

Title	非金銭的動機にもとづく副業経験価値の事例分析
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Abstract

Since the implementation of the government's workstyle reform policies in 2017, side hustles have been gaining attention. The government expects that side hustles can be an opportunity for open innovation. In 2018, the Ministry of Health, Labor, and Welfare's model employment regulations changed the direction regarding part-time jobs, shifting from essentially prohibiting them to fundamentally allowing them. As a result, there is a movement among companies to formally permit side hustles as a rule. However, according to a survey by the Japan Center for Industrial Employment Security, more than half of companies responded that they "do not plan to allow" or "are not considering" their employees to work outside the company (Japan Center for Industrial Employment Security, 2023, Overview of Survey Results on Employees' Part-time Jobs and Moonlighting). The acceptance or rejection of side hustles is influenced by the company's size. A survey by the Japan Business Federation revealed differences between large and small companies in their implementation and willingness to allow side hustles (Japan Business Federation (Keidanren), 2022, 'Survey Results on Part-time Jobs and Moonlighting'). It is assumed that while large firms are more likely to respond to the policy due to their extra capacity, many small firms are unable to do so. Given this large number of firms with a strong reluctance to accept side hustles, we do not know whether the workplace accepts side hustles even in firms that allow them as a rule.

On the other hand, workers are increasingly leaning towards engaging in side hustles. According to the "Survey on Part-time jobs," an online questionnaire survey conducted by the Japan Institute for Labour Policy and Training, the percentage of those with part-time jobs is 6.0%. Although most of the reasons for side hustles are for income purposes, there is a certain segment of workers who engage in side hustles for non-monetary purposes, such as 18.7% who say they do it because they want to expand their field of activity, and 9.7% who say they do it because they really like it more (Japan Institute for Labour Policy and Training, 2023, JILPT Survey Series No.231 'Survey on the Work of Individuals with Part-time Jobs'). This indicates that for workers, side hustles are seen not only as an opportunity to increase their income but also as a place to play an active role and an opportunity for self-actualization. This willingness of workers to engage in side hustles cannot be solved solely through measures such as increased compensation by companies.

The gap between employers and employees is caused by a lack of understanding of the effects of side hustles on workers themselves and their main jobs, including the promotion of value co-creation. For workers side hustles can lead to cross-boundary learning that they cannot obtain in their main jobs and foster well-being through work. When workers'

experiences and learning from outside work flow into the organization, it is expected to develop into the creation of new operant resources and value co-creation opportunities.

The purpose of this study is to propose a process model of how the learning and experiences gained through side hustles lead to internal changes in the workers and how they affect their approach to their main jobs.

We conducted semi-structured interviews with 10 knowledge workers based on snowball sampling, focusing on knowledge workers employed by companies who participate in non-employment side hustles without the primary goal of monetary income. The interview topics were related to "overview, purpose, and background of the side hustle", "environment of the main workplace", "changes in the value co-creation process", and "changes in the relationship between the individual and the organization". The obtained data were structured using the M-GTA method.

As a result, the study identified common thoughts and feelings among them, which can be considered as their traits.: (1) a positive view of personal career development, (2) an eagerness for learning and growth through their work, (3) the aspiration to engage in work they love, and (4) a desire to affirm their self-worth. Due to these characteristics and the work environment, they have some sense of unfulfillment in their main workplaces. While they consciously or unconsciously carry this sense of inadequacy, they are motivated to move forward, and if the environmental conditions of time permit, they cross the border from the closed world of their main job to the outside world. It is an exploration into the unknown with new possibilities, initially sparked as the start of new learning.

Later, they encounter new knowledge outside the company, take a chance, and start side hustles. Sometimes side hustles become a valuable opportunity for them to acquire a professional identity and self-affirmation, and they support their lives.

They take their side hustles seriously, receiving money professionally and with a sense of responsibility, but they recognize that the side hustles don't earn enough money. As a result of their side hustles experience, they are emotionally fulfilled by the healing that comes from leaving their main jobs, the happiness that comes through self-realization and self-affirmation, and the sense of security that comes from having their concerns about continued employment resolved. And they engage in learning experiences that they cannot have in their main jobs.

In this way, workers gain fulfillment and growth through the side hustle experiences, but the value of their side hustle experiences flows back to the main workplace only when the main workplace is tolerant of the side hustles. In workplaces that are tolerant of side hustles, these workers try to apply the results of their learning to their main job. On the other hand, in an intolerant workplace, their experiences and learning do not flow into the main workplace, and their value remains within themselves. As a result, side hustles at tolerant workplaces can

partially resolve the sense of inadequacy that workers initially feel in their primary jobs. In contrast, side hustles at non-tolerant workplaces do not reduce these feelings, leaving workers with their original sense of inadequacy.

The insights gained from this study contribute to the consideration of what value a worker's external job brings to the organization. These findings can be considered as providing a perspective that bridges Human Resource Management and Service Science.