 1974).

Consider, for example, a full-time accountant who does wedding photography as side-hustle. The management literature (e.g., Rodell, 2013) would suggest that this SHR is distraction that harms performance as a full-time accountant. Using this same rationale, her full-time employer may well disparage her maintaining the photography side-hustle. However, although being a full-time accountant and part-time wedding photographer may require effort to manage the two roles, the side-hustle may increase the variety that she enjoys in her work life. That is, she may enjoy being able to detach from her full-time work by doing something very different in her side-hustle. This latter interpretation suggests that she may be able to increase her income from a flexible work arrangement outside of full-time work while still performing well within full-time work. Thus, the perspective of management scholars and full-time employers appears to differ from the potentially more symbiotic experience of full-time employees with side-hustles.

I investigate these disparate perspectives about the effects of managing a SHR in conjunction with a FWR by drawing on boundary theory. Boundary theory addresses how individuals manage the transitioning and blurring of roles that are more or less similar to one another (Ashforth, et al., 2000). That is, boundary theory points to differing outcomes of managing a SHR and FWR that are relatively similar roles (e.g., a full-time web designer who does freelance web design work on the side) versus a FWR and SHR are relatively dissimilar roles (e.g., a full-time web designer who drives for Uber on the

side). These outcomes include *boundary negotiation efforts*—effort and strain associated with becoming psychologically and physically disengaged from one role and engaged in another role (Ashforth et al., 2000)—and *psychological detachment from full-time work*—refraining from job-related activities and not thinking about job-related problems or issues (Sonnentag & Bayer, 2005). In sum, boundary theory points to role similarity as a critical predictor of efforts needed to manage the boundaries between roles and the extent to which individuals can psychologically detach from a given role.

In this dissertation, I argue that similarity between a SHR and FWR (SHR-FWR similarity), or the number of similar requirements between a SHR and FWR and extent of those similarities, will lead to decreased boundary negotiation efforts within full-time work as transitioning between similar roles requires little psychological effort (Ashforth et al., 2000). Additionally, I assert that SHR-FWR similarity will decrease psychological detachment from full-time work as similar roles will limit recovery from full-time work because of a reduced sense of separation from the FWR (Ashforth et al., 2000; Meijman & Mulder, 1998; Nippert-Eng, 1996; Sonnentag & Bayer, 2005).

Additionally, researchers have found that employees can craft, or actively shape, their experiences in FWRs through participating in meaningful leisure activities and volunteering outside of work (Berg, Grant, & Johnson, 2010; Rodell, 2013; Vogel, Rodell, Lynch, 2016). In other words, in a similar manner to how employees actively shape their full-time job experiences by job crafting at work (Wrzesniewski & Dutton, 2001), roles outside of full-time work can shape perceptions at work. These non-work roles can affect experiences at work by creating distractions as well as fostering positive moods (Berg et al., 2010). I argue that the extent to which employees perceive meaning

in their SHRs, or perceived purpose and significance in a SHR (Brief & Nord, 1990; Wrzesniewski & Dutton, 2001), affects the relationships of SHR-FWR similarity with boundary negotiation efforts and psychological detachment from full-time work. More specifically, I posit that side-hustle meaningfulness will strengthen the relationship between SHR-FWR similarity and boundary negotiation efforts because it will be associated with preoccupation with the SHR that will increase the cognitive load created by managing dissimilar roles (Kanfer & Ackerman, 1989; Leroy, 2009). In contrast, I propose that side-hustle meaningfulness will weaken the relationship between SHR-FWR similarity and psychological detachment from full-time work. Said differently, side-hustle meaningfulness will strengthen the relationship between SHR-FWR dissimilarity and psychological detachment from full-time work. I argue that this moderating effect arises because side-hustle meaningfulness increases the investment of workers in dissimilar SHRs, thereby enhancing psychological detachment from a FWR.

My work makes several contributions. First, I contribute to the study of managing multiple roles by investigating how SHRs and FWRs fit together to have varying implications on full-time work performance. I argue that these implications depend on the similarity of the roles and meaningfulness of the side-hustle. Importantly, non-work roles (e.g., family roles, roles within leisure activities) generally do not involve work activities that relate to the FWR. In contrast, SHRs and FWRs are distinct in that both roles are in the work domain—spheres of activity that necessitate employing work skills. I apply boundary theory to my investigation of this unique pair of roles, which expands on the narrow set of roles generally addressed in the work-family literature (Westring & Ryan, 2010; Wilson & Bauman, 2015; for an exception, see Rodell, 2013). Second, I contribute

by considering outcomes of managing a FWR and SHR that are important to employees and organizations. The outcomes in employee exhaustion and performance I investigate are especially important given the prevalence of the side-hustle phenomenon. In doing so, I provide practical insights about how employees can participate in a SHR that is more or less similar to their FWR to optimize the associated benefits and costs for themselves and their employing organizations. That is, my work addresses how employees can benefit from increased income from a flexible work arrangement outside of full-time work while still performing well within full-time work. Third, I contribute to boundary theory as I quantitatively evaluate role similarity in a novel way. This effort builds on the predominantly qualitative works that have applied boundary theory (e.g., Kreiner, Hollensbe, & Sheep, 2009; for an exception, see Kreiner, 2006). Thus, I offer an avenue for future research to examine the relationship between FWRs and SHRs further, which is significant given that the phenomenon of maintaining these two roles appears to be a stable, upward trend.

## CHAPTER 2

### LITERATURE REVIEW

In this chapter, I provide a review of prior research that sets the groundwork for my hypothesizing. To do so, I review prior work that addresses the role of side-hustles and the relationship between SHRs and FWRs. I also outline significant works on boundary theory—a fitting theoretical lens through which to consider the relationship between SHRs and FWRs. First, I review the literature related to side-hustles, outlining (a) the emergence of the gig economy, (b) a definition of side-hustles, and (c) prior work on the relationship between side-hustles and full-time work. Second, I review the literature on managing multiple roles, focusing on (a) boundary theory and (b) applications of boundary theory. Third, and finally, I address boundary conditions in managing multiple roles by discussing (a) cultural factors, (b) situational factors, and (c) individual factors.

#### **Side-hustles**

**Emergence of the gig economy.** Globalization, advances in technology, economic uncertainty, and shifting expectations for employee-employer relationships have led to an increase in alternative work arrangements (Arthur & Rousseau, 1996; Cappelli & Keller, 2013). These arrangements include part-time work, on-call work (e.g., substitute teaching), agency work (e.g., temporary secretarial work), direct contracting (e.g., freelancers), and platform mediated contracting (e.g., driving for Uber; Spreitzer et al., 2017). Alternative work arrangements stand in contrast to traditional work arrangements in which “work is performed on a fixed schedule, at the firm’s place of business under the firm’s control and with mutual expectation of continued employment”

(Kalleberg, Reskin, & Hudson, 2000: 257). Within the U.S., more than one-fifth of workers labor outside of traditional employment (i.e., full-time positions within an organization that are assumed to be long-term), and the proportion is greater outside the U.S. (Cappelli & Keller, 2013; McKinsey & Co., 2016; Petriglieri, Ashford, & Wrzesniewski, 2018). Indeed, recent surveys assert that the total amount of net employment growth in the U.S. between 2005 and 2015 came from increases in alternative work arrangements (Katz & Krueger, 2016). This shift away from traditional career paths has gone hand-in-hand with the rise of the gig economy in which individuals adopt work that lasts minutes, hours, or days for a variety of customers (Spreitzer et al., 2017). Said differently, the number of people who are active in the secondary labor market of “gig” work has increased as individuals seek to diversify their work lives, “make ends meet,” or increase savings or spending money (Sliter & Boyd, 2014; Spreitzer et al., 2017).

**Definition of side-hustles.** The gig economy has shifted the work lives of individuals in two ways. For some, the gig economy has provided opportunities to piece together multiple gigs into a portfolio of flexible work roles. For others, and specifically forty-four million US workers, the gig economy has provided increased opportunities to supplement full-time work with side-hustles. Side-hustles are elective endeavors that tend to exhibit flexibility in the scheduling of work, the employment relationship, and the location in which the work is conducted (Spreitzer et al., 2017). However, side-hustles can arise within a broad array of professions (Baba & Jamal, 1992). In contrast to volunteering, hobbies, leisure activities, or other discretionary activities that occur outside work, pursuit of a side-hustle tends to include a desire for additional income

(Baba & Jamal, 1992; Betts, 2006; Sliter & Boyd, 2014). To summarize, side-hustles represent income-generating work performed on the side of a full-time job.

Prior research has referred to maintaining a primary and secondary job as multiple jobholding or moonlighting (Betts, 2006; Crawford, 1978; Sliter & Boyd, 2014). The research on moonlighting has most frequently been investigated within the vocations of medical students (e.g., Culler & Bazzoli, 1985; Li, Tabor, & Martinez, 2000) and teachers (e.g., Betts, 2004; Guthrie, 1969). Side-hustle, moonlighting, and multiple jobholding share a similar meaning. However, “side-hustle” has become the increasingly popular term for this arrangement as it is more closely connected to the newly evolved secondary labor market within the gig economy (Clark 2017, 2018; Merriam-Webster Online Dictionary, n.d.). I refer to moonlighting and multiple jobholding in the following section because the research I reference in that section used those terms. However, I refer to my phenomenon of interest as a “side-hustle” elsewhere in this dissertation because it has become the more popular term and more closely relates to the burgeoning gig economy.

**Prior work on the relationship between side-hustles and full-time work.** Prior work has suggested that side-hustles, referred to as moonlighting or multiple job holding in this section, can affect the full-time work behavior of an individual for better or worse by influencing ability or motivation within full-time work (Betts, 2006; Sliter & Boyd, 2014). However, this research has been sparse and has not arrived at a consensus about the effects of side-hustles on full-time work experiences. For example, prior studies have suggested that moonlighting may deplete energy and reduce performance (Keill, 1991;

Parham & Gordon, 2011) as well as negatively affect family situations (Arcuri, Gunn, & Lester, 1987).

Other studies suggest no differences between individuals who do and do not moonlight in terms of average levels of job stress, satisfaction, and positive attitudes of teachers toward students and their parents (e.g., Pearson, Carroll, & Hall, 1994). Within an investigation of the stability of full-time job attitudes, Schaubroeck, Judge, and Taylor (1998) found that job attitudes and job stressor perceptions correlated significantly across second jobs and full-time jobs but that trait negative affect did not explain the relationship. Continuing this line of research, Zickar, Gibby, and Jenny (2004) found that second jobs explained no incremental variance on life satisfaction after accounting for full-time job attitudes. However, the authors found that employees had higher satisfaction, more stress, and greater affective organizational commitment at their first jobs compared to their second jobs. Other researchers have found that individuals who moonlight have higher physical well-being, job satisfaction, and job performance, as well as lower stress (Jamal, Baba, & Rivière, 1998). Overall, this research provides an unclear picture of the interplay between multiple job holding and full-time work experiences. Explanations for these weak and inconsistent findings may be that, to varying degrees, these studies used small, non-generalizable samples, drew exclusively on qualitative data, or failed to account for individual differences (Sliter & Boyd, 2014). From this point on, I use the term “side-hustle,” as it better aligns with the modern phenomenon of finding flexible work from the secondary labor market to supplement full-time work.

Recent work by Petriglieri, Ashford, and Wrzesniewski (2018) advances understanding of the work roles of individuals involved in “gig” work. They examine the



manner in which workers struggle to manage an absence of security and legitimacy as they work as contractors, temps, entrepreneurs, or within other independent roles. Taking a qualitative approach within a sample of independent workers, these authors addressed how individuals develop and maintain personalized work identities in work roles that involve few or no attachments to organizations. They found that working in an independent role, such as that of a side-hustle, leads to both anxiety and fulfillment. Further, they found that anxiety can be regulated by creating a holding environment, or grounding oneself in connections to routines, places, people, and broader purposes. Overall, this work suggests that individuals create personalized work roles within their gig work as they learn to manage anxiety that accompanies independent work (i.e., socio-economic and existential concerns). Further, Caza, Moss, and Vough (2017) study how people hold multiple jobs synchronize multiple job identities. They find that people with multiple jobs struggle to be, feel, and seem authentic across their roles. With the exception of these works, the prevalence of the phenomenon of adopting independent work, such as a side-hustle, has greatly outpaced the scholarly consideration of this work arrangement (Ashford et al., 2018; Sliter & Boyd, 2014; Spreitzer et al., 2017).

### **Managing Multiple Roles**

**Boundary theory.** One approach to investigating the experience of managing multiple roles comes through boundary theory. Boundary theory has been applied to a wide variety of contexts that include art, architecture, psychology, political science, and anthropology (Ashforth et al., 2000; Kreiner et al., 2009). Within management, the theory has been applied to managing functional interpersonal relationships (Katherine, 1991), investigating the interface between organizational and individual identity (Kreiner et al.,

2009), and, most predominantly, within the study of role transitions (Ashforth et al., 2000; Nippert-Eng, 1996). With regard to role transitions, boundary theory presents a theory of the costs and benefits of disengagement from one role (i.e., role exit) and engagement in another role (i.e., role entrance; Ashforth et al., 2000; Burr, 1972). Roles represent “the building block of social systems and the summation of the requirements with which such systems confront their members as individuals” (Katz & Kahn, 1978: 219-220). Ashforth and colleagues (2000) define roles as positions and the requirements attached to those positions (Katz & Kahn, 1978). Relatedly, the requirements of a role influence an individual’s role identity, or “the extent that a role cues or connotes a certain persona—replete with specific goals, values, beliefs, norms, interaction styles, and time horizons” (Ashforth et al., 2000: 475; Stryker, 1980).

Boundaries between roles represent “mental fences” (Zerubavel, 1993:2) that simplify and order the environment. Ashforth and colleagues (2000: 474) define boundaries as “physical, temporal, emotional, cognitive, and/or relational limits that define entities as separate from one another.” Role boundaries can be categorized along a continuum from thin boundaries (i.e., weak boundaries that are permeable to influence and easily integrated with other roles) to thick boundaries (i.e., strong boundaries that are impermeable to influence and tend to be segmented from other roles; Ashforth et al., 2000). Hall and Richter (1988) assert that roles are separated by boundaries composed of two dimensions: flexibility and permeability. Flexibility is the degree to which boundaries permit roles to be enacted in a variety of settings and at varying times, and permeability describes the extent to which a person physically located in one role may be psychologically or behaviorally involved with another role (e.g., taking a call from a boss

while at home; Allen, Cho, & Meier, 2014). Increased flexibility and permeability can increase role blurring—uncertainty or difficulty in distinguishing one role from another role—which generally occurs with two similar roles (Desrochers, Hilton, & Larwood, 2005; Glavin & Schieman, 2012). Flexibility enables a role occupant to act in one role while otherwise participating in another other (e.g., being able to work from home). Permeability is the extent to which such integration occurs (e.g., checking work email while at the dinner table).

Boundary theory focuses on the distinction between integrated and segmented roles (Ashforth et al., 2000). Integrated roles represent roles that are similar to one another (Nippert-Eng, 1996). Such similarities between roles simplify the process of crossing from one role to the other, which reduces the psychological and physical efforts in transitions. Additionally, spillover between integrated roles is stronger, as roles tend to blur because experiences in one role closely resemble experiences in congruent roles. Over time, this blurring can exact a psychological toll as individuals do not have an opportunity to exit one role and enter a distinct role, limiting role separation (Ashforth et al., 2000). Further, integrated roles present fewer role interruptions, or intrusions from one role into another, because entering and exiting congruent roles requires fewer psychological and physical adjustments (Allen et al., 2014). Conversely, segmented roles, also known as incongruent roles, represent roles that are separated by relatively large differences. This contrast between roles leads to more difficult transitions in terms of psychological and physical effort needed to disengage from one role and engage in the other. Spillover between such segmented roles is weaker as roles tend not to blur because experiences in one role are distant from experiences in incongruent roles. Thus,

segmented roles reduce the blurring of roles by providing a clear experience of exiting one role and entering a distinct role (Nippert-Eng, 1996). Finally, incongruent roles present more significant role interruptions as entering and exiting incongruent roles requires more extensive psychological and physical adjustments (Ashforth et al., 2000).

**Applications of boundary theory.** Boundary theory has predominantly been applied to investigating the manner in which people construct, maintain, and negotiate social and mental boundaries between work and family roles (Allen et al., 2014; Ashforth et al., 2000; Clark, 2000; Nippert-Eng, 1996; Paustian-Underdahl, Halbesleben, Carlson, & Kacmar, 2016). This research has predominantly focused on conflicts that arise between work and family roles. Boundary negotiation efforts arise when managing multiple roles leads to role pressures or roles are mutually discordant in some respect (Greenhaus & Beutell, 1985; Kahn et al. 1964). For example, researchers have investigated the negative effects of managing work and family roles in terms of perceptions of diminished job commitment based on family involvement (Campbell, Campbell, & Kennard, 1994; Fletcher & Bailyn, 1996) as well as work-family interference (Adams, King, & King, 1996; Coverman, 1989; Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985). Other works have looked at absenteeism, exhaustion, stress, turnover, as well as dissatisfaction with job, family, and life (Edwards & Rothbard, 2000; Kreiner, 2006; Parasuraman & Greenhaus, 2002; Rice, Frone, & McFarlin, 1992; Shockley, Shen, DeNunzio, Arvan, & Knudsen, 2017).

Several studies have expanded the study of boundary theory in recent years. For example, in a qualitative study, Kreiner and colleagues (2009) advanced the study of managing boundaries between work and family by identifying behavioral, temporal,

physical, and communicative work tactics that individuals employ to regulate personal preferences for role segmentation or integration. Further, Ollier-Malaterre, Rothbard, and Berg (2013) proposed how the use of social media brings together work roles and personal roles. They suggested that individuals balance desires for self-verification and self-enhancement with preferences for segmenting or integrating their personal and work roles. The balance of these factors drives various behaviors, ranging from creating thin boundaries to thick boundaries between the work and personal roles, as well as shaping consequences of social media usage. Additionally, Dumas and Perry-Smith (2018) examined how employees' family structures and related after-work activities affect their work absorption. They found that single, childless employees anticipated fewer domestic after-work activities, resulting in lower work absorption whereas the similarities between domestic responsibilities and work tasks enhanced the work absorption of employees with significant others and/or children. Overall, this research provides further insights into how individuals manage the boundaries between work and non-work roles.

### **Boundary Conditions in Managing Multiple Roles**

Ashforth and colleagues (2000) suggest three categories of boundary conditions that are relevant to how individuals manage multiple roles: cultural factors, situational factors, and individual factors.

**Cultural factors.** Cultural factors, or aspects of culture that are associated with more inclusive or expansive self-definitions may make individuals more integrative in the management of their roles. For example, collectivist cultures, in which a collective focus supersedes an individual focus (Hofstede, 1984), may encourage doing what is required for the benefit of the collective rather than self-identifying with a role. This shift in focus

to the collective may make role transitions easier because of the strong expectations for moving from one role to another without considering self-implications (Ashforth et al., 2000). Further, uncertainty avoidance, or relative emphasis on rules and rituals (Hofstede, 1984), may be a cultural factor that affects how roles are managed. Individuals who are part of a culture with a low level of uncertainty avoidance (e.g., the United States) may have an easier time integrating roles because roles within such cultures tend to be less formalized with rules and rituals. This lack of role formalization leads to thinner boundaries than high uncertainty avoidance cultures in which roles will be marked by high formality, evoking more pronounced transitions between roles (Ashforth et al., 2000; Nasierowski & Mikula, 1998).

**Situational factors.** Situational factors may also affect how individuals manage boundaries. For example, the policies of an organization affect the manner in which individuals perceive boundaries as some policies align themselves with employee preferences for segmentation and others with employee preferences for integration (Kreiner, 2006). To illustrate, a company with a daycare may hinder the boundary management efforts of employees who have high segmentation preferences while satisfying the boundary management preferences of employees with high integration preferences. Additionally, situational strength (i.e., the extent to which everyone in a situation understands, construes, and reinforces behavior in the same way; Mischel, 1977) may be an important factor in shaping the boundary management of employees (Ashforth et al., 2000). Strong situational strength may encourage particular efforts and responses to the arrangement of role boundaries. For example, an investment banker working on Wall Street may be in a situation in which all coworkers and supervisors expect around-the-

clock attentiveness. This strong situation will facilitate the integration of roles as coworker and supervisor behavior (e.g., work phone calls, evening work assignments) present clear expectations that the work role should encroach upon the time and space dedicated to the home role.

Additionally, several works have pointed to how features of roles outside of work can influence boundary management. Specifically, perceptions of meaning in other roles may have implications for boundary management. Meaningfulness has been connected to work motivation (Hackman & Oldham, 1980; Roberson, 1990), stress (Elangovan, Pinder, & McLean, 2010; Locke & Taylor, 1990), individual performance (Hackman & Oldham, 1980; Wrzesniewski, 2003) and other outcomes (cf. Rosso, Dekas, & Wrzesniewski, 2010). Within the study of managing multiple roles, Berg and colleagues (2010) explored how individuals pursue meaningful roles outside of work (i.e., callings) through leisure activities. They found that these pursuits lead to both positive and negative outcomes within full-time work. Further, Rodell (2013) found that volunteering was perceived to be a meaningful non-work role that was associated with job meaningfulness and job absorption. Applied to side-hustles, the meaning of a SHR may affect the boundary management process as it can lead to enjoyment and perceived overall meaning in life but also lead to stress and fixation on a meaningful role outside of work (Berg et al., 2010). Conversely, a meaningful FWR may lead to decreased interest in and commitment to a SHR given the likelihood for employees to invest more deeply in a such a FWR relative to a supplementary work role. In support of this point, research has found that investing in a FWR can limit engagement in family life (Rothbard, 2001)

**Individual factors.** Individual differences may also shape boundary management experiences of employees. According to boundary theory, individuals vary in their preferences for segmenting or integrating different roles (Kreiner, 2006; Nippert-Eng, 1996). Individual preferences for role segmentation versus role integration are considered opposite ends of the same continuum (Ashforth et al., 2000; Kreiner, 2006; Nippert-Eng, 1996). Kreiner (2006) examined the interaction between individual work-home segmentation preferences and work policies. He found that work policies that connect the work and home roles (e.g., mandatory cell phone wearing outside work, needing to be available on weekends, on-site daycare) had competing effects on employees, depending on whether these employees preferred to segment or integrate their work and home roles. Ollier-Malaterre et al. (2013) proposed that these segmentation and integration preferences affect how individuals combine or separate their work and personal roles within social media.

Role identification also affects how individuals manage the boundaries between roles (Ashforth et al., 2000). Role identification occurs to the extent that a role occupant defines himself or herself in terms of the role (Ashforth & Mael, 1989; Pratt, 1998). Role identification leads to efforts to express a role identity as a valued portion of the self-concept (Ashforth et al., 2000; Stryker, 1980). Individuals tend to integrate roles in which they highly identify with other roles. This is the case because the role that exhibits high identification tends to dominate other roles because of its value to the individual. Further, role identification affects the transitions between roles. When role identification is high, entering the role becomes easier as the role occupant is more eager to enter the role and will readily become immersed in it (Ashforth et al., 2000). However, high role



identification also makes exiting a role more difficult as a role occupant is reluctant to leave the role (Ashforth et al., 2000; Leroy, 2009).

Other individual differences may shape the manner in which individuals manage boundaries and react to role integration or segmentation. For example, openness to experiences (i.e., the extent to which an individual is imaginative, cultured, and curious; McCrae & Costa, 1985), may make individuals more amenable to segmented roles as they will find value in varied experiences. Relatedly, Schwartz (1992) developed a model of 10 fundamental human values from 40 samples across 20 countries. One of these universal values is a need for stimulation. Cable and Edwards (2004) adapted this fundamental value to work roles and labeled it as a need for variety, or a desire to do and experience a variety of things. Within role boundaries, a high need for variety may foster an affinity for role segmentation as differences across roles will fulfill this need for variety. Said differently, role occupants of dissimilar roles may view the arrangement favorably, buffering against potential conflicts between the roles. Overall, cultural and situational factors, individual preferences, and other individual differences may shape how individuals manage and react to integrated or segmented side-hustle and full-time work roles.

## CHAPTER 3

### THEORY AND HYPOTHESES

In the following section, I develop a theoretical model for how role similarity between a SHR and FWR affect employee performance in full-time work. Specifically, I address the manner in which SHR-FWR similarity will decrease boundary negotiation efforts and psychological detachment from full-time work. Further, I consider how side-hustle meaningfulness shapes these relationships. I then address how boundary negotiation efforts within full-time work and psychological detachment from full-time work affect exhaustion in full-time work, which subsequently affects employee performance. Finally, I address the indirect effects and conditional indirect effects captured by considering the relationships of my model together.

First, I draw on boundary theory to examine how role similarity affects boundary negotiation efforts. I conceptualize and operationalize role similarity as the number of similar requirements between a SHR and FWR and extent of those similarities. I argue that entering and exiting a similar SHR and FWR requires little psychological effort as the requirements of similar roles closely align, which will limit boundary negotiation efforts (Ashforth et al, 2000). In contrast, a dissimilar SHR may cause conflict with a FWR by requiring individuals to reorient themselves to meet disparate requirements (Kriener et al., 2009). These individuals may encounter a heavier cognitive load within transitions as cognitions from one role persist after transitioning to work within another role (Leroy, 2009). Furthermore, individuals face boundary negotiation efforts within the ongoing negotiation of boundaries. This ongoing negotiation includes both role interruptions from a SHR that permeate a FWR as well as the effects of anticipatory

experiences between roles. Thus, I argue that boundary negotiation efforts will be driven by the extent of dissimilarity between roles and propose that SHR-FWR similarity will have a negative relationship with boundary negotiation efforts within full-time work.

Second, I address the relationship between role similarity and psychological detachment from full-time work. I assert that SHR-FWR similarity will lead to decreased psychological detachment from full-time work because similar roles become blurred, or difficult to distinguish from one another and decouple psychologically (Desrochers et al. 2005; Glavin & Schieman, 2012). This role blurring will lead to decreased psychological detachment from the FWR, which entails persistent thoughts about job-related activities and problems or issues that prevent recovery and increase depletion (Meijman & Mulder, 1998; Sonnentag & Bayer, 2005). Conversely, I argue that a dissimilar SHR and FWR, which is associated with minimal blurring, will provide an opportunity to separate from experiences in the FWR, leading to a greater degree of psychological detachment from full-time work. In sum, I suggest that SHR-FWR similarity will have a negative relationship with psychological detachment from full-time work.

Third, I address side-hustle meaningfulness as a boundary condition in the relationship of SHR-FWR similarity and outcomes in boundary negotiation efforts and psychological detachment from full-time work. Overall, I argue that side-hustle meaningfulness will increase the extent to which employees invest themselves in the SHR and experience increased well-being from the role (Kahn, 1990; Kahn, 2007; Ryan & Deci, 2001; Ryff, 1989). I assert that this increased preoccupation with the SHR will increase the cognitive load created by managing dissimilar roles as cognitions about the SHR persist in the FWR (Kanfer & Ackerman, 1989; Leroy, 2009), which will strengthen

the negative relationship between similarity of the SHR and FWR on boundary negotiation efforts. Further, I expect side-hustle meaningfulness to increase psychological detachment from the FWR within dissimilar roles as individuals should invest more deeply in a dissimilar role that is also meaningful. Ultimately, this will result in a weaker relationship between SHR-FWR similarity and psychological detachment from full-time work

Fourth, I examine employee outcomes of managing more or less similar side-hustle and full-time work roles. I argue that boundary negotiation efforts represent a hindrance demand that will increase employee exhaustion (Crawford, LePine, Rich, 2010). In turn, this increased exhaustion will diminish employee performance. In contrast, I posit that psychological detachment from full-time work will be associated with increased recovery from full-time work, which will decrease employee exhaustion (Sonnentag & Bayer, 2005). In turn, this decreased exhaustion will enhance employee performance.

Sixth, and finally, I present the indirect effects and conditional indirect effects captured by my model. I argue that SHR-FWR similarity will have varying effects on performance in full-time work through boundary negotiation efforts and psychological detachment from full-time work. Lastly, I argue that these indirect effects will be conditional on individual levels of side-hustle meaningfulness in accordance with the effects I propose in Hypotheses 4-6.

### **Role Similarity and Boundary Negotiation Efforts**

Roles are positions and the requirements attached to those positions (Katz & Kahn, 1978). Specifically, this includes the knowledge, skills, and abilities that are

required for a work role. Within boundary theory, the degree of “contrast” in the features of two roles drives outcomes of the boundary management processes (Ashforth et al., 2000: 475). This emphasis on continuity or contrast between roles points to the importance of role similarity. Role similarity is the number of similar requirements between two roles and the extent of those similarities (Ashforth and colleagues, 2000). Specifically applied to my examination of the relationship between side-hustles and FWRs, SHR-FWR similarity is the number of similar requirements between a SHR and a FWR and the extent of those similarities. I note here that, in line with other work on boundary theory, I discuss roles as similar or dissimilar; however, a continuum exists in which roles range from completely similar to completely dissimilar with most roles falling somewhere in between these extremes (Ashforth et al., 2000).

The effects of role similarity are seen in role transitions, or the psychological and/or physical movement between roles as an individual exits one role and enters another role (Ashforth et al., 2000; Burr, 1972). Role similarity affects the extent to which role transitions are difficult, or require effort to become psychologically and/or physically disengaged from one role and engaged in a different role (Burr, 1972). That is, the difficulty of transitioning between roles decreases as role similarity increases because transitioning between similar roles requires minimal reorientation (Ashforth et al., 2000). I argue that the difficulty of role transitions between a SHR and FWR entails boundary negotiation efforts given that the psychological costs of managing role transitions can inhibit fulfilling the requirements of a role (Kahn et al., 1964). Specifically, I address the manner in which SHR-FWR similarity will lead to boundary negotiation efforts within full-time work, or discordance between a SHR and a FWR. Boundary negotiation efforts

encompass both immediate challenges in “shifting gears” from a SHR to a FWR and ongoing boundary management that persists after entering a FWR.

Concerning immediate difficulties in role transitions, exiting one role and entering a dissimilar role entails reorienting oneself to meet disparate requirements (Nippert-Eng, 1996). Individuals shifting between disparate roles face immediate psychological costs as they extend efforts to “wear different hats” (Ashforth et al., 2000). Failing to adapt one’s behavior to meet the requirement of a role produces negative outcomes such as strain and conflict (Kriener et al., 2009; Kulka, 1979). For example, an individual who conveys authority within her SHR as a notary may face strain and conflict as she is required to present an accommodating demeanor to customers while working as a retail salesperson in her FWR. In contrast, transitioning between similar roles calls for less effort to the extent that requirements of the two roles are consistent. Additionally, individuals encounter a delay in shifting their mental faculties from one role to a dissimilar role, which increases their cognitive load as they manage different tasks across roles (Kanfer & Ackerman, 1989). This experience of increased cognitive load in transitions has been referred to as attention residue, or the persistence of cognitions about one role after transitioning to work within another role (Leroy, 2009). In sum, individuals extend efforts to reorient themselves to fulfill the requirements of disparate roles and face an increased cognitive load as they transition between dissimilar roles. Boundary negotiation efforts within full-time work will increase as individuals exert efforts at reorientation and experience a heavier cognitive load while managing the boundaries between a SHR role and a dissimilar FWR.

Importantly, an “ongoing negotiation” of boundaries extends beyond the period of exiting one role and entering another role (Kreiner et al., 2009: 706). Role interruptions require this ongoing negotiation of boundaries as activities in one role permeate into another role (Nippert-Eng, 1996). These interruptions lead to greater conflict across dissimilar roles as an individual is required to bridge a larger psychological gulf to manage interruptions between disparate roles (Ashforth et al., 2000). For example, an individual who performs solitary data entry work within his FWR may receive a phone call from a customer of his wedding photography side-hustle during full-time work. Given the varied requirements of these two roles, this interruption may present a more significant intrusion than if the roles were similar. This is the case because the employee must reorient himself to manage a dissimilar role while engaged in full-time work. In addition to immediate role interruptions, individuals experience anticipatory interruptions between roles as they consider upcoming experiences in different roles. Hall and Richter (1988) argued for anticipatory boundary transitions in which individuals psychologically transition to a role before a physical transition between roles. In support of this point, Dumas and Perry-Smith (2018) found that employees who had home roles dissimilar to their work roles (i.e., single, childless people with few obligatory, goal-related activities in home life) had lower work absorption. In contrast, individuals with home roles that more closely resembled their work roles (i.e., people with obligatory, goal-related activities related to a significant other and/or children) maintained higher work absorption. These findings suggest that anticipating dissimilar experiences across a full-time work role and other roles can serve as a distraction that conflicts with a FWR. In

sum, individuals face an ongoing negotiation of boundaries as role interruptions present themselves and distractions arise in the form of anticipatory experiences between roles.

To summarize, boundary theory suggests that SHR-FWR similarity is negatively related to difficult role transitions whereas dissimilarity is positively related to difficult transitions. A manifestation of this difficulty in transitioning between a dissimilar SHR and FWR is boundary negotiation efforts. More specifically, role similarity between a SHR and FWR is associated with little effort at reorientation between roles, a limited effect on cognitive load in transitions, role interruptions that are easier to manage, and negligible effects of anticipatory experiences across roles. Thus, I propose the following:

*Hypothesis 1: SHR-FWR similarity (dissimilarity) will have a negative (positive) relationship with boundary negotiation efforts within full-time work.*

### **Role Similarity and Psychological Detachment from Full-time Work**

In addition to conflict that can arise from role transitions, individuals can face challenges when the boundaries between roles blur together. Role blurring is uncertainty or difficulty in distinguishing one role from another role (Ashforth et al., 2000; Desrochers et al. 2005; Glavin & Schieman, 2012). That is, individuals with blurred roles cannot decouple psychologically, or fully disengage from a role. This blurring effect occurs to the extent that the requirements attached to a position resemble the requirements of another position. Said different, whereas dissimilar roles tend to be easier to compartmentalize (Nippert-Eng, 1996), similar roles blur together as the number of requirements that are the same between two roles increases (as well as the extent of these similarities).



Role blurring may create confusion and anxiety such that the challenge of boundary management for similar roles is to create and maintain boundaries between the roles (Ashforth et al., 2000). An employee with a similar FWR and SHR will not have an opportunity to psychologically detach, or experience a sense of being away from the work role, as the individual engages in the SHR (Etzion, Eden, & Lapidot, 1998). An implication of extending role requirements across similar roles may be limited psychological detachment from full-time work. As individuals blur a similar FWR and SHR, they may decrease psychological detachment from full-time work as they extend the requirements of their full-time work within the side-hustle. For example, a full-time graphic designer may fail to psychologically detach from full-time work because she chooses to carryout freelance graphic design work on the side. Within this freelance graphic design work, she will not separate from role requirements and negative events within full-time work as she continues within a similar role in her SHR. That is, remaining in similar "territories of the self" in both the FWR and SHR may prevent the role occupant from detaching from the FWR (Nippert-Eng, 1996: 569).

Maintaining a dissimilar SHR and FWR may help facilitate relief from the FWR through increased psychological detachment. A dissimilar SHR and FWR are less likely to blur because of variety in the requirements of the two roles. Accordingly, an individual with a dissimilar FWR and SHR role will have the opportunity to psychologically detach from the FWR within the SHR. For example, a full-time graphic designer would have an opportunity to detach from her FWR within a SHR in which she completes surveys on Amazon's Mechanical Turk. That is, the varied requirements between these two roles would enable her to psychologically detach from the FWR, decreasing psychological

detachment from full-time work through increased recovery and halted thoughts about the FWR.

In sum, SHR-FWR similarity is associated with role blurring and will lead to prolonged thoughts about stressors and negative work experiences that will prevent recovery, decreasing the role occupant's psychological detachment from full-time work. Conversely, a SHR and FWR that are dissimilar is associated with minimal role blurring and will provide an opportunity to separate from negative thoughts and experiences related to the FWR, leading to a greater degree of psychological detachment from full-time work. Thus, I propose the following:

*Hypothesis 2: SHR-FWR similarity (dissimilarity) will have a negative (positive) relationship with psychological detachment from full-time work.*

### **Side-hustle Meaningfulness as a Boundary Condition**

Side-hustles offer varying levels of meaningfulness, or degrees to which individuals feel that activities have value and importance (Brief & Nord, 1990). Meaningfulness is grounded in individuals' subjective interpretations of work experiences (Baumeister, 1991; Brief & Nord, 1990; Rosso et al., 2010; Wrzesniewski, 2003). A SHR may have meaning for a variety of reasons. For example, some side-hustles fulfill closely held personal interests and work callings (Berg et al., 2010; Rosso et al., 2010). Pursuing self-interests and callings in SHRs provides meaning by connecting the activity with psychological identification (Lodahl & Kejner, 1965; Brown, 1996). Additionally, features of the activities in the SHR may increase perceptions of meaning, such as task variety, task identity, task significance, autonomy, competence, or relatedness to others (Deci & Ryan, 2000; Cardador, Pratt, & Dane, 2006; Hackman &

Oldham, 1976; Hackman & Oldham, 1980; Shamir, 1991). In contrast, other SHRs are held solely to make ends meet or increase spending money and, as a result, may be largely devoid of personal meaning (Sliter & Boyd, 2014).

The varying degrees of meaning that individuals perceive in a SHR may shape how they manage boundaries between roles. Specifically, the extent to which a SHR is meaningful has a variety of implications for stress (Elangovan, Pinder, & McLean, 2010; Locke & Taylor, 1990), work motivation (Hackman & Oldham, 1980; Roberson, 1990), personal fulfillment and well-being (Kahn, 2007; Ryan & Deci, 2001; Ryff, 1989), and other outcomes (cf Rosso et al., 2010). Side-hustle meaningfulness also affects the extent to which employees are personally invested in a SHR, which will impact how easy it is for employees to engage in and disengage from the role (Ashforth et al., 2000; Kahn, 1990). Given these implications of side-hustle meaningfulness, I propose that side-hustle meaningfulness will affect the strength of the relationships among SHR-FWR similarity and boundary negotiation efforts as well as psychological detachment from full-time work.

**Side-hustle meaningfulness and boundary negotiation efforts.** The meaningfulness of a role affects how deeply an individual will invest himself or herself in the role (Kahn, 1990; Pratt & Ashforth, 2003). Side-hustle meaningfulness entails personal significance of the role that should affect personal investment in the role. This personal significance of the SHR implies that a meaningful side-hustle may increase the boundary negotiation efforts that arise as dissimilar roles create difficult transitions and require ongoing boundary negotiation efforts. More specifically, boundary negotiation efforts occur due to a dissimilar SHR and FWR because of anticipatory preoccupation

with dissimilar non-work roles (Dumas & Perry-Smith, 2018). Side-hustle meaningfulness may increase the degree of anticipatory experiences from a SHR because individuals tend to fixate on meaningful roles that take place outside of full-time work (Berg et al., 2010). This preoccupation with the SHR will increase the cognitive load created by managing dissimilar roles as cognitions about the SHR persist in the FWR (Kanfer & Ackerman, 1989; Leroy, 2009). Additionally, the more significant interruptions that arise as dissimilar roles permeate one another will be strengthened by the extent of side-hustle meaningfulness because side-hustle meaningfulness will make it more difficult to fully disengage from the SHR after resolving the interruption. This difficulty in disengaging comes from the psychological attachment to meaningful roles (Pratt & Ashforth, 2003). Thus, side-hustle meaningfulness will strengthen the positive relationship between dissimilarity of SHR and FWR on boundary negotiation efforts by increasing the preoccupation with a SHR

Said differently, side-hustle meaningfulness will weaken the negative relationship between SHR-FWR similarity and boundary negotiation efforts.

*Hypothesis 3: The negative (positive) relationship between SHR-FWR similarity (dissimilarity) and boundary negotiation efforts within full-time work will be weaker (stronger) when side-hustle meaningfulness is high.*

**Side-hustle meaningfulness and psychological detachment from full-time work.** A meaningful SHR will foster a deep level of personal investment (Kahn, 1990). I expect that the levels of personal investment evoked by side-hustle meaningfulness will strengthen the relationship between SHR-FWR dissimilarity and psychological detachment from full-time work. SHR-FWR similarity entails extending the requirements

of a FWR to a SHR as the roles blur together, which leads to decreased psychological detachment from full-time work. In contrast, dissimilar roles provide greater psychological detachment from the FWR and, relatedly, increased recovery (Sonnentag et al., 2008). I expect that side-hustle meaningfulness will increase the personal investment of employees in a SHR, which will strengthen the effects of a dissimilar SHR in creating separation from the FWR. That is, the immersion of an employee in a meaningful SHR provides a starker separation from experiences in the FWR. Thus, I expect side-hustle meaningfulness to increase psychological detachment from the FWR within dissimilar roles. In other words, I expect that side-hustle meaningfulness will weaken the relationship between SHR-FWR similarity and psychological detachment from full-time work.

*Hypothesis 4: The negative (positive) relationship between SHR-FWR similarity (dissimilarity) and psychological detachment from full-time work will be weaker (stronger) when side-hustle meaningfulness is high.*

### **Employee Outcomes of Managing Side-hustle and Full-time Work Roles.**

I extend my arguments about the effects of SHR-FWR similarity on boundary negotiation efforts and psychological detachment from full-time work to consider implications for exhaustion and performance in full-time work. Exhaustion represents a state of physical, cognitive, and emotional depletion (Maslach, Schaufeli, & Leiter, 2001). Employees who are exhausted experience diminished well-being as well as rumination and perceived helplessness, which harms work performance (Quinn, Spreitzer, & Lam, 2012). I propose that boundary negotiation efforts will have a positive relationship with exhaustion in full-time work and psychological detachment will have a

negative relationship with exhaustion in full-time work. I also argue for a negative relationship between exhaustion in full-time work and full-time work performance.

**Boundary negotiation efforts and exhaustion.** Employees will likely experience boundary negotiation efforts as a hindrance demand, or work condition that entails potential harm and constraint of personal growth (Cavanaugh, Boswell, Roehling, & Boudreau, 2000; Crawford et al., 2010). This perception is associated with negative emotions and passive coping approaches such as withdrawing from the situation (Lazarus & Folkman, 1984; LePine, Podsakoff, LePine, 2005). Boundary negotiation efforts will increase employee exhaustion in full-time work because these negative emotions and passive coping will reduce perceptions of being able to adequately deal with work demands (Crawford et al., 2010). Thus, the perception of mutually discordant side-hustle and full-time work roles (i.e., boundary negotiation efforts) is a hindrance demand that will deplete employees within full-time work. Meta-analytic evidence supports a positive relationship between such hindrance demands and employee exhaustion (Crawford et al., 2010).

*Hypothesis 5: Boundary negotiation efforts within full-time work will have a positive relationship with full-time work exhaustion.*

**Psychological detachment from full-time work and Exhaustion.** Psychological detachment from full-time work aids with recovery from full-time work. A failure to psychologically detach from a FWR leads to a preoccupation with work-related events and experiences, preventing recovery and increasing depletion (Lanaj, Johnson, Barnes, 2014; Meijman & Mulder, 1998). In contrast, employees who psychologically detach from work outside of the FWR, interrupt negative thoughts about their work experiences

(Sonnentag, Binnewies, & Mojza, 2008). Consequently, these individuals experience fewer symptoms of strain both psychologically (Fritz & Sonnentag, 2006; Sonnentag & Fritz, 2007) and physiologically (Brosschot, Gerin, & Thayer, 2006). Said differently, psychological detachment from full-time work decreases employee exhaustion because of an increased sense of personal resources (Maslach et al., 2001). These positive perceptions are associated with an engaging style of coping that helps employees to actively address challenges at work (Crawford et al., 2010). In sum, psychological detachment from full-time work should reduce employee exhaustion in full-time work.

*Hypothesis 6: Psychological detachment from full-time work will have a negative relationship with full-time work exhaustion.*

**Exhaustion and performance.** Exhaustion represents operating in a depleted state of reduced physical, cognitive, and emotional energy (Maslach et al., 2001). Given this multifaceted state of depletion, exhausted employees are less likely to contribute to the accomplishment of organizational goals and objectives through positive behavior (Quinn et al., 2012). Such diminished performance arises from low energy and a perception of helplessness. Thus, exhaustion should lead to diminished performance. Specifically, work role performance entails proficiency in completing tasks, adaptivity to meet uncertain work requirements, and proactivity to make changes and direct work (Griffin, Neal, Parker, 2007). The extent of physical, cognitive, and emotional depletion in work activities will negatively relate to proficient, adaptive, and proactive behaviors that meet the objectives of the work role. Indeed, meta-analytic evidence suggests that exhaustion has a negative relationship with task performance (LePine, Podsakoff, & LePine, 2005). Accordingly, I expect to find the following relationship:

*Hypothesis 7: Full-time work exhaustion will have a negative relationship with full-time work performance.*

### **Indirect and Conditional Indirect Effects**

Taking my arguments together, I expect that the effects of SHR-FWR similarity on full-time work performance will be transmitted through boundary negotiation efforts and psychological detachment within full-time work as well as exhaustion. More specifically, SHR-FWR similarity will have a positive effect on full-time work performance through boundary negotiation efforts and full-time work exhaustion. This positive effects stems from role similarity decreasing boundary negotiation efforts, and, in turn, reducing full-time work exhaustion. Additionally, SHR-FWR similarity will have a negative effect on full-time work performance through psychological detachment from full-time work and full-time work exhaustion. This negative effect is the result of the negative relationship between role similarity and psychological detachment from full-time work, which I hypothesize will have negative relationship with full-time work exhaustion.

I also expect that these indirect effects will be moderated by side-hustle meaningfulness in line with my Hypotheses 3-4. That is, side-hustle meaningfulness will weaken (strengthen) the positive (negative) relationship between SHR-FWR similarity (dissimilarity) and full-time work performance. Further, side-hustle meaningfulness will weaken (strengthen) the negative (positive) relationship between SHR-FWR similarity (dissimilarity) and full-time work performance.

*Hypothesis 8: SHR-FWR similarity (dissimilarity) will (a) have a positive (negative) relationship with full-time work performance through boundary*



*negotiation efforts within full-time work and full-time work exhaustion, and (b) this serial indirect effect will be moderated by side-hustle meaningfulness.*

*Hypothesis 9: SHR-FWR similarity (dissimilarity) will (a) have a negative (positive) relationship with full-time work performance through psychological detachment from full-time work and full-time work exhaustion, and (b) this serial indirect effect will be moderated by side-hustle meaningfulness.*

## CHAPTER 4

### METHODS

#### **Sample and Procedure**

I tested the hypotheses I outlined in Chapter 3 by conducting a four-wave field study. I used time and source separation within my data collection as procedural remedies for reducing common method bias (Doty and Glick, 1998; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). My final sample entailed 276 employees and 170 supervisors. Employees (41% female) were, on average, 30.1 years old ( $SD = 6.85$ ), had worked for their organizations for 4.2 years ( $SD = 3.64$ ), and had worked with their supervisors for 3.9 years ( $SD = 4.91$ ). Supervisors (43% female) were, on average, 38.2 years old ( $SD = 11.17$ ) and had worked for their organizations for 11.1 years ( $SD = 5.50$ ).

I recruited participants from social media websites that support individuals with side-hustles. For example, “Side-hustle Nation” is a resource for individuals who manage side-hustles and has nearly 10,000 members. I posted an invitation to participate in my study on this and other social media sites related to side-hustles. This approach drew on individuals with a wide variety of side-hustles and full-time jobs, which helps with the generalizability of my findings (Kerlinger & Lee, 2003). I included two exclusion criteria for participants. Participants were required to work full-time and have a relatively active side-hustle (working 5 or more hours per week). This latter criterion was included to ensure that the SHR has a reasonable degree of salience to the participant.

The four time points in my data collection were separated by approximately one month each. Participants provided an email address on a registration survey and received the three surveys via email. They provided an e-mail address for their supervisor as part

of this first survey. I e-mailed a survey to supervisors at Time 4. The survey did not provide any information to supervisors that might suggest their employees were participating in a side-hustle. without providing any information about the employee participating in a side-hustle. At Time 1, employees rated SHR-FWR similarity. At Time 2, employees rated side-hustle meaningfulness, boundary negotiation efforts, and psychological detachment from full-time work. At Time 3, employees rated their exhaustion within full-time work. At Time 4, supervisors rated employee performance in full-time work. For each survey completed, participants received a \$5 incentive.

At Time 1, 298 employees rated the similarity of their SHR and FWR. At Time 2, 276 employees rated the meaningfulness of their side-hustles, boundary negotiation efforts, and their psychological detachment from full-time work (response rate of 93%). At Time 3, 264 employees rated their exhaustion in full-time work (response rate of 96%). At Time 4, 170 supervisors rated their employees' performance (57% of my initial employee sample). An analysis of variance (ANOVA) revealed no differences in age, gender, or dyadic tenure between employees who did and did not receive supervisor ratings of performance.

## **Measures**

Unless indicated otherwise, all measures utilized 5-point Likert scales ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

**SHR-FWR similarity.** I operationalized role similarity between a SHR and FWR in two ways. First, I directly measured perceptions of the role similarity across the SHR and FWR. To do so, I adapted Liden, Wayne, and Stilwell's (1993) 6-item measure of perceived similarity. The lead-in to the measure was "My side-hustle and full-time work

role....” Sample items are “Are very similar in terms of the requirements and experiences” and “Require me to know the same things” ( $\alpha = .90$ ).

Second, as a robustness check, I also sought a more objective measure of role similarity, which represents the number of similarities between two roles and the extent of these similarities. To capture similarities between roles, I first identified the requirement attached to the side-hustle and full-time work roles as this is central to the definition of roles (Ashforth et al., 2000). To do so, I coded the titles of participants' side-hustle and full-time work positions using categories from the O\*NET database. O\*NET presents detailed job requirements for over 900 occupations based on the 2010 version of the Standard Occupational Classification system, a comprehensive federal statistical standard created by the U.S. Bureau of Labor (Bureau of Labor Statistics, 2010). The database presents standardized, occupation-specific descriptors that are “continually updated by surveying a broad range of workers from each occupation” (O\*NET 22.3 Data Dictionary). This classification system presents job requirements in terms of knowledge, skills, and abilities that can be compared across roles. For example, the role of statisticians in O\*NET includes the requirement of “using mathematics to solve problems” and lists the importance for this same requirement for accountants, pharmacists, bakers, and all other occupations in the system. The weighting of the importance of requirements ranges from 0 to 100. For example, different weightings are assigned to the math requirements of the jobs of statisticians (importance = 97), accountants (importance = 72), pharmacists (importance = 60), and bakers (importance = 31). In sum, O\*NET presents a thorough set of requirements for a vast range of positions and weightings of the importance of each of these requirements across occupations.

To assess SHR-FWR similarity, I used a profile similarity index (i.e., q-correlation), an approach that has been extensively applied in the P-O fit literature (Chatman, 1991; Kristof- Brown, Zimmerman, & Johnson, 2005; O'Reilly, Chatman, & Caldwell, 1991). A profile similarity index assesses the extent of similarity between two profiles across  $n$  descriptors (Wood, Lowman, Harms, & Roberts, in press). That is, the value  $q$  represents the similarity between two profiles, ranging from 0 to 1 in which 0 represents no similarity and 1 equals absolute similarity. Thus, a profile similarity index can assess the similarity between a SHR and FWR across a number of descriptors to arrive at a single measure of SHR-FWR similarity. This approach is represented in the following equation in which  $e$  represents an employee, SHR represents the requirements associated with a side-hustle, and FWR represents the requirements associated with a full-time job (see Wood, Lowman, Harms, & Roberts, in press):

$$q_{SH_e} = q(SHR_e, FWR_e)$$

Based on this equation a q-correlation represents the correlation between two sets of interval measures (O'Reilly et al., 1991). This measure corresponds very highly with the  $D^2$  index of fit and related profile similarity indices employed within the study of P-O fit (Wood, Lowman, Harms, & Roberts, 2019). In sum, I used a profile similarity index to assess SHR-FWR similarity by comparing profiles of role requirements between a SHR and FWR from O\*NET.

An advantage of my approach of using a profile correlation is that it provided a single index measure of similarity between roles across a relatively comprehensive set of role dimensions. When many dimensions are involved, this becomes a necessary approach (Wood et al., in press). Nonetheless, Edwards and Parry (1993; Edwards, 2001)

noted that combining dimensions into a single index can create conceptual ambiguity, remove some of the nuance from underlying dimensions, and presents restrictive constraints.

I address these limitations in two ways. First, to the extent possible, I addressed the conceptual ambiguity and loss of information from my comprehensive profile similarity index by calculating profile similarity indices on each of the underlying dimensions provided by O\*NET. These dimensions include basic knowledge, skills, and abilities used in both the SHR and FWR. More specifically, I performed my analyses using a profile similarity index of each of these underlying dimensions to evaluate whether my effects are driven to a greater or lesser extent by the degree of similarity within these dimensions. I compared these outcomes to an overall index that encompasses all dimensions. Thus, I captured similarity at more granular level to introduce greater nuance into my consideration SHR-FWR similarity. Second, I address the limitations of direct measures of similarity and profile similarity indices by performing a supplementary polynomial regression analysis focused on one dimension of role similarity—status similarity between the SHR and FWR (see Supplementary Analysis & Results).

**Side-hustle meaningfulness.** Employees will rate side-hustle meaningfulness using Steger, Dik, and Duffy's (2012) 10-item work and meaning inventory. Sample items are "I have a meaningful side-hustle" and "I know my side-hustle makes a positive difference in the world" (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .87$ ).

**Boundary negotiation efforts.** Employees rated boundary negotiation efforts within full-time work with a 5-item measure adapted from Brown and Leigh's (1996)

measure of work intensity. Sample items are “I devote all my energy to juggling my side-hustle and full-time job” and “I really exert myself to take care of both my side-hustle and full-time job.” (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .90$ ).

**Psychological detachment from full-time work.** Employees rated psychological detachment from full-time work using the 4-item measure from Sonnentag and Fritz (2007). Sample items are “When I’m not at my full-time job, I forget about work” and “When I’m not at my full-time job, I get a break from the demands of work” (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .86$ ).

**Full-time work exhaustion.** Employees rated exhaustion using the 5-item measure of exhaustion from Pugh, Groth, and Hennig-Thurau (2010). The lead-in to the items was “Please indicate how often you experience the following in your full-time work role.” Sample items are “In general, how often do you feel exhausted?” and “In general, how often do you feel tired?” (1 = *never*, 5 = *very frequently*;  $\alpha = .86$ ).

**Full-time work performance.** Supervisors rated the task performance of employees using the 9-item measure from Griffin, Neal, and Parker (2007). Sample items are “Carried out the core parts of his/her job,” “Adapted well to changes in core tasks,” and “Initiated better ways of doing your core tasks,” representing an item from each of the task proficiency, task adaptivity, and task proactivity components of work role performance, respectively (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .87$ ).

## **Analysis and Results**

**Primary analysis.** Table 2 presents descriptive statistics, correlations, and reliabilities for the variables in my model. I assessed the fit of my measurement model by conducting a confirmatory factor analysis (CFA) in Mplus 7.4 (Múthen & Múthen,

2015). This CFA exhibited a poor fit to the data:  $\chi^2 (647) = 1195.22, p < .01; CFI = .87; RMSEA = .08; SRMR = .05$ . Next, I tested my hypotheses with a path model using Mplus. I used Mplus's default approach to the data, which uses full-information maximum likelihood to address missing data (cf. Graham, 2009). To investigate the interactions in my model, I first mean-centered role similarity and side-hustle meaningfulness to remove nonessential multicollinearity between these two variables and their product terms (Cohen, Cohen, West, & Aiken, 2003). After mean-centering, I created the product term and included it as a predictor. See Figure 2 for a summary of the results of the path analysis.

My final model exhibited poor fit to the data:  $\chi^2 (5) = 14.45, p < .01; CFI = .88; RMSEA = .08; SRMR = .05$ . Hypothesis 1 predicted that SHR-FWR similarity (dissimilarity) would have a negative (positive) relationship with boundary negotiation efforts within full-time work. This relationship was significant but in a positive direction, which was the opposite of the hypothesized relationship ( $b = .13, SE = .06, p < .05$ ). Thus, Hypothesis 1 was not supported. Hypothesis 2 predicted that SHR-FWR similarity (dissimilarity) would have a negative (positive) relationship with psychological detachment from full-time work. This relationship was supported ( $b = -.18, SE = .06, p < .01$ ).

Hypothesis 3 predicted that the negative (positive) relationship between SHR-FWR similarity (dissimilarity) and boundary negotiation efforts within full-time work would be weaker (stronger) when side-hustle meaningfulness is high. The interaction term of SHR-FWR similarity and side-hustle meaningfulness was not a significant predictor of boundary negotiation efforts ( $b = -.04, SE = .04, n.s.$ ). Thus, Hypothesis 3



was not supported. Hypothesis 4 predicted that the negative (positive) relationship between SHR-FWR similarity (dissimilarity) and psychological detachment from full-time work would be weaker (stronger) when side-hustle meaningfulness is high. The interaction term of SHR-FWR similarity and side-hustle meaningfulness was a significant predictor of psychological detachment negotiation efforts ( $b = -.09, SE = .04, p < .05$ ). Figure 2 contains a plot of this interaction, which supports Hypothesis 4. For ease of interpretation, the plot depicts the extent to which side-hustle meaningfulness strengthens the positive relationship between side-hustle dissimilarity (i.e., reverse coded SHR-FWR similarity) and psychological detachment from full-time work. The slope was positive and stronger at high levels of side-hustle meaningfulness ( $b = .30, SE = .10, p < .01$ ) and positive and non-significant at low levels of side-hustle meaningfulness ( $b = .06, SE = -.07, n.s.$ ). Thus, Hypothesis 4 was supported.

Hypothesis 5 predicted that boundary negotiation efforts within full-time work would have a positive relationship with full-time work exhaustion. This hypothesis was not supported ( $b = -.10, SE = .06, n.s.$ ). Hypothesis 6 predicted that psychological detachment from full-time work would have a negative relationship with full-time work exhaustion. This hypothesis was also not supported ( $b = .02, SE = .06, n.s.$ ). Hypothesis 7 predicted that full-time work exhaustion would have a negative relationship with full-time work performance. This hypothesis was supported ( $b = -.22, SE = .06, p < .01$ ).

Hypotheses 8 and 9 each predicted an indirect effect from SHR-FWR similarity (dissimilarity) to full-time work performance. Given that relationships within each of these mediation chains were not supported, the overall indirect effects were not supported. To confirm the absence of indirect effects, I used the product of coefficients

approach (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). This approach supports an indirect effect when there is a significant product of path coefficients for each path in a chain of mediation while controlling for the direct effect. Specifically, Hypothesis 8 predicted that SHR-FWR similarity (dissimilarity) would have a positive (negative) relationship with full-time work performance through boundary negotiation efforts within full-time work and full-time work exhaustion and that this serial indirect effect would be moderated by side-hustle meaningfulness. This indirect effect was not supported ( $IND = .01, SE = .00, n.s.$ ), and the indirect effect was not significant at high ( $b = .00, SE = .00, n.s.$ ) or low ( $b = .00, SE = .00, n.s.$ ) levels of side-hustle meaningfulness. Hypothesis 9 predicted that SHR-FWR similarity (dissimilarity) would have a negative (positive) relationship with full-time work performance through psychological detachment from full-time work and full-time work exhaustion and that this serial indirect effect would be moderated by side-hustle meaningfulness. This indirect effect was not supported ( $IND = .00, SE = .00, n.s.$ ) and was not significant at high ( $b = .00, SE = .00, n.s.$ ) or low ( $b = .00, SE = .00, n.s.$ ) levels of side-hustle meaningfulness.

**Robustness checks.** I also analyzed my model using the profile similarity index of O\*NET data as my independent variable (see Measures section for details). The profile similarity index of O\*NET data did not have a significant effect on boundary negotiation efforts ( $b = 2.64, SE = 2.21, n.s.$ ). However, the profile similarity index of O\*NET data did support a negative relationship between SHR-FWR similarity and psychological detachment from full-time work ( $b = -5.26, SE = 2.59, p < .05$ ). Additionally, side-hustle meaningfulness did not moderate the relationships between the profile similarity index of O\*NET data and boundary negotiation efforts ( $b = -2.01, SE = 1.68, n.s.$ ) or SHR-FWR

similarity and psychological detachment from full-time work ( $b = 3.76, SE = 1.98, n.s.$ ). I note that the underlying dimensions of the profile similarity index of O\*NET data (i.e., knowledge, skills, and abilities) also did not have significant effects on boundary negotiation efforts. The profile similarity index for skills was the only underlying dimension that had a significant effect on psychological detachment from full-time work ( $b = -5.53, SE = 2.43, p < .05$ ). Side-hustle meaningfulness did not moderate the relationships of the underlying dimensions of SHR-FWR similarity with boundary negotiation efforts or psychological detachment from full-time work.

### **Supplementary Analysis and Results**

I performed two supplemental analyses. First, I examined whether SHR-FWR similarity had indirect effects on full-time work performance through boundary negotiation efforts or psychological detachment from full-time work. In other words, I removed full-time work exhaustion from the model. I also controlled for the demands of the SHR and FWR using the Karasek (1979) as part of this analysis. I found that the SHR-FWR similarity did not have significant effects on boundary negotiation efforts in this model ( $b = .08, SE = 0.06, n.s.$ ). However, the effect of SHR-FWR similarity on psychological detachment from full-time work was still significant in this model ( $b = -.17, SE = 0.07, p < .05$ ). Additionally, as expected, psychological detachment from full-time work had a significant positive relationship with full-time work performance ( $b = .12, SE = 0.05, p < .05$ ). Moreover, using the Monte Carlo approach to account for the potential non-normal distribution of product coefficients (MacKinnon, Lockwood, & Williams, 2004), I found that the indirect effect of SHR-FWR similarity on full-time work performance through psychological detachment from full-time work was significant

( $IND = -.02$ ,  $SE = .02$ ,  $CI = -0.043, -.001$ ).

Second, given limitations of considering overall role similarity, I considered status similarities between a SWR and FWR (hereafter referred to as status consistency). As summarized in my theory development section, roles that are similar to one another present little cost in transitions because there is a small psychological gulf between the roles (Ashforth et al., 2000). When status is consistent across roles, an individual perceives a similar extent of admiration by others in terms of respect, prominence, and prestige (Djurdjevic, Stoverink, Klotz, Koopman, Yam, & Chiang, 2017). Relatedly, the expectations associated with roles exhibiting consistent status resemble one another. As a result of this alignment of expectations, minimal levels of role stress will arise based on limited role ambiguity and role conflict generated by occupying status-consistent roles. Conversely, roles that entail different statuses present higher costs in “shifting gears” (Ashforth et al., 2000) as well as differing expectations associated with high and low statuses. More specifically, status inconsistency entails a dissimilar extent of admiration by others. Consequently, an individual operates at distinct locations in the social hierarchy across the two roles. Differing expectations that accompany these different positions in the social hierarchy lead to conflict across roles and ambiguity within roles. Theoretical work suggests that such a status inconsistency has implications for role stress (Bacharach et al., 1993; Magee & Galinsky, 2008).

Taking my points together, I expect that status inconsistencies will be associated with a higher degree of full-time work role stress than status-consistent roles. Further, I expect that employees with high status in both roles will experience less role stress in full-time work than employees with low status in both roles as high status individuals

tend to have greater access to resources and greater organization based self-esteem, which buffer against stress (Piazza & Castellucci, 2014).

I used polynomial regression to test my hypotheses (Edwards & Parry, 1993). Testing the effects of status inconsistency required five terms: side-hustle status (X1), full-time work status (X2),  $X1^2$ ,  $X1 * X2$ , and  $X2^2$ . I mean-centered our predictors to aid in interpretability and limit multicollinearity. I used these terms to statistically and graphically interpret the significance of Hypotheses 1 and 2. I performed the analyses in MPlus version 7.4, and the data demonstrated good fit to the model ( $\chi^2 = 75.83, p < .01$ ; CFI = 1.00; RMSEA = 0.00). I used a 5-item measure of status in the side-hustle and full-time work role rated at Time 1 (e.g., “I occupy a respected position”;  $\alpha = .93$  and  $\alpha = .90$  for side-hustles and full-time work, respectively; Djurdjevic et al., 2017). I used a 4-item ratings of role stress within full-time work rated at Time 2 (e.g., “I feel a great deal of stress in my role at work”;  $\alpha = .83$ ; Motowidlo, Packard, & Manning, 1986).

Table 3 and Figure 4 summarize my results. I noted a significant change in  $R^2$  of .04 between model 1 and model 2 ( $F Change = 3.76, p < .05$ ), an indicator of a significant relationship between status inconsistency and full-time work role stress. As expected, the surface plot exhibited a significant positive curvature ( $b = .26, SE = .07, p < .01$ ), or U-shape, along the congruence line, which is a key feature in demonstrating an incongruence effect (Edwards & Parry, 1993). This result suggests that stress increases as status inconsistencies increase. The valley in the plot runs along the congruence line, providing further support that role stress is minimized for status consistency. Further, the slope of the congruence line was negative and significant ( $b = -.26, SE = .09, p < .01$ ), indicating that work role stress decreased as status was consistently high.

## CHAPTER 5

### DISCUSSION

I applied boundary theory to the phenomenon of occupying a SHR in conjunction with a FWR. I expected that SHR-FWR similarity would have a negative relationship with boundary negotiation efforts. Contrary to my expectations, I found that SHR-FWR similarity had a positive relationship with boundary negotiation efforts. One reason for this may be that my measure of SHR-FWR similarity is too close to a measure of blurring (i.e., uncertainty or difficulty in distinguishing one role from another role). Boundary theory suggests that such blurring will lead to role overload (Ashforth et al., 2000), which may have been manifest in the positive relationship with boundary negotiation efforts that I observed. To abate this concern, I also used a more objective measure of similarity using O\*NET data. However, this more objective measure had no effects on boundary negotiation efforts. I did find support for my hypothesis about the negative relationship between SHR-FWR similarity and psychological detachment from full-time work as well as for the moderating role of side-hustle meaningfulness as a moderator in this relationship. I also found that my objective measure of similarity using O\*NET data predicted psychological detachment from full-time work in line with my expectations. I did not, however, find that the effects of boundary negotiation efforts or psychological detachment from full-time work carried through to full-time work exhaustion. Thus, the relationships put forward in the front half of my model did not affect full-time work performance through exhaustion.

My supplemental analysis overcame some of the methodological challenges of assessing overall role similarity in my main analysis. That analysis suggests that status

inconsistency evokes role stress as workers manage the boundaries between roles. Interestingly, these results suggest that having low status in two roles is less stressful than having high status in one role and low status in the other. In other words, consistency in status is more valuable for minimizing stress than enjoying high status in one of two roles. This finding suggests that rather than getting a “break” from a low status work role by entering a high status role, workers with mixed status roles feel stress resulting from the inconsistency. This finding aligns with the idea that social hierarchy provides order that has a stabilizing effect on individuals (Magee & Galinsky, 2008).

### **Theoretical Contributions**

I sought to contribute to the study of occupying multiple roles by investigating the confluence of a unique pair of roles—SHRs and FWRs. I considered the extent to which the similarity of the roles and meaningfulness of the side-hustle affected individual outcomes. The study of this phenomenon appeals to the need to expand the narrow set of role studied within the work-family literature (cf. Wilson & Bauman, 2015). The effort also appeals to a need to advance the management literature’s understanding of changing work arrangements (Ashford et al., 2018). Despite limited support for my hypotheses, I contend that the topic of side-hustles still has theoretical importance given that it addresses the “organizing” of work that is at the heart of organizational behavior research (Rousseau, 1997). For example, my finding that low SHR-FWR similarity leads to psychological detachment from full-time work suggests that occupying a SHR and FWR does affect one’s orientation toward full-time work. My finding that side-hustle meaningfulness strengthens the relationship further supports that the side-hustle and full-time work domains do have meaningful effects with one another. Interestingly, side-

hustle meaningfulness exhibited significant correlations with full-time work outcomes. This finding suggests that such outcomes of side-hustle meaningfulness (e.g., positive affect and comparisons between meaning in a SHR and FWR) may have main effects beyond merely serving as a boundary condition. This finding suggests that specific perceptions about a role experience (e.g., my consideration of status) may be more important than overall similarity in role requirements.

My attempt to connect SHR-FWR similarity to organizationally-relevant outcomes had mixed results. I was unsuccessful in predicting full-time work exhaustion using boundary negotiation efforts and psychological detachment from full-time work. However, my supplemental analysis supported the indirect effect of SHR-FWR similarity on full-time work performance through psychological detachment from full-time work. I also sought to contribute to boundary theory by quantitatively evaluating role similarity in a novel way. Such quantitative investigation of boundary theory would extend the predominantly qualitative works that have applied boundary theory (e.g., Kreiner et al., 2009). My direct measure of SHR-FWR similarity, as well as the profile similarity index of O\*NET data, were largely unsupported and have certain limitations. However, my supplemental polynomial regression analysis was more successful and opens an avenue for future research to quantitatively evaluate the confluence of SHRs and FWRs. Given the lack of overall support for my model, my work suggest that the interaction of the side-hustle and full-time work domains are not driven by similarity in role requirements. My lack of findings suggests that alternative empirical and theoretical approaches are necessary for understanding my phenomenon of interest. I address some alternative approaches in the next section.



## **Limitations and Future Research**

My work includes several limitations that could be addressed by future research. First, my model had poor fit to the data, suggesting that it may be misspecified. One issue may be that overall role similarity is difficult to disentangle from role blurring. This would explain the positive relationship between SHR-FWR similarity and boundary negotiation efforts that I found. My objective measure of SHR-FWR similarity using a profile similarity index failed to correct for this potential issue. This objective measure may have failed because it is too coarse to capture the experience of role similarity. That is, the O\*NET data did not account for the individual experiences of a role. A better approach may have been to have employees rate their side-hustle and full-time work roles using all the items utilized by O\*NET. However, this approach would entail hundreds of items that may discourage participation and lead to rater fatigue.

A better measure of SHR-FWR similarity may tap into the identity that one holds in one role compared to the identity held in another role. This measure may be superior because transitioning between identities is foundational to boundary theory (Ashforth et al., 2000). One way to measure identities across roles would be to ask participants who they are in one role compared to who they are in another role. This could be done by adapting Linville's (1985, 1987) approach to measuring perceived self-complexity across roles (i.e., the extent to which a person's self-representation consists of a large number of independent aspects). This measure of self-complexity employs a trait-sorting procedure that requires participants to select traits that apply to themselves while in a given role. This same procedure could then be carried out for a second role. After acquiring a set of traits related to each role, future research could employ polynomial regression to assess

the effects in role congruence (i.e., similarity) on the outcomes in my model. In line with other researchers who have applied this approach, the Big-5 personality traits could serve as useful dimensions of self-definitions in SHRs and FWRs (e.g., Pilarska & Suchanska, 2015).

Additionally, approaching overall similarity may be a weaker approach than looking at specific dimensions of similarity and contrast between roles. For example, my supplemental analysis looked at status consistencies between side-hustle and full-time work roles and its effects on full-time work role stress. This approach overcomes the weaknesses of alternative approaches to congruence. Specifically, Edwards and Parry (1993; Edwards, 2001) note that using a direct measure of overall congruence or combining dimensions of similarity into an index can create conceptual ambiguity, remove some of the nuance from underlying dimensions, and present restrictive constraints. Thus, future research could further investigate the effects of specific dimensions of (in)congruence between SHRs and FWRs. For example, congruence of the motivational work characteristics of SHRs and FWRs could predict psychological states within full-time work (Hackman & Oldham, 1976). Specifically, incongruence in these work characteristics could be associated with complementary experiences across the roles that make occupying both roles more satisfying. Moreover, congruence in role identity between a SHR and FWR could be a means of better incorporating identity into the application of boundary theory to the phenomenon of managing a SHR and FWR. High congruence in role identity may lead to lesser costs of managing the two roles but may increase role blurring as an individual is wrapped up in a role identity both inside and outside full-time work.

Finally, heterogeneity in what people do in their side-hustles and full-time work, their motives for the activities, and individual differences may have confounded my results. To address these between-person confounds, studying the confluence of SHRs and FWRs using an experience sampling methodology study (ESM) may be a better approach. An ESM isolates within-person level while holding between-person factors constant. Additionally, the approach has been widely used in the work-family spillover literature. Moreover, an experimental ESM that looks at a sample of full-time employees before and after adopting side-hustles could be an interesting approach that mitigates between-person confounds through random assignment, isolates within-person confounds, and would help with causal inferences (e.g., Song, Liu, Wang, Lanaj, Johnson, & Shi, 2018).

### **Practical Implications**

My work has implications for managers and employees. For managers, a key issue is whether to encourage or discourage employees from maintaining side-hustles. My main analysis does not have implications for this point because I did not find that SHR-FWR similarity had implications for full-time work exhaustion and performance. My findings would suggest that managers need not worry about side-hustles. However, my supplemental analysis suggests that moving between a SHR and FWR that exhibit inconsistent status leads to stress within full-time work. This suggests that side-hustles may induce increased stress in full-time work, depending on levels of status consistency. However, status consistent side-hustles do not have such an effect and side-hustles may offer other benefits. For example, side-hustle can increase skills within full-time work (Betts, 2006). Thus, the decision to encourage or discourage side-hustles may be need to

take place on a case-by-case basis. Moreover, weighing in on the side-hustles of employees may be perceived by employees as overreach from managers, which can have negative effects, especially for employees who wish to segment the influence of full-time work on non-work activities (Kreiner, 2006).

For employees, my work suggests that side-hustles that are dissimilar to full-time work provide psychological detachment from full-time work. This effect is stronger when side-hustles are perceived to be meaningful. Although my findings did not connect this psychological detachment to exhaustion in full-time work, this psychological detachment may increase satisfaction with work-life, in addition to well-being at home (Sonnentag, 2012; Sonnentag & Ute-Vera Bayer, 2005). Additionally, my supplemental analysis suggests that adopting a side-hustle that offers higher or lower status than full-time work can lead to increased role stress in full-time work. Boundary theory supports this point as employees are operating under one set of expectations and self-perceptions in one role and another set of expectations and self-perceptions in another role, leading to increased stress. Employees should be cognizant of the negative effects of such status inconsistencies.

## **Conclusion**

In my dissertation, I explored the confluence of side-hustles and full-time work through the lens of boundary theory. I suggested that the costs and benefits of occupying a SHR in conjunction with a FWR would be influenced by the extent to which the roles are (dis)similar. I found that SHR-FWR similarity had a positive effect on boundary negotiation efforts, which was the opposite of what I expected. I did find a negative relationship between SHR-FWR similarity and psychological detachment from full-time

work, and this effect was moderated by side-hustle meaningfulness in line with my expectations. However, neither boundary negotiation efforts or psychological detachment from full-time work had effects on full-time work exhaustion or performance. A supplemental analysis that examined status consistency was more fruitful. Specifically, I found that status inconsistencies led to increased role stress within full-time work, which aligns with the predictions of boundary theory. I also discussed alternative approaches to understanding the confluence of SHRs and FWRs as well as implications for managers and employees.

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## TABLES

Table 1

*Summary of hypotheses*

Hypothesis 1	SHR-FWR similarity (dissimilarity) will have a negative (positive) relationship with boundary negotiation efforts within full-time work.
Hypothesis 2	SHR-FWR similarity (dissimilarity) will have a negative (positive) relationship with psychological detachment from full-time work.
Hypothesis 3	The negative (positive) relationship between SHR-FWR similarity (dissimilarity) and boundary negotiation efforts within full-time work will be weaker (stronger) when side-hustle meaningfulness is high.
Hypothesis 4	The negative (positive) relationship between SHR-FWR similarity (dissimilarity) and psychological detachment from full-time work will be weaker (stronger) when side-hustle meaningfulness is high.
Hypothesis 5	Boundary negotiation efforts within full-time work will have a positive relationship with full-time work exhaustion.
Hypothesis 6	Psychological detachment from full-time work will have a negative relationship with full-time work exhaustion.
Hypothesis 7	Full-time work exhaustion will have a negative relationship with full-time work performance.
Hypothesis 8	SHR-FWR similarity (dissimilarity) will (a) have a positive (negative) relationship with full-time work performance through boundary negotiation efforts within full-time work and full-time work exhaustion, and (b) this serial indirect effect will be moderated by side-hustle meaningfulness.
Hypothesis 9	SHR-FWR similarity (dissimilarity) will (a) have a negative (positive) relationship with full-time work performance through psychological detachment from full-time work and full-time work exhaustion, and (b) this serial indirect effect will be moderated by side-hustle meaningfulness.

Table 2

*Correlation table*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. SHR-FWR Similarity	2.49	1.09	(.90)									
2. Side-hustle Meaningfulness	2.51	1.36	0.18*	(.87).								
3. Boundary Negotiation Efforts	3.36	0.95	0.19*	0.10	(.90).							
4. Psychological Detachment from Full-time Work	3.05	1.07	-0.10	0.20*	-0.02	(.86).						
5. Full-time Work Exhaustion	2.71	0.93	-0.05	0.26*	-0.14*	0.01	(.86).					
6. Full-time Work Performance	4.12	0.72	-0.17*	-0.20*	0.08	0.16*	-0.13	(.87).				
7. Overall Profile-similarity Index (O*NET Data)	0.60	0.22	0.46*	0.16*	0.05	0.05	0.09	0.04	-			
8. Knowledge Profile- similarity Index (O*NET Data)	0.77	0.19	0.33*	0.07	0.04	-0.12	0.15	0.06	0.63*	-		
9. Skills Profile-similarity Index (O*NET Data)	0.74	0.26	0.11	0.00	0.00	-0.04	0.12	0.20	0.51*	0.52*	-	
10. Abilities Profile-similarity Index (O*NET Data)	0.69	0.20	0.35*	0.01	0.09	-0.07	0.16	0.13	0.84*	0.83*	0.84*	-

*Notes.*  $n = 276$ . SHR-FWR similarity = Side-hustle role and full-time work role similarity. \*  $p < .05$ , two-tailed.

Table 3

*Results of polynomial regression analysis*

Variables	Full-time Work Role Stress			
	Model 1		Model 2	
	Unstd. Coeff.	SE	Unstd. Coeff.	SE
Polynomial Terms				
b1 [Side-hustle Status]	-0.16*	0.06	-0.15*	0.06
b2 [Full-time Work Role Status]	-0.09	0.06	-0.10	0.06
b3 [Side-hustle Status <sup>2</sup> ]			0.03	0.05
b4 [Side-hustle Status x Full-time Work Status]			-0.16*	0.05
b5 [Full-time Work Status <sup>2</sup> ]			0.07	0.05
R <sup>2</sup>	0.04		0.08	
Change in R <sup>2</sup>			0.04*	
Congruence Line				
Slope (b1 + b2)			-0.26*	0.09
Curvature (b3 + b4 + b5)			-0.06	0.13
Incongruence Line				
Slope (b1 - b2)			-0.03	0.08
Curvature (b3 - b4 + b5)			0.22*	0.08

Notes.  $n = 276$ . \*  $p < .05$ , two-tailed.

## FIGURES

Figure 1

*Study model*

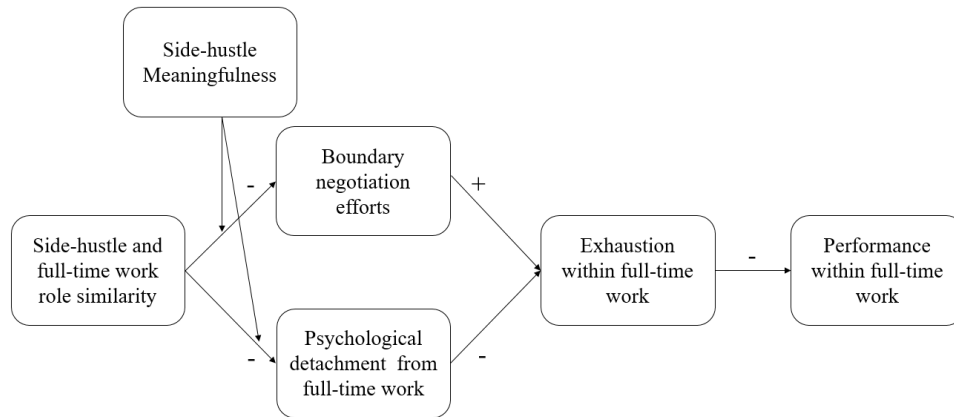
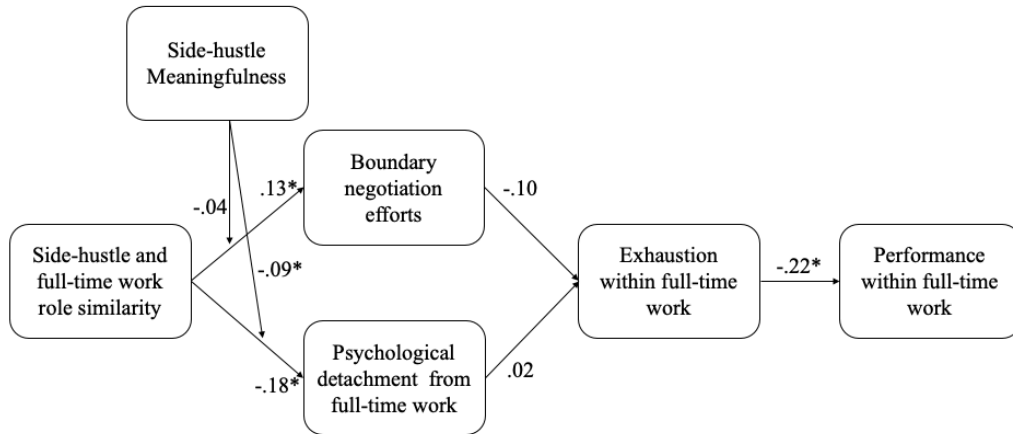


Figure 2

*Path model*



Notes.  $n = 276$ . \*  $p < .05$ , two-tailed.

Figure 3

*Interaction plot*

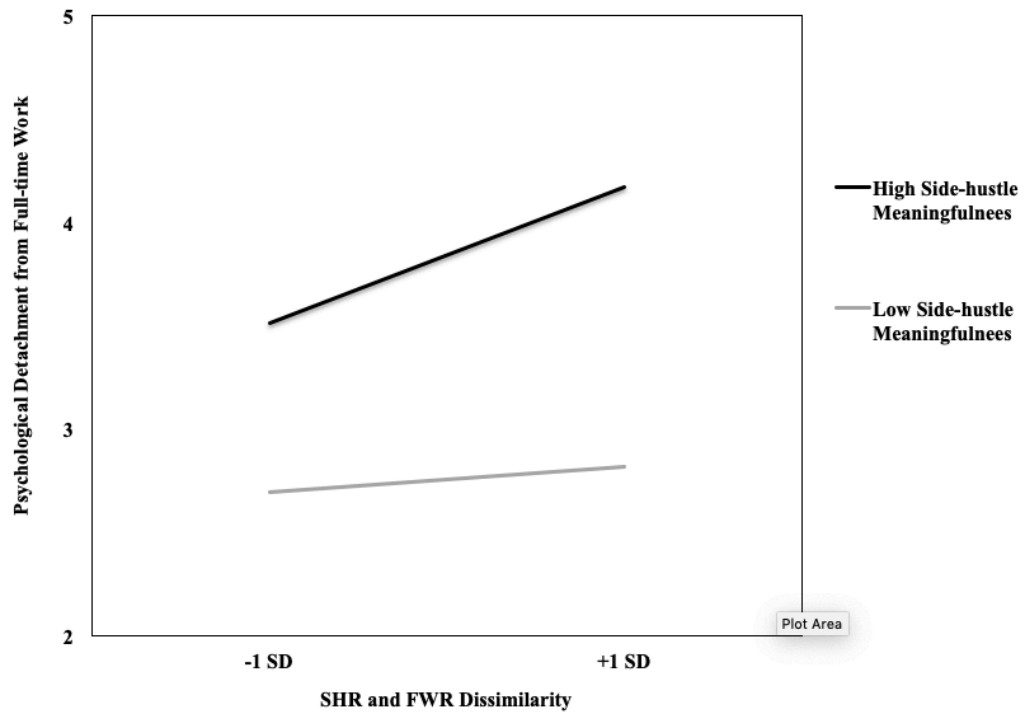
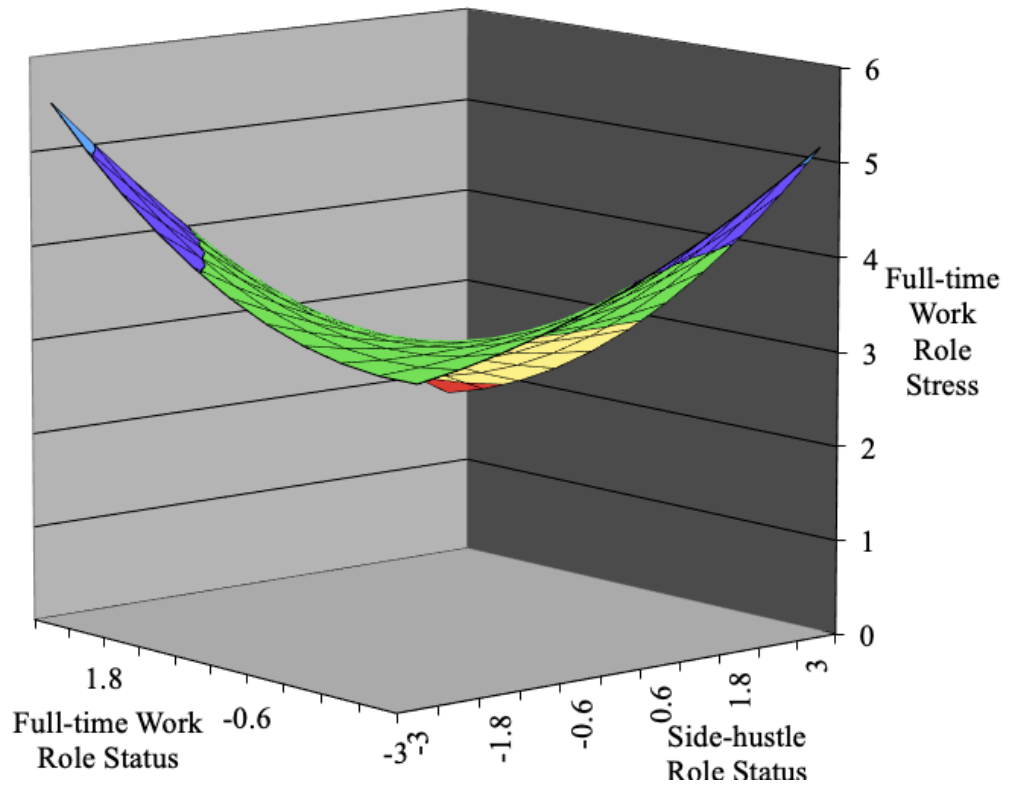




Figure 4

*Surface plot*



APPENDIX A  
FIELD STUDY SURVEY ITEMS

## EMPLOYEE TIME 1 SURVEY

### ROLE SIMILARITY BETWEEN SIDE-HUSTLE AND FULL-TIME WORK.

Please select your side-hustle from the drop down menu below?

[List of occupations from O\*NET]

Please select your full-time work from the drop down menu below?

[List of occupations from O\*NET]

### ROBUSTNESS CHECK OF ROLE SIMILARITY BETWEEN SIDE-HUSTLE AND FULL-TIME WORK.

Please indicate the extent to which you agree with the following statements about your side-hustle and your full-time work role.

My side-hustle and full-time work role...

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
Are very similar in terms of the requirements and experiences.	1	2	3	4	5
Require me to know the same things.	1	2	3	4	5
Are alike in most areas.	1	2	3	4	5
Call for me to handle issues in a similar way.	1	2	3	4	5
Are identical in terms of the skills I use.	1	2	3	4	5
Involve very similar activities.	1	2	3	4	5

### DEMOGRAPHICS.

Please also provide the following demographic information:

Your Age: _____
Gender: 1) Male 0) Female
How long have you working on your side-hustle? Years _____ Months _____
How long have you worked for your organization? Years _____ Months _____

How long have you been working with your supervisor? Years \_\_\_\_\_ Months \_\_\_\_\_

**EMPLOYEE TIME 2 SURVEY**

**SIDE-HUSTLE MEANINGFULNESS.**

Please rate the extent to which you agree with the following statements about the work you do within your side-hustle.

**In my side-hustle...**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
I have found meaningful work.	1	2	3	4	5
I understand how my work contributes to my life's meaning.	1	2	3	4	5
I have a good sense of what makes my job meaningful.	1	2	3	4	5
I have discovered work that has a satisfying purpose.	1	2	3	4	5
I view my work as contributing to my personal growth	1	2	3	4	5
My work helps me better understand myself.	1	2	3	4	5
My work helps me make sense of the world around me.	1	2	3	4	5
The work I do serves a greater purpose.	1	2	3	4	5
I know my work makes a positive difference in the world.	1	2	3	4	5
My work really makes no difference to the world. (R)	1	2	3	4	5

**BOUNDARY NEGOTIATION EFFORTS WITHIN FULL-TIME WORK.**

Please indicate the extent to which you agree with the following statements about the relationship between you side-hustle role and your full-time work role.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
I devote all my energy to juggling my side-hustle and full-time job.	1	2	3	4	5
I work with intensity to manage my side-hustle along with my full-time job.	1	2	3	4	5

I work at my full capacity to coordinate my side-hustle and full-time job.	1	2	3	4	5
I strive as hard as I can to successfully maintain my side-hustle alongside my side-hustle.	1	2	3	4	5
I really exert myself to take care of both my side-hustle and full-time job.	1	2	3	4	5

**PSYCHOLOGICAL DETACHMENT FROM FULL-TIME WORK.**

**Please indicate the extent to which you agree with the following statements about your full-time work role.**

<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>	
The amount of work I am expected to do is too great.	1	2	3	4	5
I never seem to have enough time to get everything done at work.	1	2	3	4	5
It often seems like I have too much work for one person to do.	1	2	3	4	5

**EMPLOYEE TIME 3 SURVEY**

**FULL-TIME WORK EXHAUSTION.**

**Over the past several weeks, how often have you felt ...**

<b>1 Never</b>	<b>2 Infrequently</b>	<b>3 Sometimes</b>	<b>4 Frequently</b>	<b>5 Very Often</b>	
...tired?	1	2	3	4	5
...wiped out?	1	2	3	4	5
...run-down?	1	2	3	4	5
...rejected?	1	2	3	4	5
...exhausted?	1	2	3	4	5

**SUPERVISOR SURVEY**

**FULL-TIME WORK PERFORMANCE.**

**Please indicate the extent to which you agree with the following statements about your employee, [employee name].**

<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
Carried out the core parts of your job well				1 2 3 4 5
Completed your core tasks well using the standard procedures				1 2 3 4 5
Ensured your tasks were completed properly Individual task adaptivity				1 2 3 4 5
Adapted well to changes in core tasks				1 2 3 4 5
Coped with changes to the way you have to do your core tasks				1 2 3 4 5
Learned new skills to help you adapt to changes in your core tasks				1 2 3 4 5
Individual task proactivity Initiated better ways of doing your core tasks				1 2 3 4 5
Come up with ideas to improve the way in which your core tasks are done				1 2 3 4 5
Made changes to the way your core tasks are done				1 2 3 4 5

**SUPERVISOR DEMOGRAPHICS.**

**Please also provide the following demographic information:**

Your Age: _____
Gender: 1) Male 0) Female
How long have you worked for your organization? Years _____ Months _____
Job Title: _____
How many employee do you directly supervise? _____

APPENDIX B  
PROOF OF IRB APPROVAL

APPROVAL: EXPEDITED REVIEW

Jennifer Craig  
 Management and Entrepreneurship  
 480/965-4641  
 Jennifer.Nahrgang@asu.edu

Dear Jennifer Craig:

On 9/11/2018 the ASU IRB reviewed the following protocol:

Type of Review:	Initial Study
Title:	Side-hustles and Full-time Work
Investigator:	Jennifer Craig
IRB ID:	STUDY00008766
Category of review:	(7)(b) Social science methods, (7)(a) Behavioral research
Funding:	Name: Management and Entrepreneurship
Grant Title:	
Grant ID:	
Documents Reviewed:	<ul style="list-style-type: none"> <li>• Supervisor Survey (side-hustles).pdf, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions);</li> <li>• HRP-503a -Side-hustles.v3.docx, Category: IRB Protocol;</li> <li>• Recruitment Script for Employees (side-hustles).v2.pdf, Category: Recruitment Materials;</li> <li>• Recruitment Script for Recruited Supervisor (side-hustles).v2.pdf, Category: Recruitment Materials;</li> <li>• Consent Form for Recruited Supervisor (side-hustles).v3.pdf, Category: Consent Form;</li> <li>• Employee Surveys (side-hustles).pdf, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions);</li> <li>• Consent Form for Employees (side-hustles).v3.pdf, Category: Consent Form;</li> </ul>