

Intrinsic Needs Satisfaction from Platform-enabled Side Hustles and Its Impacts on Gen Z Employees' Full-Time Jobs

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Abstract

The concept of side hustle has gained immense popularity over the years due to the rise of technology and economic events; however, its widespread existence worldwide can also be attributed to the changing work preferences of younger generations, specifically the Gen Z. Gen Zs engage in side hustles to meet not only their financial needs but, more importantly, satisfy intrinsic needs that their full-time job. Yet, despite its high prevalence and rewards, traditional employers in the Philippines are still oblivious to and have generally mixed attitudes towards it. There is a general belief that platform-enabled side hustles (P-ESH) negatively impact one's full-time job or functioning at work.

Through the employment of qualitative analysis, the paper aimed to determine how the satisfaction of intrinsic needs through P-ESH impacts the full-time jobs of Gen Z employees working in the BPO sector. Findings showed that P-ESHs provide Gen Zs with opportunities to exercise psychological freedom, closely collaborate with stakeholders, have a balanced workplace culture, acquire continuous growth and development, attain work-life integration, and gain financial security. This satisfaction then leads to positive and significant impacts on their full-time job in the BPO industry.

Keywords: platform-enabled side hustle, BPO, Gen Zs, intrinsic needs, organizational commitment, burnout level

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Introduction

The global pandemic has not only revolutionized the landscape of work but also the thinking and behavior of the labor force. The resulting economic uncertainty and high inflation rates have forced workers to find ways to secure a steady cash flow. One option is getting a secondary source of income in the form of a side hustle. The concept of side hustle is significantly popular with the younger generations, especially with the advent of technology. Gen Zs, who were born between 1996 to 2010, are paving the way for side hustles to be normalized in the labor scene. Their natural preference for side hustles can be traced to external influences and events they have witnessed while growing up (McKinsey & Company, 2023) as well as their unique values and needs in the workplace.

The high prevalence of Gen Zs doing side hustles is a global phenomenon. In the Philippines, 65% of Filipino Gen Z employees said that they have a side hustle alongside their full-time job (Deloitte, 2023). Most of the popular side hustles that Filipino Gen Zs engage in are platform-enabled, such as e-commerce, freelancing, ridesharing, deliveries, and online business/entrepreneurial activities (Investa, 2023). Although Filipino Gen Zs share some similarities with their international counterparts when it comes to motivation, they have a unique set of values or priorities that influence career choices and behaviors (Madrona et al., 2023; Bautista & Cahigas, 2024; Alilio, et al., 2024; Razalan, 2024).

However, the rise of P-ESH does not come without challenges or resistance. Past studies have shown mixed results on the impacts of a side hustle on a full-time job (Bodhi, 2023; Sessions, et al., 2021). On the one hand, side hustles have enabled employees to gain enriching work experiences. On the other hand, doing it at the same time as a full-time job negatively impacts one's productivity, work-life balance and mental health. Unfortunately, the impacts of side hustles on organizational behaviors remain unexplored in local Philippine literature. Most available readings focus on those who participate exclusively in the gig or informal economy and their experiences working on these platforms (Mia & Habaradas, 2020; Caboverde & Flaminiano, 2022). No documentation describes the interplay of side hustles and full-time

employment, specifically how the satisfaction of intrinsic needs from P-ESHs translates into the employee's full-time job.

This study aims to provide researchers with a detailed description and narratives on how P-ESHs satisfy the intrinsic needs of Gen Z employees, as well as determine their effects on their full-time jobs.

The Study

This study aims to gain an understanding of the interaction of two different domains (P-ESH and full-time employment) in terms of organizational behaviors, identify the extent and manner in which P-ESH satisfies Gen Z's intrinsic needs, and how the satisfaction of these needs will eventually impact one's full-time job.

The paper only involved Gen Zs whose side hustles utilize the platform economy or whose activities are digitally enabled. Other forms of side hustles that are not Internet-based in nature and not supported by platform/digital applications were excluded from this research. As with the full-time job, all participants work in the BPO industry, but the relatively small sample size used for this research may not fully represent the Gen Z employees in the BPO sector who have P-ESHs.

Research Frameworks

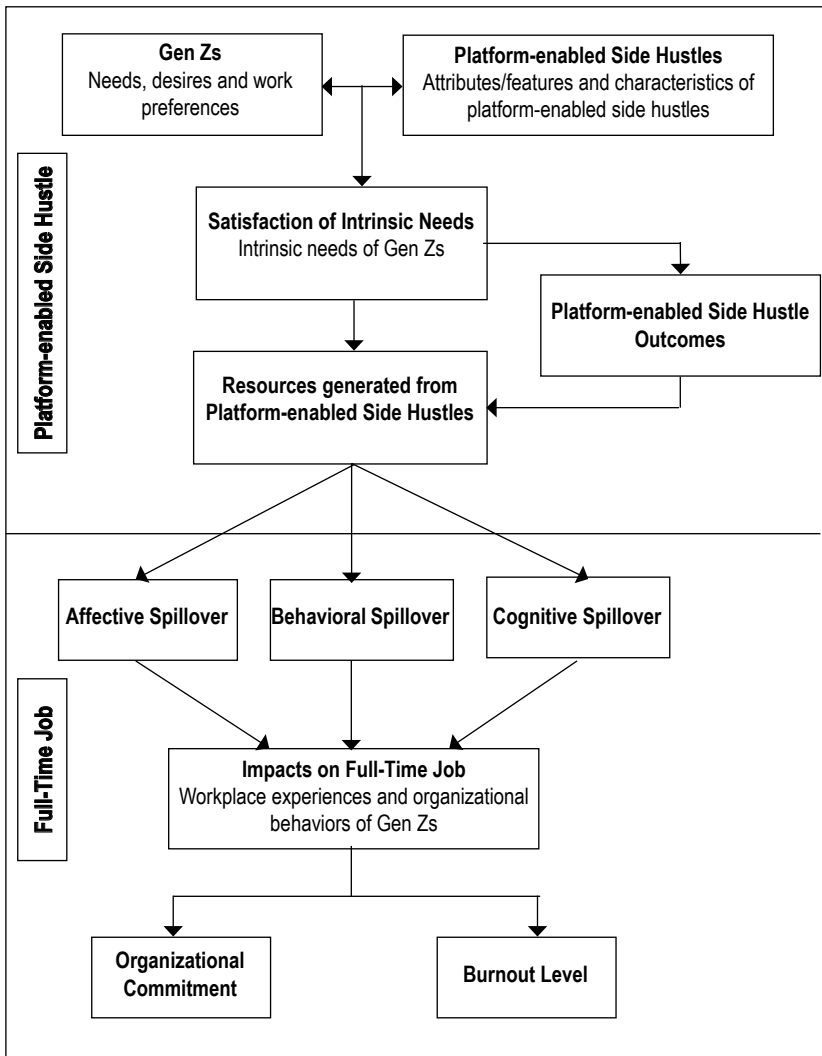
Integrated Theoretical and Conceptual Framework

Given the heavy emphasis on social context and individual differences, this study employed the Self-determination Theory (SDT) proposed by renowned psychologists Richard Ryan and Edward Deci. This theory recognizes that organizational context, the workplace setting and characteristics of the job itself can provide opportunities that satisfy the employees' intrinsic needs which, in return, can impact well-being and performance (Deci & Ryan, 2015). This paper aims to check whether the contextual conditions of P-ESH are identified to be supporting these needs or disrupting them. Aside from the social contexts, SDT also acknowledges the individual differences in how people set their goals or aspirations. Individual differences are conceptualized in the study as the generational uniqueness of the Gen

Z group in terms of their intrinsic needs, desires, and preferences at work. The theoretical concept of satisfaction of intrinsic needs in the SDT model is conceptually represented as the interplay between the side hustle's features or characteristics and Gen Z's intrinsic needs. Upon the satisfaction of intrinsic needs, SDT stipulates that it results in positive work behaviors such as low attrition, engagement, higher job satisfaction, higher organizational commitment, better well-being and positive work experiences (Forner, et al., 2020; Van den Broek, et al., 2016; Andreassen, et al., 2010). Applying this principle in the study, P-ESH outcomes are conceptualized to show the results upon the satisfaction of intrinsic needs.

Another theory utilized to describe the interdependency between non-work and work domains is the spillover effect that dates to the late 1990s and early 2000s (Kirchmeyer, 1995; Grzywacz, et al., 2002). The Spillover theory has been widely used to explain how attitudes and work behaviors from one domain can be carried over to another domain through the transfer of psychological resources, emotions, cognition, skills, talents, empowerment, and other essential organizational behaviors (Sessions et al., 2021; Zedeck, 1992). The underlying mechanism of this spillover lies in how the resulting emotion, cognition, and behaviors from one domain influence these same dimensions of another domain (Repetti et al., 2009). The basic premise of this phenomenon can also be found within work domains (Fan, 2019). Within work domains, resources such as skills and perspectives, psychological and physical, social capital, flexibility, and material resources are transferable (Greenhaus & Powell, 2006). The spillover theory is incorporated in this study to conceptually illustrate the mechanism on how the satisfaction of intrinsic needs from side hustles can impact the full-time job. The mechanism of the spillover starts with the resources being generated from satisfying the intrinsic needs and the P-ESH outcomes which are then carried over to the full-time job via affective, behavioral, and cognitive channels. The impacts on the full-time job are conceptualized as the resulting workplace experiences and organizational behaviors of Gen Zs. Thereafter, these impacts lead to significant workplace outcomes, which are conceptualized in this study to be the organizational commitment and burnout level of Gen Z employees in their full-time jobs.

Figure 1. Integrated Theoretical and Conceptual Framework of the Gen Z's Intrinsic Needs Satisfaction from P-ESH and Its Impacts on their Full-Time Jobs



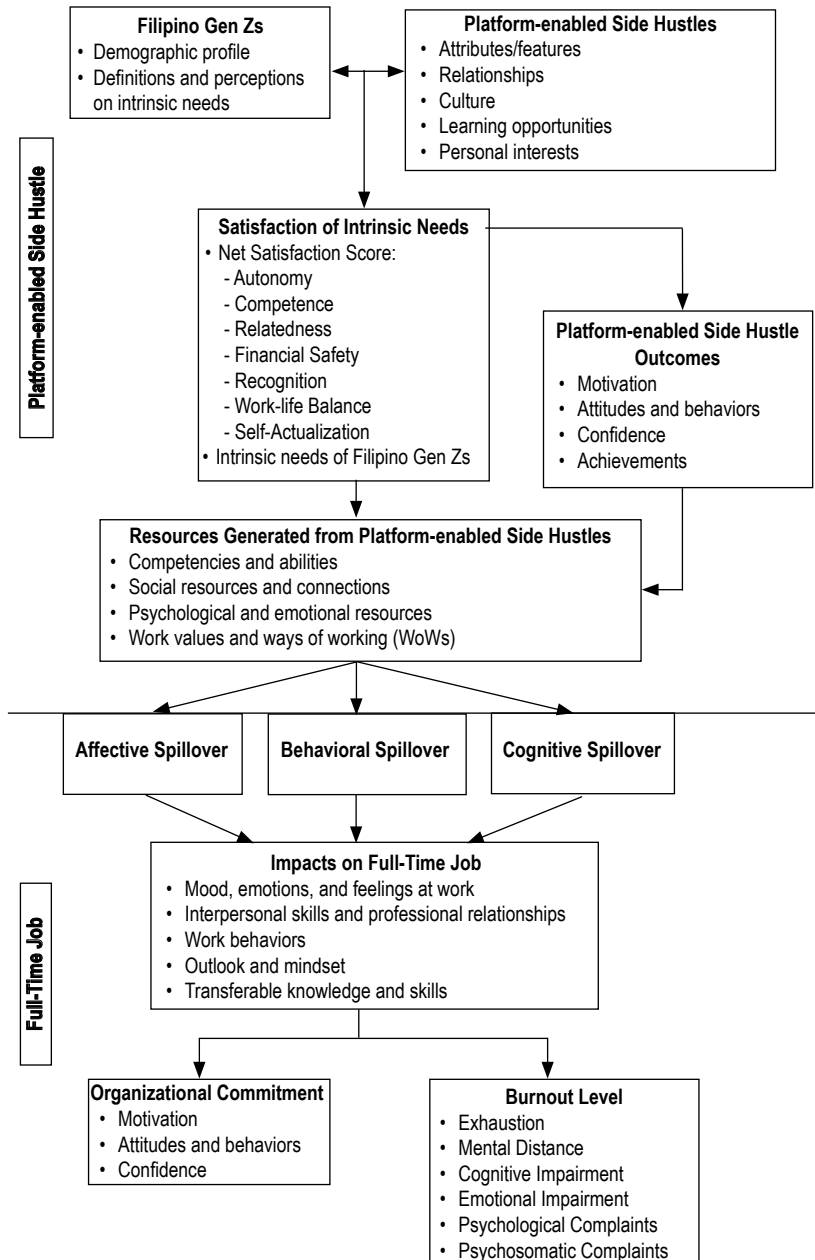
Operational Framework

The operational framework shows how related concepts were defined as used in the study. The concepts of the Gen Z cohort are operationalized in this study as the Filipino Gen Zs' definitions and perceptions of intrinsic

needs as well as their value in both individual and organizational perspectives. The side hustle context is operationalized as the attributes or features, quality of relationships, culture, learning opportunities and fields of interest that promote the satisfaction of intrinsic needs. The intrinsic needs satisfaction is operationalized in two ways. The first approach employs the quantitative method of measuring the net satisfaction scores across the seven types of intrinsic needs for descriptive data. Satisfaction is achieved when the side hustle context can address and fulfill major intrinsic needs of autonomy, competence, relatedness, financial safety, recognition, work-life balance and self-actualization while dissatisfaction is operationalized to reflect a mismatch of these needs and the features present within the side hustle context. A high level of satisfaction rate suggests a strong match between the intrinsic needs and the side hustle context. The second approach utilizes a qualitative technique of identifying the specific intrinsic needs of Filipino Gen Zs that are satisfied within the side hustle context. The outcomes of satisfying intrinsic needs from P-ESH are operationally expressed as the motivation, attitudes and behaviors, confidence, and achievements of Filipino Gen Zs within and beyond their P-ESH.

The spillover effect is operationalized as the mechanism supporting the relationship between intrinsic needs satisfaction and workplace outcomes for a full-time job. Specifically, it determines resources that are gained from satisfying the intrinsic needs as well as those generated from P-ESH outcomes which are transferable to the full-time job. Among these resources are competencies and abilities, social resources and connections, psychological and emotional resources as well as work values and ways of working. The resources travel through multiple pathways (affective, behavioral, and cognitive), impacting the full-time job. The impacts are operationally translated as the mood, emotions, and feelings; interpersonal skills and professional relationships; work behaviors; outlook and mindset; and transferable knowledge and skills that Filipino Gen Z employees have in their full-time jobs. This paper argues that the satisfaction of intrinsic needs from P-ESH affects the experiences and performance of Filipino Gen Zs in their full-time job, leading to positive work outcomes, increased organizational commitment, and reduced burnout levels.

Figure 2. Operational Framework of the Gen Z’s Intrinsic Needs Satisfaction from Platform-enabled Side Hustles and its Impacts on their Full-Time Jobs



Organizational commitment is operationally defined through its three subsets: affective, continuance and normative. As a tool, it measures Filipino Gen Zs' feelings of attachment, engagement, and loyalty toward their full-time job despite having a P-ESH. Meanwhile, the burnout level is operationally translated as the measure of how frequently burnout symptoms manifest in Filipino Gen Z employees within their full-time jobs. These symptoms can be categorized into two: the primary symptoms (exhaustion, mental distance, cognitive impairment, and mental impairment), and secondary symptoms (psychological and psychosomatic complaints). Both organizational commitment and burnout levels use a quantitative approach to describe the general scores of Filipino Gen Zs with side hustles. The study's operational framework is shown in Figure 2.

Methodology

An exploratory case study was carried out to determine common themes and patterns in the impacts of satisfying intrinsic needs from P-ESH on Gen Z's full-time jobs. Eighteen participants were selected through purposive and snowball sampling (N=10 female, N=8 male), who were currently employed full-time in BPO companies. The Gen Z participants' side hustles were enabled by digital platforms, approved by their full-time job employers, and performed outside work hours. The respondents had side hustles for at least 2 years and had at least 6 months of experience in their full-time BPO jobs.

Participants were asked to sign an informed consent form that detailed their rights as participants and how the data would be collected. Once informed consent was secured, the participants were subjected to an individual in-depth semi-structured interview to address the research questions of the study. Pseudonyms were employed to protect their identities and ensure anonymity. Random names were assigned to participants and documented by the researcher to properly label interview data. The interviews were recorded on video and audio using the Zoom application and were all conducted based on the most convenient time of each participant, lasting no more than 1 hour and 30 minutes. The link for the Zoom interview was sent to participants' social media accounts or Viber. Data generated from the interviews

were transcribed and subjected to thematic analysis to determine recurring themes or patterns.

Results and Discussion

Gen Z Participants

Of the 18 participants, 14 were below the age of 25, while the remaining four were 25 years or older. All were single. Four participants, or 22% were high school graduates, and the rest were college graduates. In their BPO jobs, all were full-time, held rank-and-file positions and had less than 5 years of tenure. Nine participants had been doing side hustles for 24 months or 2 years, four for 36 months, and five for 48 months or more. Six do it for less than 3 hours daily, nine spend 3–5 hours, and the remaining three allot 6 hours or more.

Table 1: Demographic Profile of Respondents

		Frequency	Percent
Sex	Female	10	56%
	Male	8	44%
	Total	18	100%
Age	25 and above	4	22%
	Below 25	14	78%
	Total	18	100%
Marital Status	Single	18	100%
	Married	0	0%
	Widowed/Separated	0	0%
	Total	18	100%
Highest Educational Attainment	High school Graduate	4	22%
	College Graduate	14	78%
	Total	18	100%
Employee Designation	Rank and file	18	100%
	Supervisory/Managerial	0	0%
	Total	18	100%
Length of Work Duration in Full-Time Job	Below 5 years	18	100%
	5 years and above	0	0%
	Total	18	100%

Table 1 (continuation)

		Frequency	Percent
Length of Engagement in Side Hustle	24 months	9	50%
	36 months	4	22%
	48 months and above	5	28%
	Total	18	100%
Hours Allotted to Side Hustle (Per Day)	Less than 3 hours	6	33%
	3-5 hours	9	50%
	6 hours and above	3	17%
	Total	18	100%

The extent and manner in which platform enabled side hustles satisfy the intrinsic needs of Gen Zs

All participants think their P-ESH satisfies the intrinsic needs in the workplace, as confirmed by a high average score of 8.9 out of 10, with 4 people giving a perfect score of 10, while the lowest score was 7.

Theme 1: Psychological Freedom

1.1 Considerable Control. To the participants, one perk of doing P-ESH is the significant amount of control over their time, ideas, clients, tasks, and many other aspects of work.

...kapag may mga clients na nagsasabi ng gusto ko 'yong ganito, gusto 'yong ganyan, kapag hindi kami nagme-meet ng gusto, I can decline sa client or puwede ko po silang kausapin na ito lang kaya ko gawin or kaya kong ibigay sa'yo... [..if I have clients requesting a lot, if we can't find a middle ground, I can decline or I can talk to them that this is the only thing I can do, or this is the only thing I can give you...] — Kat

In an article published by Harvard Business Review, one of the key features of an enriching side hustle is that it gives workers the freedom to set their schedules, make their own decisions, and choose how they'll do their tasks (Nahrgang et al., 2020).

1.2 Self-Expression. The Gen Z participants reported that their P-ESH allows them to voice out their ideas and inputs to their employers, partners, or clients without having to think of negative consequences. Their ideas are openly welcomed, accepted, and appraised by other people.

The good thing about my boss is very open siya sa suggestions at saka sa mga changes... Kaya ayun pinapahalagahan niya 'yong mga opinion namin, ng brother ko bilang kami tumutulong sa paged-develop ng social media niya and sa ano rin, generally talagang open siya... [The good thing about my boss is he's very open to suggestions and changes as well...He values our opinions as well as my brother's, since we help develop his social media and generally, he's really very open...] — Cody

Theme 2: Collaboration with Stakeholders

The P-ESH cultivates an environment filled with high-touch, interactive and productive social collaborations.

...ako 'yong nagdedecide kung paano ko siya gagawin. Tapos pinapa-approve ko lang sa kanila if may gusto pa silang makita or iimprove so may freedom sa side hustle na ginagawa ko. I mean nagkakaroon ng collaboration between sa utak ko and utak ng kliyente ko. Nagkakaroon kami ng sharing of ideas. (...I decide how I will do it. Then, I would have them approve or improve it if there was still something they would like to see, so there is really freedom on my side hustle. I mean, there is collaboration between my brain and the brain of my client. There is a sharing of ideas between us.) — Heaven

Theme 3: Balanced Workplace Culture

3.1 Light Work Atmosphere. P-ESH has created a light work atmosphere characterized by a worry-free, friendly, and secure workspace. The participants noticeably felt good doing them and did not experience negative emotions. Based on their experiences, a large factor that contributes to the atmosphere's lightness is the positivity and relaxed aura of the people who surround them.

...Yong mga kasama ko sa bahay mga nagbabalot, okay lang din naman sila, the more nga sila raw na nagbabalot, hindi raw sila nauutusan di ba ang gagaling ng mga dahilan nila (hahaha). Nakakapag-KDrama all day so habang nagbabalot sila, puwede nilang ilapag 'yong phone nila, habang nagbabasa siguro ng subtitle, nagbabalot sila nung siomai... (The people who are in my house doing the packing, they're fine, the more that they do the packing, the more that they will not be bossed around, see, they have such good excuses (hahaha). They can watch KDramas all day, so while they are packing, they can put their phones down while they are probably reading subtitles, they are packing siomai...) — Luna

Märginean (2021) reported that Gen Zs appreciate opportunities to bond with colleagues in a relaxed and informal environment.

3.2 Challenging Venture. Even though the participants genuinely enjoy their P-ESHs, they still resemble actual work that has demands and pressure. Fortunately, these Gen Zs are fond of challenges and uncertainties that come with side hustles because the resulting pressure creates room for development.

Actually, lagi pressure. Matagal ka man or hindi, nando'n 'yong pressure. Kasi hindi naman same 'yong taong nakakusap mo, hindi same. What do you call this? 'Yong suppliers, hindi same suppliers, hindi same buyers at hindi same items 'yong binebenta mo...Pero though kadikit siya ng online selling, still 'yon 'yong I think best thing do'n kasi you will always do your best every time na nape-pressure ka. [Actually, there is always pressure. Whether you have been doing it for a long [sic] or not, the pressure is still here because it is not going to be the same people that you would talk to, not the same. What do you call this? The suppliers, not the same suppliers, not the same buyers, and not the same items that you will sell...But though it is tied to online selling, I still think that's the best thing because you will always do your best every time you are under pressure.] — Via

Theme 4: Continuous Growth and Development

4.1 Upskilling. Gen Zs always continuously seek evolving tasks and dislike repetitive activities (Nagy & Tomm, 2023). Fortunately, P-ESHs

give them opportunities to discover new knowledge related to their line of work and learn nontraditional approaches to their tasks.

...the more kasi na gumagawa ako ng art, the more na nagkakaroon ka ng idea kung ano 'yong mga tamang blend sa pagkulay, tapos kung anong tamang mixture na puwede mong gamitin sa art mo. I mean, tapos, pwede ka rin mag-create ng bagong art form, let's say combination ng abstract tapos charcoal or ng portrait, mga gano'n. Nagkakaroon din ng new forms of art kapag sa side hustle ko. Every art na created mo, may input, may nakukuha kang lesson sa bawat art na gagawin mo. [...the more that I do art, the more that I will have ideas on what's the best blend of colors, then what type of mixture to apply. I mean, you can also create new art forms, let's say by the combination of abstract and charcoal or portrait, like that. New forms of art are being created in my side hustle. Every art piece that you create, has input; you can get a lesson from each work of art that you make.] — Art

4.2 Reskilling. A study conducted by the World Economic Forum (2023) found that 65% of Gen Z employees said that they need to upskill or reskill at least once in the next 5 years (Vancamp, 2023). But reskilling is not solely found in traditional organizations, it can also be offered by side hustles.

...the agricultural products that we sell, for example, the eggs, it gives me the knowledge about poultry farming, the how, the ins and outs of the cycle of the trading and how the products are going to be good and bad, and how they are actually being traded properly in different ways... — Maker

4.3 Social Learning and Mentoring. The Gen Z participants confirmed that P-ESHs offer a transparent and immediate feedback system, which improves their performance. In addition, they are being mentored by their more “senior” or experienced colleagues on the proper ways of working and best practices:

...You help each other, nagbibigay sila ng helpful feedback and techniques, and I believe that's a very healthy environment po kasi mas nagiging maganda po 'yong performance ko. (...You help each other, they provide helpful feedback and techniques, and I believe

that's a very healthy environment because my performance is getting better.) — Jill

...senior colleagues would guide you when you don't know something, they would teach you. Sometimes, because in the IT industry, people are like, so, you know, they don't want to share their knowledge, but those people are the kind of people that really want you to grow with them. — Harry

Theme 5: Work-Life Integration

5.1 Entrepreneurial Spirit. Gen Zs are said to have risk-taking behaviors that make them interested and suited to entrepreneurial endeavors (Saracho, 2023). This observation is consistent with the findings on Gen Z participants whose P-ESH stimulates their entrepreneurial spirit.

...Nasasatisfy 'yong desire ko na makapag-produce ng quality cakes na masarap and affordable. Kahit na sabihin na small pa lang 'yong business ko, nakakapag-create ako ng mga bagay na may value sa ibang tao. (...It satisfies my desire to produce quality cakes that are delicious and affordable. Even if my business is still small, I can create things that have value to other people.) — Sky

5.2 Digital Native. One could not talk about Gen Z without discussing their heavy dependence on technology, which has been an integral part of their lives and even identities. No wonder their communication styles, preferences, and expectations are influenced by the digital world (Schroth, 2019). Thus, having a P-ESH complements the Gen Z participants' need to always be updated on what's happening in the various social media platforms and accommodates their natural tendencies to be with their gadgets, like phones or laptops most of the time.

...it really complements my personality because I want to be updated din sa lahat ng nangyayari sa social media. [...it really complements my personality because I want to be updated on everything that happens on social media.] — Jill

Theme 6: Financial Security. For the Gen Z participants, their P-ESH makes them financially secure in a way that allows them to enjoy life. Having additional cash flow or multiple streams of income enables

Gen Zs to support their wants/lifestyles and helps them achieve their personal goals.

Since nabibili ko na 'yong gusto ko, nakakainan na 'yong mga gusto kainan, 'yong mga needs like 'yong mga self-care gano'n... [Since I can afford to buy what I want, I can eat in restaurants of my choice, [satisfy my] needs like self-care.] — Wani

Impacts of satisfying intrinsic needs from P-ESH on Gen Zs' full-time jobs

All Gen Z participants reported that satisfying their intrinsic needs from P-ESH has generally positive impacts on their full-time BPO jobs. Even if some had difficulty in the beginning or experienced stress in managing two different jobs, they all noted that the side hustle still had an overall positive effect on their BPO job.

Theme 1: Good Relationship with Colleagues

Accounts from the Gen Z participants revealed improved relationships with coworkers, leaders, and employers in the BPO setting. Their P-ESH stimulated engaging and meaningful exchanges among colleagues which led to deeper connections and the creation of trust.

...ginagamit ko rin 'yong side hustle ko for connections, for conversation as well since may mga ka-workmates din ako na gumagawa ng side hustles... [...I use my side hustle for connections, for conversation as well since I do have workmates who are also doing side hustles...] — Maker

In terms of how I interact with my workmates, as well as with my team leaders and higher-ups sa work, I always acknowledge their perspectives and siyempre, nando'n 'yong respeto palagi... Since sa side hustle ko, I get to be the boss din somehow and a friend, I do understand all perspectives kumbaga. [In terms of how I interact with my workmates, as well as my team leaders and higher-ups at work, and I always acknowledge their perspectives, and of course, the respect is there. Since in my side hustle, I also get to be the boss somehow and a friend, I do understand all perspectives.] — Champy

Theme 2: Effective Training Ground

A P-ESH can be an effective training ground for a demanding type of work, such as in a BPO. Since a side hustle generally breaks away from traditional rules set by organizations, the sizeable freedom and control can mean more responsibilities for the worker, testing their resilience and composure under pressure. This is consistent with the experiences of the Gen Z participants, who showed that consistent pressure and expectations from their P-ESH trained them to adjust effectively and efficiently to the demands of their BPO job.

Kasi minsan po sa side hustle sa sobrang sunod-sunod 'yong deliverables ganyan tapos parang namanhid na po ako sa tasks na kailangang gawin and pagdating sa calls, wala na po hindi na po ako ganoon ka "affected (Sometimes, in a side hustle, because the deliverables are always piling up. I am already used to doing tasks that need to be done, and when it comes to calls, I am no longer affected.) – Andy

...in a way, it trains you to perform based on those goals or metrics, lalo na sa BPO na puro metrics. Hindi ka na ma-pressure na mag-produce ng numbers. [...in a way, it trains you to perform based on those goals or metrics, especially in the BPO which is all about metrics. You will not be under pressure to produce the numbers (performance metrics).] — Heaven

Theme 3: Transferable Work Behaviors and Skills

3.1 Professionalism. For the Gen Z participants, their P-ESH has molded them to become more professional in the workplace. Consistent exposure to numerous people with different personalities contributes to how well they manage their clients/customers in the BPO.

Nakatulong talaga 'yong side hustle kasi nga before nga sobrang violent ko magrespond sa mga client ko so ngayon professional naman na'ko... [My side hustle really helps because before, I responded violently to my clients but now, I have become professional...] — Art

3.2 Multitasking. When these Gen Z participants do their P-ESH, they are responsible for almost all aspects of the required tasks including planning, talking to clients, execution, materials, technology, inventories, etc. Hence, it's not surprising that they bring all these to their BPO jobs, where they are expected to navigate through multiple tools, talk with customers, document their interactions, do research and many other things simultaneously.

being able to multitask because in my position right now, you need to have that kind of skill because in one email kasi hindi lang naman isang person, isang department 'yong se-sendan mo no'n... [being able to multitask because in my position right now, you need to have that kind of skill because in one email, you will not send it to just one person, you will need to send it to an entire department...]
— Hampi

3.3 Sense of Responsibility and Discipline. Gen Z participants' behaviors in their full-time jobs reflect their strong discipline and sense of responsibility. They have demonstrated a sense of ownership and being responsible for completely solving the customer's concern regardless of the difficulty as well as adhering to given schedules.

Sa'kin talaga 'yong sense of responsibility kasi kapag dating sa BPO kapag may calls hindi mo naman yun puwede ibigay sa iba, parang ownership ba, itake mo 'yong call ng member para matutulungan mo sila. Parang 'yong sense of responsibility mo sa member since ako 'yong nag-take, ako rin 'yong mag re-resolve... [For me, it's really the sense of responsibility because when it comes to the BPO, if you have calls you cannot pass them on to others, like an ownership right, you take the call of the member to help them. It's like a sense of responsibility that since I took the call, I am also the one to resolve it...] — Gem

Sa side hustle po kasi dapat laging on time so before, at the BPO, medyo nale-late pa po ako but now, nadadala ko na po 'yong pagiging on time...So ayun po 'yong nadadala ko sa BPO, nagiging maaga na po ako sa pagpasok. (In a side hustle, we need to be on time so before, in the BPO, I sometimes arrived late to work, but now, I can bring that attitude of being on time... So that is what I bring to the BPO, I come to work early.) — Sky

3.4 Client Communication. Based on a study, 71% of freelancers agree that the most important soft skill to have is good client communication (Campana, 2023). Seeing that this skill is relevant and complementary to their careers in the BPO, the Gen Z participants have relative ease in transferring it from their P-ESH to their full-time job.

Negotiation skills siguro, tapos, persuasion siyempre. You have to be with irate customers sometimes ganyan, so you have to pacify them by using the right choice of words and 'yong conflict resolution din, focus on solutions. [Negotiation skills, then persuasion, of course. You have to be with irate customers, sometimes you have to pacify them by using the right choice of words, and also, conflict resolution, focus on solutions.] — Cody

3.5 Creativity and Resourcefulness. Gen Z participants can transfer their creativity from their P-ESH to their BPO job by being resourceful in providing solutions or options in case the first ones fail to work. Furthermore, some Gen Z participants employ resourcefulness in addressing concerns that are outside of their scope or area of support.

Sa'kin more on researching, finding solutions or answers, since in my side hustle, it requires na aralin mo talaga 'yong iba-ibang topics and subjects, so nadadala ko 'yong pagre-research na skill ko sa work. Sa TelCo kasi kahit hindi handle ng account mo 'yong tinatanong ni client, kailangan mo pa rin sagutin. So I do research na lang sa Google to do that as well as connect na rin 'yong mga natutuhan ko sa side hustle ko sa mga concerns nila if related. [For me, it's more about researching, finding solutions, or answers, since in my side hustle, it really requires me to learn different kinds of topics and subjects, so I bring my researching skills to work. In a TelCo, even if your account does not handle the particular question of the client, you still need to answer it. So, I research on Google as well as connect what I learned from my side hustle to their concerns if they're related.] — Champy

3.6 Building Rapport and Empathy. Despite the side hustles being platform-enabled, they help the Gen Z participants build rapport and exercise empathy for others, traits that they can further utilize in their BPO jobs.

...Natutuhan ko rin na magbukas ng interaction o kaya naman conversations like may umiyak sa likod o kaya naman kapag may nabanggit sila na sad story, you feel sorry kasi ganun din sa art community, nakakapag-engage ka rin sa kapwa artist... (...I learned how to open interactions or conversations, like if someone cries in the background or if they mention a sad story, you feel sorry for them because that is how, in an art community, you engage with your fellow artists...) — Ken

3.7 Digital Literacy. In a side hustle, Gen Zs have access to and experience with modern digital knowledge, tools, and processes. They are well-versed in technological advancements that streamline modern ways of communicating. Hence, they find it easy to learn digital or technological competencies required for BPO workers.

...'Yong typing speed ko rin talaga kasi nag-improve simula ng nag-program. In terms of computer knowledge kasi talagang nakakatulong din siya in all aspects like solving mga minor hardware, software and system issues hindi lang ng mga kausap ko pati 'yong mga workmates ko. [...My typing speed has really improved since I started doing programs. In terms of computer knowledge, it really helps in all aspects, like solving minor hardware, software and system issues not only of my callers but also of my workmates.] — Nikko

3.8 Cultural Sensitivity and Adaptability. P-ESH has opened doors for the Gen Z participants to connect and work with different people around the globe. Meeting new people with such diverse cultural and ethnic backgrounds has been beneficial in terms of increasing cultural sensitivity and adaptability.

...when you meet other people or you interact with other people kahit ibang lahi parang madali na sa'yong makipagusap sa kahit kanino and mas madali na sa'yo magapproach, makipag-communicate gano'n, which is, you know something na nagagamit mo sa full-time job ko especially when I talk to my foreign customers hindi na siya nakakatakot. [Being flexible, I think it works on my full-time job because when you meet other people or you interact with people even from other races, it would be easier to talk with anyone and it will be easier for you to approach, communicate, which is, you know something that I can use in my full-time job

especially when I talk to my foreign customers, it's no longer something to be afraid of.] — Jill

Theme 4: Influence on Emotion

4.1 Clear Boundaries. Eighty-five percent of the Gen Z participants do both their P-ESH and BPO jobs completely remote, while the rest work in a hybrid setup. Hence, it is easy for emotions to spill over. Realizing this, Gen Zs have learned to put clear boundaries between the two, so they can equally perform in both spaces.

Ako naman nilalagyan ko ng boundary. Siyempre dapat accomplished na 'yong mga tasks ko. Hindi ko na siya iisipin kapag ando'n na ko sa job na 'yon... (As for me, I set boundary. Of course, my tasks (in the side hustle) are already accomplished. I won't think of it if I am at work...) — Cody

4.2 Mood Determinant. Not all Gen Z participants can completely discard their emotions from P-ESH once they start their full-time job. Obviously, positive emotions carry positive feelings, while negative emotions lead to low energy and a bad mood. Although they experience occasional negative moods at work spilling from their P-ESH, the frequency is reported to be relatively rare. Many times, it is the positive emotions from the side hustle that overflow to the full-time job, giving them a happy and positive mood, a disposition that influences their motivation, performance, and relationships at their BPO job.

...kapag overjoyed ako sa side hustle, ginaganahan din ako sa work ko na, uy, good result mayro'n ako sa side hustle ngayon, ganahan ko nga rin kaya sa work ko ngayon. Then, at the same time, for the downside, kapag na-stress ka sa side hustle, biglang nagkakaroon ng down moments... [...if I am overjoyed, I am more motivated to work, like when I have good results from my side hustle today, I feel energized to also perform at work. Then, at the same time, for the downside, if I get stressed from my side hustle, I will suddenly have down moments...] — Maker

A study by Edwards and Rothbard argued that mood can spill over from one domain to another, and can either be positive or negative (Edwards & Rothbard, 2000). The same phenomenon can be observed in Gen Z participants, who demonstrated how their experiences from

doing P-ESH impact their emotions or mood, and how these eventually flow to their full-time jobs.

4.3 Emotional Distraction. P-ESH can still impact the Gen Z participants even while doing their full-time job. It serves as a helpful distraction, so the Gen Zs will not completely dwell on the stress and unpleasant experiences happening at work.

Sa managing stress naman po kasi po 'di ba po may good thing po na mangyayari sa side hustle ko, nag-flow po 'yong good mood sa BPO. Kapag nakaka-feel good ka lang, nakaka-concentrate ka lang na intindihin mo si customer... (For managing stress, if there is a good thing that happens in my side hustle, the good mood flows to the BPO. If you feel good, you can just concentrate on understanding the customer...) — Stacey

Summary, Conclusion and Recommendations

Summary and Conclusion

P-ESH gives Gen Zs psychological freedom, opportunities to collaborate with stakeholders, a balanced workplace culture, avenues to continuously grow and develop, work-life integration, and financial security. Given all this, it is not surprising Gen Zs chose to keep their P-ESH along with their full-time BPO jobs because it supports, complements, and satisfies their intrinsic needs in the workplace.

When it comes to the P-ESH's impact on the satisfaction of intrinsic needs from the full-time BPO job, Gen Zs confirmed an overall positive effect, with some even stating that there is no negative impact at all. Among the impacts reported were good relationships with colleagues in the full-time job, P-ESH serving as an effective training ground, utilization of transferable work behaviors and skills and influence on emotion. Reports from Gen Zs show that satisfying intrinsic needs in P-ESH has numerous positive impacts on traditional organizations such as BPOs, and these impacts outweigh the usual drawbacks of having multiple jobs. The meaningful experiences and fulfillment gained from P-ESH have positive benefits on Gen Z's emotions, cognitions, and behaviors at their full-time BPO jobs as well as their work styles and

work ethics, leading to reported better work outcomes, relationships, well-being, and overall employee experience.

Recommendations

Gen Z Employees. Gen Zs must always be accountable to both their side hustle and their full-time job. They recommend selecting only side hustles that are not in direct competition with their full-time job. They are also highly encouraged to disclose this activity to their employer and get their approval for transparency and to avoid potential issues in the future.

Employers and Leaders. It is recommended that employers and leaders refrain from automatically blaming Gen Zs' P-ESH for any performance decline and subjecting them to unfair treatment for the same reason. Instead, they may engage in interactive and empathetic coaching sessions to improve performance/behavior. They may also explore work arrangements that give more flexibility to Gen Zs with P-ESH.

HR Professionals. HR professionals may start revisiting their policies and employee agreements to ensure that causes related to engaging in side hustles are clear and well-written. HR professionals may also organize programs that support employees with side hustles.

Platform Owners. Platform owners must make sure that the rights, personal/financial information, and privacy of those who use it are protected. These platforms should not be used to abuse aspiring freelancers or side hustlers and put them in unjust situations, especially now, when online scams, fraud, and cyberbullying are widespread.

Online Community. For people who choose to operate their side hustle digitally, it is recommended that they always conduct themselves in a kind and respectful manner and build a strong presence with integrity in the online community. Likewise, consumers and users from the community must practice respect, empathy, and compassion at all times.

Government. It is recommended for government bodies to partner with business leaders and HR professionals to incorporate side

hustle clauses in employee agreements and company policies as well as campaign for stronger reinforcement from leaders for a more consistent experience across industries.

International Labour Organization. It is recommended that they spearhead quantitative studies to assess the current number of workers engaged in both side hustles and full-time jobs and their impact on a wider scale. They may collaborate with global business leaders in evaluating the effectiveness of existing side hustle policies and how these can be standardized to apply to other industries without halting business operations and performance.

Future Researchers. Future studies can focus on employees doing other P-ESH that are not covered in this study such as those that require them to go outside and offer their services personally as well as those that earn from creating their personal brand and sharing their experiences online. Additionally, future researchers can incorporate gender perspectives in their studies by identifying which P-ESH are most appealing to each gender and the rationale behind these choices.

The rise of P-ESH particularly among the Gen Z population, should not be seen as a threat to traditional organizations. Rather, they can look at from a perspective that these satisfy the group's intrinsic needs and produce positive outcomes that can spill over to other life domains, such as work. With the right terms and reasonable policies in place, traditional organizations may prove to be the biggest beneficiary of the rising side hustle economy.

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