

# Beyond the single job paradigm: policy imperative for multiple jobholders and hybrid entrepreneurs in the evolving labour market

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## ABSTRACT

The modern labour market is witnessing a profound shift in the nature of work, with an increasing number of individuals holding multiple jobs and engaging in hybrid entrepreneurship. Despite this trend, policy frameworks continue to lag, often failing to recognise and address the complex needs of these workers. Through a critical analysis of existing literature and policy frameworks, this research highlights the challenges faced by multiple jobholders, including issues related to job security, benefits, legal barriers, and work-life balance. It argues that current policies, designed primarily for traditional single-job employment, are inadequate for addressing these challenges. The paper proposes policy adaptation and reforms that acknowledge the diversity and complexity of contemporary work arrangements. It suggests the need for flexible and inclusive policies that provide protections and benefits commensurate with the evolving nature of work. This includes revising definitions of employment, enhancing social safety nets, and implementing measures to support work-life balance and career development of hybrid entrepreneurs and individuals holding multiple jobs. Ultimately, this research underscores the urgency of aligning policy with the changing realities of work to ensure that all workers, regardless of their employment arrangements, have access to fair and equitable working conditions.

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## Introduction

In the evolving modern labour market, it is becoming increasingly evident that many individuals do not hold a single job at a time. Instead, a growing number of workers often combine two or multiple jobs simultaneously. For instance, the phenomenon of hybrid entrepreneurs, which entails the simultaneous mix of self-employment

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(entrepreneurship) and wage employment, has gained traction in the academic literature (Asante, 2021; Demir et al., 2022; Kurczewska et al., 2020; Solesvik, 2017). Meanwhile, moonlighting – working more than one job at a time, often involving a second job outside regular working hours to earn extra income – has become a popular work arrangement among workers worldwide (Baah-Boateng et al., 2013; Dickey & Theodossiou, 2006; Webster et al., 2019), despite its socio-legal contestations in some countries. Existing research has also pointed to dual-job and multiple-job holding as prevalent and significant characteristics of the labour market in recent years (Abrefa Busia, 2023; Conen, 2020; Dickey & Theodossiou, 2006; Webster et al., 2019). In the United States, for example, it is estimated that approximately 7.2 million workers are classified as dual jobholders (US Bureau of Labor Statistics, 2016).

The rise in hybrid entrepreneurship and multiple jobholders can be attributed to several factors. A notable reason for this phenomenon stems from economic necessity and the rising costs of living. Many individuals take on multiple jobs due to insufficient income or work hours in their primary job and the need to meet regular household expenses or pay off debts (Baah-Boateng et al., 2013; Conen & de Beer, 2021; McClintock et al., 2004). In Ghana, as in other parts of sub-Saharan Africa, an increasing number of employees engage in informal sector economic activities, such as trading, alongside their formal sector jobs to make ends meet (Kamal, 2023). Relatedly, multiple job holding serves as a risk management strategy to diversify income streams (Bamberry, 2012; Boyd et al., 2016; Conen & Stein, 2021). Furthermore, the rise in flexible work arrangements has provided workers with more autonomy, fostering an environment where individuals feel empowered to opt for multiple part-time jobs and flexible roles that enhance their work-life balance (WLB), job variety, personal skill development, and fulfilment (Bouwhuis et al., 2018; Folta et al., 2010). MJH, especially among hybrid entrepreneurs, may be attributed to uncertainty about the entrepreneurial context, and subsequently serves as a safe bridge for those who want to transition into self-employment (Raffiee & Feng, 2014). Technological advancements and globalisation have also contributed to the rise in MJH, leading to more flexible and fragmented labour markets in many countries (Conen & Stein, 2021). For example, information technology (IT) workers can choose to work for a company in their home country while working remotely for another company abroad, thanks to the affordances of modern digital technologies. The rapidly unfolding nature of work in the contemporary labour landscape calls into question the single-job paradigm.

However, existing policy frameworks do not adequately account for the complexity and evolving nature of the labour market, including alternative employment arrangements. Social and public policy enactments, therefore, continue to lag in addressing the needs of a diversified, heterogeneous and complex workforce. Besides, organisational policies remain generally hostile and less supportive of MJH, including moonlighters and hybrid entrepreneurs in many countries (Asante, 2021; Mapira et al., 2023; Sunder, 2022). In general, policy frameworks do not holistically address the unique realities, challenges, and concerns faced by multiple jobholders, such as job security, workplace discrimination, and legal ambiguities regarding their employment status. Again, our understanding of the implications of dual and multiple job holding on the well-being, work-life balance, and health of this group of workers remains limited, which calls for more research to understand the consequences of MJH. As McClintock et al. (2004) highlight, it appears

likely that the effects of multiple-job holding on work-life balance, such as maintaining personal and family relationships and participating in community activities, are more complex than those experienced by individuals who hold only one job.

Furthermore, current policies fail to fully understand and enhance the benefits of multiple-job holding for individuals and families, particularly in terms of key indicators such as increased networking opportunities, financial security, work-family enrichment, flourishing, and neighbourliness (see Kimmel & Conway, 2001; Mapira et al., 2023; McClintock et al., 2004). Communities may benefit from greater community involvement and enhanced economic growth as multiple jobholders contribute to the local economy through increased spending and investment (McClintock et al., 2004). Our paper proposes policy adaptation and reforms that acknowledge the diversity and complexity of contemporary work arrangements. Next, we turn our attention to the challenges faced by multiple jobholders that require urgent attention.

### **What unique challenges do multiple jobholders face in the current labour market?**

Multiple job holders are exposed to a unique set of economic and psychosocial risks. Empirical evidence highlights a strong association between elevated workloads and poor work-life balance among dual and multiple jobholders (Boyd et al., 2016; Campion et al., 2020; McClintock et al., 2004). Multiple jobholders tend to experience heightened work-life conflict compared to single jobholders, due to their concurrent involvement in multiple work-related roles or the combination of wage work and entrepreneurial work (Bouwhuis et al., 2018; Conen, 2020; Webster et al., 2019). Generally, multiple jobholders work more hours, often at 'inconvenient' and unsocial hours, coupled with the additional effort of balancing and coordinating different work and non-work domains (Conen & Stein, 2021; McClintock et al., 2004; Slither & Boyd, 2014). For instance, hybrid entrepreneurial mothers may experience a triple bind of juggling wage work, entrepreneurial work and caregiving roles at home. These intensified role demands across these domains impose significantly unique physiological and psychological burdens for multiple jobholders.

Research has documented the adverse health and subjective well-being effects of MJH on multiple jobholders, including hybrid entrepreneurs. For instance, MJH negatively affects the occupational well-being and performance of multiple jobholders in their primary employment, due to increased role strain, identity conflicts, and chronic fatigue (Asante, 2021; Conen & Stein, 2021; Pouliakas & Wieteke, 2023). For example, a qualitative study by Parham and Gordon (2011) revealed that 67% of second-job teachers felt that it negatively affected their job performance at their primary job. A study on firefighters in the United States found that the effect of work-family conflict experienced from multiple jobs is actually multiplicative in terms of three well-being measures – life satisfaction, physical health, and emotional exhaustion (Boyd et al., 2016). They further emphasise that having a higher work-family conflict in a second job magnifies the effects of work-family conflict from the first job. Some studies have also demonstrated that multiple jobholders experience a higher risk of physical injury at work, burnout and sleep fewer hours per night than single jobholders (Conen, 2020; Slither & Boyd, 2014; Webster et al., 2019).

Furthermore, workers who combine multiple jobs face workplace stigma, discrimination and structural exclusion. Supervisors and co-workers may view multiple jobholders as less committed, reliable, or loyal to their affiliated jobs (Bamberry, 2012; Bouwhuis et al., 2018; Folta et al., 2010). Multiple job holders deviate from normative expectations of ‘full commitment’ to a single employer, which makes them vulnerable to marginalisation in organisational settings (Bamberry, 2012; Van Laar et al., 2019). This perception can result in exclusion from informal networks, prejudices, blame gossip, denial of developmental opportunities, negative performance evaluations and subtle forms of ostracism (Bouwhuis et al., 2018; Campion et al., 2020; Gruber, 2024). For instance, Asante (2021) demonstrates that hybrid entrepreneurs in Ghana may experience stigma due to being perceived as ‘neither fully employees nor fully entrepreneurs,’ leading to exclusion from typical workplace identities, role ambiguity, and limited social integration.

Research in occupational stigma suggests that dual jobholders are vulnerable to social undermining (Asante, 2021), which, according to Duffy et al. (2002), refers to intentional behaviour aimed at hindering the development and maintenance of favourable interpersonal relationships, success in professional endeavours, and a positive reputation. For example, based on multi-source and multi-wave data from hybrid entrepreneurs and their wage work supervisors and team members in Ghana, Asante (2021) found that hybrid entrepreneurs may be socially undermined because their involvement in entrepreneurial activities can conflict with established team norms and expectations for wage work. Co-workers who perceive entrepreneurial activities as distractions or threats to teamwork quality exhibit more social undermining and less psychosocial support, such as withholding help, undermining comments and criticism, exclusion or hostility towards hybrid entrepreneurs. The study further demonstrated that this social undermining was positively associated with turnover intentions and identity conflicts among hybrid entrepreneurs.

Moreover, many multiple jobholders frequently encounter institutional barriers and rigid organisational cultures that restrict or discourage secondary employment. Employers often employ indirect strategies through human resource managerial practices, such as rigid scheduling, mandatory overtime, strict monitoring, expectations of meeting set targets, and disciplinary threats, which make combining jobs impracticable (Bhayana et al., 2024; Bouwhuis et al., 2018). Bouwhuis et al. (2018) conducted a study among Dutch workers to explore their experiences with MJH, revealing that conflicts between work schedules often occurred due to inflexible working hours. Such practices do not accommodate the unique multiple work characteristics of multiple jobholders and hybrid entrepreneurs compared to single-job employees. Again, some employers include explicit, formal contractual provisions – such as exclusivity and non-compete clauses – that legally prevent employees from pursuing outside work, even when wages from their primary jobs are insufficient (Bishara et al., 2015; Stuart & Sorenson, 2003). In India, for instance, significant controversy over moonlighting in the tech industry is commonplace, with companies like Wipro firing employees for taking on second jobs with competitors (Sunder, 2022).

Available evidence indicates that workers, including multiple jobholders, with non-standard work arrangements in their main jobs often face lower job quality levels in terms of income and job (in)security (Conen, 2020; Gruber, 2024; Piasna et al., 2021). Bouwhuis et al.’s (2018) study among multiple jobholders in the Netherlands revealed that

having a temporary or zero-hour contract was a source of financial and job insecurity. In the U.S., Gruber (2024) notes that MJH among gig workers often restricts their access to employer-sponsored benefits, including training and promotional opportunities, pension and retirement schemes, health insurance, and social welfare packages and bonuses. He further stresses that, to date, gig workers in the U.S. have been classified as independent contractors, and as such have only been provided benefits in fairly limited situations (e.g. rideshare drivers in New York City receive workers' compensation, accident support, death benefits, telemedicine, and legal assistance through the Black Car Fund).

Multiple jobholders in many countries face severe job insecurity due to the lack of integrated policy frameworks and inadequate social protection. For example, because MJH is usually not covered by existing policy enactments at both national and international levels, multiple jobholders often grapple with legal issues, inadequate labour protection, a lack of representation, and the abuse of fundamental rights, which compound the structural disadvantages that already characterise multiple jobholding. For example, in Kenya and South Africa, Uber drivers in the gig economy are recognised as independent contractors (or self-employed) and Uber's service-level agreement with them does not recognise collective bargaining, thereby making their work risky, volatile and insecure at the intersection of the formal and informal economies (Anwar et al., 2022). Research indicates that a significant amount of secondary employment occurs in the informal economy, which further exacerbates the socio-economic position of multiple jobholders in the contemporary labour market (Kamal, 2023; Pouliakas & Wieteke, 2023).

### **Catching up with change: blind spots and policy gaps in the era of job multiplicity**

Multiple jobholding has been in existence for a considerable period. Earlier scholarship on this phenomenon examined, among other things, why individuals engage in multiple jobs and their broader impacts on these individuals and their societal relationships (e.g. Sangster, 1995; Shishko & Rostker, 1976). That said, the rapidly evolving labour market has given rise to a surge in non-standard forms of employment, including multiple job holding, and with it, a growing body of research on the topic in recent years (e.g. Cappelli & Keller, 2013; Conen & de Beer, 2021; Mapira et al., 2023). However, a challenge for policy-making and reforms is that academic engagement with the phenomenon of hybrid entrepreneurs and multiple-job holders remains understudied, although it is gradually gaining momentum (Webster et al., 2019; Zickar et al., 2004). Consequently, the general inadequacy of data on the prevalence of multiple job holding, along with limited research on the phenomenon, makes it challenging for policymakers to gain a comprehensive understanding of the evolving landscape of hybrid employment and job multiplicity. This lack of information hinders policymakers' ability to design targeted policies.

Additionally, policymakers require time to gather insights about the complex labour market and adjust policies to address the unique challenges faced by multiple jobholders across various sectors and socio-demographic backgrounds. In South Africa, for instance, the government's efforts to legally recognise and regulate the ride-hailing industry took around a decade to draft and reach the desk of President Cyril Ramaphosa in 2024, under the National Land Transport Amendment Act (BusinessTech, 2025). At the global level, the scarcity of research and the lack of policy coordination regarding MJH across different

countries make it challenging for international organisations and policymakers to gain a comprehensive understanding of the phenomenon. For example, in the US, available evidence suggests that women are more likely to hold multiple jobs than men, and this trend has been decreasing over the past two decades (Wilson, 2015). However, research and journalistic evidence in Ghana indicate a prevalence and increasing trend of MJH as an employment norm, even among the highly educated (see Baah-Boateng et al., 2013; Kamal, 2023). To this end, there is a need for a holistic approach that aids cross-national comparisons of MJH and also broadens our understanding of the global patterns and trends among multiple jobholders, who require critical policy attention. The critical need for evidence-based research to translate research into actionable policy and guide the policy adaptation process cannot be overstated.

Regulatory frameworks have been generally slow to respond and adapt to MJH. Current labour laws and regulations in many countries often focus on single-employer relationships, making it challenging to address the needs of hybrid entrepreneurs and individuals with dual or multiple jobs. The rise of the gig economy and freelancing has become a common global trend, particularly among young workers; however, policies have not kept pace with these changes in many countries. Regarding tax and benefits administration, governments and employers often struggle to adapt existing systems to accommodate multiple jobholders. For example, in the U.S., provision of employment benefits to the growing population of gig workers remains a critical challenge for state governments and employers, given that employer-sponsored benefits have historically been the primary source of protection for most Americans against costs of illness, sickness, short-term income losses due to injury, unemployment and income loss in retirement (Gruber, 2022). Nonetheless, benefits remain tied to the traditional employer-provided model, which is untenable and incompatible with a sector where work is spread across multiple firms, both within and outside the gig economy, and where workers do not work steadily (Gruber, 2024).

Concerning moonlighting, its legal status varies significantly across countries, with concerns about ethics, labour rights, productivity, organisational commitment and loyalty. In some developing countries in Africa and Asia, outdated labour market policies that stigmatise MJH or penalise secondary employment persist in most workplaces, creating additional barriers for those balancing multiple jobs (see Asante, 2021; Sunder, 2022). Conversely, secondary employment is permitted by law in Germany as long as the second job is outside of working hours of the main job (KPMG, 2022). This is in line with the European Union (EU) Directive on Parallel Employment (Article 9), which ensures that an employer neither prohibits a worker from taking up employment with other employers outside the work schedule established with that employer, nor subjects a worker to adverse treatment for doing so (EU, 2019). Overall, while the EU case holds promise for MJH, policy responses have made minimal progress to promote inclusive labour policies and interventions that accommodate multiple jobholders, as evidenced by the lack of labour protections and employment contract restrictions (see Mapira et al., 2023; Sunder, 2022).

Moreover, social and public policies often focus solely on workers in traditional employment or full-time entrepreneurs, with limited attention paid to alternative work arrangements, such as gig work and hybrid entrepreneurship. Existing policies often fail to holistically consider the realities of hybrid entrepreneurs and multiple jobholders,

who frequently straddle these work arrangements. For example, consider a young government worker who switches to providing ride-hailing services (such as Uber, Bolt, or Yango) to clients in their private car after work, which is a growing trend among young workers in many African countries, including Ghana, South Africa and Kenya (see Anwar et al., 2022). That said, public policies in these countries generally view workers in the ride-hailing industry as independent contractors, offering them little to no government support and social protection. In the case of South Africa, ride-hailing drivers have found it difficult to form a union as platform work until a recent legal reform (15 September 2025), was not classified as work under the country's labour laws. Again, Asante (2021) highlights that in Ghana, programmes like the National Entrepreneurship and Innovation Plan (NEIP) only provide some support for start-ups and full-time business owners, leaving hybrid entrepreneurs underserved with limited tailored assistance and flexible support.

Furthermore, addressing workers' issues from a simplistic, single-dimensional lens overlooks how policy changes, such as rigid work schedules or a ban on moonlighting in one's primary job (wage work), can impact their secondary employment (entrepreneurial work). Bouwhuis et al. (2018) provide qualitative evidence on how rigid organisational policies, such as a rigid schedule in one's primary job, affect the job performance, accumulated stress, and work synchronisation of Dutch multiple jobholders in their second jobs. Such crossover effects within the work domain, due to dual or MJH, are often overlooked in policy discussions and enactments, despite being a persistent feature of the contemporary labour market. A comprehensive policy approach is therefore necessary to account for the complexity of job multiplicity, enabling the design of tailored interventions and practical measures that meet workers' needs, lifestyles, and preferences.

At the organisational level, managers and organisations need to acknowledge that some employees may desire to hold multiple jobs or engage in hybrid entrepreneurship. For instance, when founding eBay, Pierre Omidyar was an employee at General Magic (Raffie & Feng, 2014). Concerns over commitment, job performance, and negative organisational citizenship behaviours (OCB) tend to result in some managers and employees being less accommodating and exhibiting discriminatory behaviours towards hybrid entrepreneurs and multiple jobholders, compared to single-job employees (Bhayana et al., 2024; Van Laar et al., 2019). These organisational behaviours and practices, such as rigid scheduling, disciplinary threats, and stigmatisation by employers, disincentivise MJH, making it difficult for these workers to thrive in the contemporary labour market. In an evolving global labour market of boundaryless careers, where a growing number of workers value the flexibility of varying their hours across multiple work settings and over time (Arthur et al., 2005), organisational policies that restrict MJH erode the economic agency and desire for flexible careers of multiple jobholders.

Organisations need to accommodate the realities of MJH and provide institutional support for hybrid entrepreneurs and dual jobholders in their workplaces, including flexible scheduling, removal of exclusivity clauses in contractual agreements and non-discriminatory job benefits. Such policies can enhance the work performance, well-being, and career advancement of multiple jobholders, while also providing strategic benefits to team dynamics and the broader organisation when there is institutional support. Promoting supportive environments that accommodate MJH within organisations can foster better team cohesion and performance, work-related learning, and organisational effectiveness. As Asante (2021) has demonstrated, when team members receive enriching

entrepreneurial experiences from hybrid entrepreneurs, it leads to strong relational identification with these individuals and high psychosocial support for their hybrid entrepreneurial colleagues. While the support of an employee's entrepreneurial intentions may seem counterintuitive for an organisation, Marshall et al. (2019) emphasise that the opportunities for learning in the venture align with other forms of employee development. Webster et al. (2019) further demonstrate that dual jobholders can perform as adequately as their single-jobholding counterparts and do not harm their organisations in terms of lower work engagement, OCB, and job performance. To this end, organisational policies need to be adapted and reformed to enhance the benefits of an inclusive and diversified human resource while addressing the issues associated with MJH.

### **Way forward: promising solutions for policy action**

To advance the policy conversation and address existing gaps and challenges, some promising solutions are urgently needed to improve the situation of multiple jobholders. First, there is a need to revise definitions of employment to align with the rapidly changing and diverse work arrangements in the labour market. Governments (local, municipal, national) and legislators should champion this worker reclassification and implement evidence-based policy revisions that recognise the complexity of MJH, including hybrid entrepreneurship as a prevalent phenomenon (see Folta et al., 2010). For instance, recent court rulings in Spain and Brazil, which have mandated worker reclassification for specific cases for multiple jobholders in the gig economy, are a step in the right direction towards translating into broader legislative reforms (Sáenz-Leandro, 2025). Treating all workers as though they hold single jobs does not do justice to the complex labour market, and this has implications for how they thrive and succeed in the workplace, among other things.

Implementing MJH classifications, for instance, can provide a middle ground between traditional employment and independent contracting. As evident in some countries, such as the U.S., this approach, which has mainly been adopted in the wake of the gig economy, can offer essential protections, including minimum wage and paid leave, without necessarily categorising workers as employees (Sodales Solutions, 2024; Wang et al., 2023). As a further step, labour law reforms can be better positioned to address the unique and complex concerns of workers who are multiple jobholders in traditional and non-standard employment, such as gig workers or those involved in hybrid entrepreneurship. In the U.S., such reforms include proposals for government-sponsored gig worker benefits platforms (GWBP), modelled after the Affordable Care Act exchanges, to provide user-friendly platforms on which gig platforms and workers can contribute to benefits accounts at the state and federal government level (Gruber, 2022, 2024). Such proposals recognise the unique needs of gig workers who operate across multiple platforms, while providing formal benefits to these workers similar to those in single-employer settings.

Second, policy research is urgently needed to advance and guide evidence-based policy-making in the evolving labour market. For example, policy-relevant research should decouple hybrid entrepreneurship from full-time entrepreneurship, aligning with the recognition and implementation of MJH classifications beyond the stereotypical notions of single jobholding. As some critics emphasise, such neglect can lead to

misguided policymaking when hybrid and full-time entrepreneurs are treated alike (Folta et al., 2010; Raffiee & Feng, 2014). In this context, labour market surveys, particularly quantitative research on MJH, should be sensitive enough to capture hybrid activity as uniquely different from self-employment. This can include respondents specifying whether they are employees, self-employed or hybrids in survey research that informs public policy. Additionally, policy research can be conducted to develop multidimensional frameworks and scales (e.g. a MJH scale) that measure workers' involvement in multiple jobs and to assess how it affects their socio-economic outcomes, such as job precarity, work-life balance, burnout and well-being.

As research on the complexity of the contemporary labour market continues to evolve, particularly in the post-pandemic period, there is a need for further studies to fully understand the trends of MJH. For instance, what are the current trends and patterns? Do women still hold dual or multiple jobs than men, and what comparative evidence can be gleaned from a global analysis? Such research can help unearth the gendered inequalities associated with MJH, identify which sectors are more inclined towards this phenomenon, and understand the transitional or permanent nature of MJH. As past research has shown, MJH is comparatively well established in the agriculture and healthcare sectors, with some degree of permanence, whereas those in the hospitality services are generally transitional (McClintock et al., 2004).

Third, social and public policies should ensure inclusive labour market participation for multiple jobholders. Such policies include ensuring that these workers have equal opportunities for career advancement and fair compensation, regardless of their employment arrangements. For example, case studies on hybrid entrepreneurs in France and Sweden reveal gaps in access to targeted business services, loans, or training programmes, which limit entrepreneurial growth and support, particularly for women and those in rural areas (Folta et al., 2010; Xi et al., 2017). It also entails implementing measures to support their work-life balance and economic rights, including prioritising FWAs, hybrid entrepreneurship and mental health support. Since virtually all governments encourage entrepreneurship, implementing policies (such as the removal of non-compete clauses) that facilitate hybrid activity, which is currently actively discouraged (Folta et al., 2010), will be a crucial policy revision that safeguards job flexibility and the economic agency and employment rights of multiple jobholders.

Another area of public policy is to ensure the protection of multiple jobholders against anti-discrimination, harassment and infringement of their human rights by employers and other competitors. For example, in some South African provinces (e.g. Mpumalanga), multiple jobholders in the ride-hailing industry operate covertly based on recommendations from hotel receptionists and close contacts. This is because they are subjected to physical harassment and abuse, including the seizure of their vehicles by established transport union operators until payments are made (between ZAR 5,000-8,000) (Personal interview with a rideshare operator in Mbombela, 25 June 2025). Nevertheless, these gig workers lack social protection and support from the government, including the police, in such instances. In light of these issues, the South African government has introduced a new policy reform, amending the National Land Transport Act, to formally bring e-hailing services, such as Uber and Bolt, under the law as of September 12, 2025 (BusinessTech, 2025). Under the new laws, e-hailing drivers will no longer need to obtain charter permits and metre taxi operating licenses; instead, they will receive an official e-hailing operating

license. According to the government, the laws are being implemented to better regulate the e-hailing industry, following a substantial increase in violence against e-hailing drivers in Soweto and KwaZulu-Natal by taxi associations. Such policy adaptations could protect multiple jobholders in the ride-hailing industry from physical harm and harassment, while also ensuring their human and economic rights.

Policy reforms, including skills training and educational programmes, are also crucial to help multiple jobholders navigate the complex socio-legal requirements of the evolving labour market. Given the legal ambiguities and contestations surrounding multiple job holding in some countries, policies must ensure compliance with labour laws and assist multiple jobholders in navigating the legal requirements and conditions of their work, including multiple employment contracts, dealing with different tax obligations for each job, and navigating global labour markets with distinct regulations, cultural expectations, and employment norms. For example, the taxation administrations of the United States and China signed protocols for the interpretation of Article 19 in the original China-U.S. DTA in 2010, which enables U.S. and Chinese academics in the other's country to stay exempt from individual income tax liability during the first three years of their residency (China Briefing, 2011). Such legislations provide fertile grounds for accelerating coordinated international income tax regulations and cross-border employment for multiple jobholders in the age of job multiplicity.

Fourth, greater stakeholder coordination and innovative partnerships are crucial for developing new tools and policies to address the work needs and economic outcomes of multiple jobholders. For example, in implementing MJH classifications, multistakeholder collaboration can involve municipal and local governments, academics, and policy practitioners in identifying various types of jobholding statuses and their sub-dimensions. They may identify individuals in single, dual, and multiple job-holding arrangements and develop typologies or interventions tailored for different workers. For those in dual or MJH, it is possible to discern how the combination of primary employment (e.g. entrepreneurial work) and secondary employment (e.g. wage work) impacts different socio-economic outcomes. Such stakeholder coordination can facilitate evidence-based policymaking and practice to address the unique challenges of MJH. This collaborative approach can also facilitate effective regulatory governance, monitoring, and compliance, enabling relevant stakeholders to stay up-to-date with the changing labour market.

## Conclusion

Our study offers a critique of current policy frameworks, which lag behind theory and practice in promoting an inclusive labour force participation. This situation arises from the fact that policies often address workers' concerns from a single dimension, assuming that all workers have a single job. However, dual and multiple job holding is a significant feature of the evolving labour market, and it calls for urgent policy attention to address this concern. We have sought to examine the policy gaps and challenges, as well as propose some promising solutions and measures to enhance the well-being and employment concerns of multiple jobholders and hybrid entrepreneurs. It is hoped that these can advance policy discussions and processes to reflect the evolving and diversified labour market.

## Disclosure statement

No potential conflict of interest was reported by the author(s).

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