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Sarika Sharma, Sonica Rautela

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Moonlighting intentions from IT professional's perspective: mediating role of organisational commitment

Sarika Sharma

Symbiosis Institute of Computer Science and Research (SICSR),
Symbiosis International (Deemed University),
Pune, Maharashtra, India
Email: sarika4@gmail.com

Sonica Rautela*

Symbiosis Centre for Management Studies (SCMS),
Symbiosis International (Deemed University),
Pune, Maharashtra, India
Email: sonicaonnet@gmail.com
*Corresponding author

Abstract: Indian IT sector employees' perspective on moonlighting is unexplored and requires attention. The current study aims to understand the perspective of Indian IT professionals' moonlighting intention. The mediating effect of organisational commitment on job satisfaction and moonlighting intentions is also explored. A theoretical model is proposed, and data was collected from 233 Indian IT professionals via a self-designed structured questionnaire to test the proposed model empirically. Path analysis using SEM was conducted to test the proposed hypotheses. For data analysis, IBM AMOS 22.0 software was used. The empirical synthesis of the study reveals that monetary benefits and personal factors significantly impact moonlighting intentions while other variables, i.e., KSA enhancement and job satisfaction, have no significant impact. The study results reveal that organisational commitment does not mediate between the variables job satisfaction and moonlighting intentions. The findings provide insights into the moonlighting intentions of employees and the factors that influence their intentions.

Keywords: moonlighting intentions; IT professionals; organisational commitment; India.

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Biographical notes: Sarika Sharma is a Professor at the Symbiosis Institute of Computer Studies and Research, Symbiosis International (Deemed) University, Pune, India. She is a member of the university's computer studies faculty board of studies. She has teaching and research experience of 20 years. She is the author of six books on data mining for CRM, project risk management, and information technology management. She has more than 50 research publications in international and national journals of repute and has presented

her research work in various conferences. She is a Research Supervisor for PhD and four of her students got the degree awarded. She is a life member of professional bodies like the Indian Science Congress.

Sonica Rautela is an Assistant Professor at Symbiosis Centre for Management Studies and completed her doctoral degree from the Symbiosis International (Deemed to be University) Pune, Maharashtra, India. With a Master's in Business Administration, she has more than ten years of teaching experience at the postgraduate and undergraduate levels. For her, teaching is a passion rather than a profession. Her interest areas include social media, new product development, and e-learning. She has also published research papers in reputed journals.

1 Introduction

While we live in a world witnessing the 'fourth industrial revolution', i.e., Industry 4.0, the world is poised for the next big leap, i.e., the 'fifth industrial revolution', or Industry 5.0 (Raja Santhi and Muthuswamy, 2023). On one hand, Industry 4.0 is characterised by the amalgamation and intensive usage of modern technologies while on the other Industry 5.0 emphasises human centricity (Golovianko et al., 2023). The paradigm of Industry 4.0 involves the convergence of cutting-edge information and communication technologies (ICT). It encompasses megatrends such as augmented and virtual reality, artificial intelligence (AI), big data, the internet of things (IoT), enhanced automation in various manufacturing processes (Liao et al., 2017), and cyber-physical systems. Industry 4.0 has steered changes and touched multiple aspects of human lives. The changes are not limited to the macro-environmental elements such as social, cultural, economic, or environmental but also micro aspects of human life such as teaching-learning, entertainment consumption, shopping behaviours, etc. Industry 5.0 places more emphasis on research and innovation that are sustainable, resilient, and human-focused. According to Frost and Sullivan, Industry 5.0 is 'a model of the next level of industrialisation characterised by the return of manpower to factories, distributed production, intelligent supply chains, and hyper customisation, all aimed to deliver a tailored customer experience time after time'. Thus, Industry 5.0 aims to include two crucial missing elements, i.e., the inclusion of humans and sustainable development (Raja Santhi and Muthuswamy, 2023).

Organisational culture has also witnessed a paradigm shift due to changes in the digital environment and its impact on work culture (Kanchana, 2022). The pandemic of COVID-19 created a 'global crisis of unprecedented comprehensiveness affecting the personal and professional lives of individuals worldwide' (Kay and Brender-Ilan, 2022). It also leads to the rise in the gig working culture. Gig working culture or 'gig economy' is a term coined by the former New Yorker editor Tina Brown who defined it as 'a bunch of free-floating projects, consultancies, and part-time bits and pieces while they transacted in a digital marketplace' (Kanchana, 2022). With the gig working culture's growth, moonlighting has become the buzzword in the modern business world. Moonlighting or holding multiple jobs is 'the practice of working for a second job additional to the primary job, which is done either at the cost of primary job working hours or in the free time after that' (Seema et al., 2021). Past literature has connoted moonlighting as 'multiple job holding, dual practitioner, portfolio worker, plural

careerist, hybrid worker, and gig economy work' (Campion et al., 2020). Also, previous literature has cited various motives behind moonlighting by employees. Broadly these motives can be bifurcated into two categories – pecuniary and non-pecuniary (Aswini et al., 2017). Pecuniary motives involve monetary benefits (MB), while non-pecuniary motives are oriented towards benefits that are non-economical.

Moonlighting is more prevalent in IT (Seema and Sachdeva, 2020). The main reasons for the same are the options to work from home (WFH), flexible working hours (Aswini et al., 2017), the inherent nature of IT jobs which requires no or minimum physical presence, innovation in working style and culture and organisations provisions/initiatives related to work-life balance' (Seema et al., 2021). In India moonlighting in IT sector has emerged as a 'hot button issue in the industry, which employs over 5 million people directly' (Ishwarbharath, 2022). The heated debate around moonlighting has divided the industry, with few companies accepting it and other companies and top management criticising it. Recently, companies and top officials of many IT companies operating in India have voiced their stances against moonlighting. They refer to moonlighting as unethical, a violation of trust, and a conflict of interest. Many companies have taken strict actions, warned employees against moonlighting, signed an agreement stating that employees cannot work for any other company, and clarified various terms and conditions of employment to their employees. Few companies have taken a bit gentle approach allowing moonlighting but with the proper declaration, and transparency to the company. However, this is only one side of the story, i.e., employer or company perspectives. The perspective of employees cannot be ignored. A detailed analysis of factors that contribute to moonlighting intention is vital to understanding moonlighting behaviour as intention leads to actual behaviour in individuals. Also, moonlighting directly or indirectly contributes to the economic development of a nation and therefore has gradually become a mutually beneficial practice in the mainstream of the labour market especially in developed and developing countries.

As already mentioned, in India, moonlighting is more prevalent in the IT industry, and therefore, the perspective of IT sector employees about moonlighting requires more attention. Interestingly, this is largely unexplored, and the studies, if any, are either non-empirical or limited to one geographical region of India (Seema et al., 2021; Seema and Sachdeva, 2020) only. Which factors contribute to moonlighting intention is an exciting area to explore. Also, is there any role played by the individual's organisational commitment (OC) in moonlighting intention? This is an interesting question worth exploring. The current study aims to understand the perspective of Indian IT professionals on moonlighting intention.

1.1 Research gap and questions

Moonlighting in India has become a hot topic of debate in the IT industry and can rightly be implied as 'a double-edged sword' for employees (George and George, 2022). On the one hand, there are benefits to employees that can be economical, personal, or cognitive. On the other hand, moonlighting may lead employees to get terminated from the job or face legal action for breach of the job contract. However, moonlighting as an area of academic research has not yet gained substantial interest from the academic fraternity in India. Few studies have presented a non-empirical or comprehensive review of moonlighting in the Indian IT industry. However, this is not sufficient as the Indian IT

industry has evolved as an ascent of financial power for the Indian economy in the last couple of decades. In 2022, 7.4% of India's gross domestic product (GDP) was from the IT-business process management (BPM) industry. It is also estimated that the compound annual growth rate (CAGR) of 11–14 will take the industry's value to a whopping USD 350 billion by 2026 (Sharma, 2023). Thus, any phenomenon impacting the IT sector and becoming the 'hot button' will impact the Indian economy directly and indirectly. In other words, the empirical research into this area is not sufficient. According to Betts (2004), the under-research in this area is because of the challenge associated with identifying moonlighters, irresolution in disclosing one moonlighting status, and the low response rate. These challenges are also valid in today's scenario, especially in the Indian context. In addition, the various theoretical frameworks available in this area of research were grouped into two categories, i.e., economic/financial approaches and individual/dispositional approaches by Betts (2004). Studies in the past have covered moonlighting in various areas/sectors/domains such as employees of public hospitals (Md. Sabron and Abu Hassim, 2018), teachers (Mulokozi, 2015; Winters, 2010; Santangelo and Lester, 1985), the entire nation or economy (Piasna et al., 2021; Wu et al., 2009; Guariglia and Kim, 2006; Kimmel and Conway, 2001), physicians and nurses (Russo et al., 2018; Socha and Bech, 2011). However, a detailed empirical study in India or on Indian employees is rare and difficult to trace. Interestingly, few researchers have tried covering the Indian IT professional's perspective; however, they have either covered only a particular geographical region in India (Seema et al., 2021; Seema and Sachdeva, 2020) or are not specific to any industry and exploratory (George and George, 2022; Vyas and Pareek, 2015). Thus, a gap exists, and a study is required to bridge the gap, making a pan-India study critical.

Also, the commitment of employees toward their organisation is a forerunner for the growth and sustainability of any firm. OC is also a 'precursor to employee engagement' (Mahanta and Goswami, 2020). The commitment of employee towards his/her organisation may impact his/her intention to engage in moonlighting behaviour. Thus, understanding the role played by the individual's OC in moonlighting intention is an interesting question worth exploring. To summarise the present study tries to fulfil the above-mentioned gap and seeks to answer the following questions:

RQ1 Do monetary benefit, knowledge, skill, and abilities (KSA) enhancement, personal factors, and job satisfaction (JS) affect moonlighting intentions (MI)?

RQ2 Does OC impact MI?

The above-discussed research question led us to the following research objective for the study:

RO1 To study the impact of monetary benefit, knowledge, skill, and abilities enhancement (KSAE), personal factors, and JS on MI.

RO2 To study the impact of OC on MI.

2 Literature review and development of conceptual model

2.1 MB and MI

Moonlighting intention involves multiple motives/reasons. However, one of the most cited motives/reasons in the past literature about moonlighting intention is the financial benefits of doing multiple jobs (George and George, 2022; Campion et al., 2020; Md. Sabron and Abu Hassim, 2018; Aswini et al., 2017). Moonlighting can be a means to earn additional income to secure the desired lifestyle (Lyle, 2015), and the financial benefits aid individuals in making ends meet (Bhengu, 2001). Studies have reported a substantial percentage of moonlighters taking a second job due to economic hardship (Kimmel and Conway, 2001) or work hour constraints, (i.e., unable to work the number of hours primary job that may fulfil their financial goals) faced by an individual in his/her primary job (Doucette and Bradford, 2019; Hyder and Ahmed, 2009). A study by Mulokozi (2015) on secondary school teachers reveals low or insufficient salaries and a lack of incentives as critical reasons for teachers moonlighting or engaging in secondary jobs. Similarly, a study conducted on public sector employees in Ghana found that income supplements and retirement planning were the key reasons for employees to moonlight (Acheampong, 2022).

According to Abraham and Houseman (2019), secondary jobs or moonlighting plays a vital role in the economic well-being of minorities, the less educated, part-time involuntary job holders, independent contractors, and the individual who are unemployed. The aggregate income from the second job is generally modest. However, it helps many households to make ends meet. Conen (2021) advocated that moonlighting or multiple job holdings lower the risk of 'in-work poverty for all types of workers'. Also, individuals are more likely to engage in moonlighting in the early stages of their life, and individuals with more labour market experience generally moonlight for financial reasons rather than non-pecuniary reasons (Dickey et al., 2011).

The above discussion leads the researchers to formulate the following hypothesis:

H1 Monetary benefit has a significant impact on MI.

2.2 KSAE and MI

Moonlighting provides individuals with an extra income and other benefits such as training (Betts, 2005), experience, expertise, etc. Therefore, MI is also influenced by an individual desire to seek new KSA. Individuals 'seek new skills and learn new challenges to improve their primary job performance' (Md. Sabron and Abu Hassim, 2018). Moonlighting is a common phenomenon in employees who want to maximise their exposure, enhance their skill set and explore alternative career options (George and George, 2022). Amde et al. (2018) stated 'multiple job holding helps increase income and expand the scope of experience and expertise of educators, which contributes to enhancing the quality of academic engagement in the main institution'. Moonlighting can also allow individuals to accumulate skills and expertise in other occupations (Baah-Boateng et al., 2013). Researchers in past studies have found that engaging in a second job may enable individuals to 'practice, build and maintain skills' related to their

primary occupation and aid them to transit to new careers and growth opportunities (Russo et al., 2018; Arora, 2013).

The above discussion leads to the formulation of the following hypothesis:

H2 KSAE has a significant impact on MI.

2.3 Personal factors (PS) and MI

MI depends on personal factors such as entrepreneurial motivation, social recognition, self-realisation, autonomy, personal financial risk management, and independence an individual enjoys (Block and Landgraf, 2016). The systematic literature review conducted by Campion et al. (2020) yielded three main categories of motivation for engaging in moonlighting. Interestingly, career development and psychological fulfilment have emerged as critical categories besides financial, which emerges as the most reported reason. Also, career motivations have been found to be more predictive of the likelihood of moonlighting when compared with finances (Dickey et al., 2015; Wu et al., 2009).

Few studies in the past have found a strong relationship between the individual choice to pursue entrepreneurial activities and moonlighting (Guariglia and Kim, 2006; Kimmel and Conway, 2001). Also, career recognition has significantly impacted employee choice of multiple jobs (Hennekam, 2017). A study by Md. Sabron and Abu Hassim (2018) found that personal factors had a positive relationship and significance in employees' engagement in moonlighting. It is well-known that individuals who feel that their aspirations and passion cannot be satisfied by their primary job engage in secondary jobs to achieve these (Caza et al., 2018). Demographical factors and personal context also influence moonlighting behaviour. It has been observed that moonlighters are generally younger than full-time job holders and are often male. Also, they perceived less educational fit with their primary jobs and were less satisfied with extrinsic rewards (Bennett et al., 1994). The personal context, i.e., the personal characteristics of the individual and the reasons for moonlighting, also affects the individual experience with moonlighting. In a study conducted by Bouwhuis et al. (2018) on Dutch workers aged 45 years and older, it was found that moonlighting experiences varied from positive to negative and are influenced by individual job characteristics such as social support at work as well as personal context like age, motives to moonlight, ability to make changes in their situation as and when desired, etc. Demographic factors and personal context do not fall under the scope of the present study and therefore were omitted.

It is also important to note that company layoffs, terminations, and job cuts have become a global phenomenon in today's volatile business environment. The recent layoffs by companies like Twitter, Meta, Byju's, Ola, Tencent, etc. have raised concerns about the security of jobs. Moonlighting allows individuals to minimise the risk associated with job loss. In case of job loss or the unavailability of the primary job, the second job can be accepted to meet the basic needs (George and George, 2022). Thus, the researchers hypothesise that:

H3 Personal factors have a significant impact on MI.

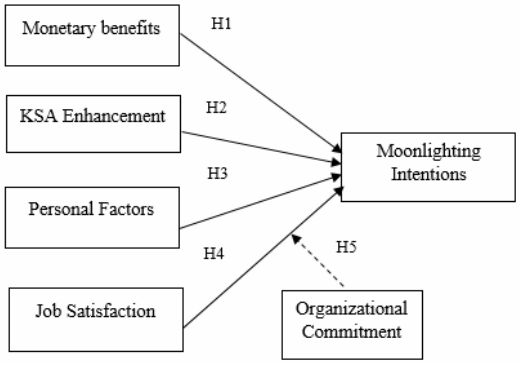
2.4 JS and MI

JS is a multifaceted phenomenon defined in multiple ways in past literature. One of the most cited definitions is of Locke (1976, p.1304), who defined JS as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. According to Judge and Klinger (2008), JS is 'the subjective well-being at work'. In other words, JS defines an individual's gratification from their job and job-related aspects. Hulin and Judge (2003) were of the view that JS includes 'multidimensional psychological responses to one's job', and these responses include three components, i.e., cognitive (evaluative), affective (or emotional), and behavioural.

Studies in the past reveal that most employees who get engaged in moonlighting look forward to JS in their secondary jobs. This is because they needed help to achieve JS in their primary jobs (Seema et al., 2021). Acheampong (2022) believes that JS and enrichment, when not found at the primary job, expressively affect employees' moonlighting behaviour. A study conducted on South African nurses reveals that moonlighting predicts the intention to leave (Rispel et al., 2014), which can also signify job dissatisfaction. A significant impact of moonlighting on JS was also noted by Ara and Akbar (2016) in their study on university teachers. This leads researchers to the following hypothesis:

H4 JS has a significant impact on MI.

Figure 1 A conceptual hypothesised research model



2.5 The mediating role of OC

The high rate of attrition is a challenge faced by most organisations in today's world. The commitment of employees toward their organisation is a forerunner for the growth and sustainability of any firm. OC also is a 'precursor to employee engagement' (Mahanta and Goswami, 2020). The relation of OC with moonlighting has seized the attention of researchers in the past. In a study by Seema and Sachdeva (2020), an OC was inversely related to MI of individuals, i.e., the individuals with high OC show low MI. The results were similar to a study on blue-collar workers by Jamall (1986). Koomson et al. (2017) conducted a study collecting data from Senior High School teachers in Ghana. The study aims to understand the effect of financial stress and moonlighting on teacher attrition. The study's findings showed higher attrition by teachers who moonlight. The reason is

that their moonlighting behaviour reduces their commitment, and what likely follows is to leave. In fact, moonlighting predicts the intention to leave (Rispel et al., 2014). Thus, we can hypothesise that:

H5 OC mediates between JS and MI.

All the hypotheses mentioned above resulting from the literature review are portrayed as a hypothesised conceptual research model (Figure 1). The presented model is tested empirically, and the outcomes are shown in the subsequent section of the paper.

3 Methodology

The research method adopted for this study is quantitative. The researchers have designed a questionnaire to collect data about all six factors in the proposed model. A total of 22 questions/items are included in the survey instrument (Appendix). The questionnaire was designed with the help of literature considering previous similar studies (George and George, 2022; Campion et al., 2020; Md. Sabron and Abu Hassim, 2018; Aswini et al., 2017; Dickey et al., 2011; Russo et al., 2018; Arora, 2013; Baah-Boateng et al., 2013; Brayfield and Rothe, 1951; Seema and Sachdeva, 2020; Mowda et al., 1979). An expert view on the survey instrument was taken, and some of the items of the survey instrument were modified accordingly. The scale used for most items is Likert's agreement scale (5: Strongly agree to 1: Strongly disagree). For the role of mediating variable, i.e., OC, a dichotomous question was asked to record the response.

Table 1 Respondents' profile

Description	*Values*	*Frequency*	*Percent*
Age	20–25 years	25	10.7
	25–35 years	98	42.1
	35–50 years	74	31.7
	More than 50 years	36	15.5
Gender	Female	141	60.5
	Male	92	39.5
Professional experience	Below five years	34	14.5
	5–10 years	98	42.1
	10–20 years	75	32.2
	More than 20 years	26	11.2
Education level	Post-graduate	169	72.5
	Under-graduate	64	27.5
Salary per annum	Up to 5 Lacs	37	15.8
	5–10 Lacs	116	49.7
	10–20 Lacs	52	22.3
	More than 20 Lacs	28	12.1
Total		*233*	

Respondents included in the study were information technology (IT) professionals who continue to work in IT companies and tend to indulge in moonlighting activities. The respondent's profile is presented in Table 1. The respondents were contacted through e-mail/telephone, and the electronic form questionnaire was shared to collect their responses. The authors administered the questionnaire, and follow-up was taken occasionally. The duration of the data collection was September 2022 – December 2022. All the questions were mandatory, and 233 filled responses were collected, which were considered for the data analysis.

The sampling method used is convenience sampling, a non-probability sampling technique where a sample is taken from a particular group of people that are convenient to contact. Respondents in the study are from all parts of India. After data collection, software SPSS 22.0 and IBM Amos 20.0 were used to analyse the data. The initial data coding was done in excel and later passed to SPSS for testing. The appropriate tests were conducted (presented in later sections of this paper) on the data, and inferences were drawn.

4 Data analysis

The theoretical model proposed in the previous section is to be tested empirically. The impact of factors, MB, KSA enhancement, personal factors, and JS is analysed on the intentions of employees' moonlighting. Also the role of OC is to be tested as mediator between JS and MI.

The data analysis was done using the IBM Amos 22.0 software in two steps. The first step comprises construct reliability through convergent and discriminant validity, and the second step measures the path coefficients' strength and significance. The first stage is measurement model analysis, and the second is structural model analysis. Initially, the model fitness was tested using the fit indices suggested by Hair et al. (2010). Model fit indices are generated as an outcome of confirmatory factor analysis (CFA, see Figure 2) and are presented in Table 2 with their acceptable range/values. The indices: Chi-square/degree of freedom (CMIN/DF), comparative fit index (CFI), and Tucker-Lewis index (TLI) are used for the goodness of fit. Root mean square error of approximation (RMSEA) is used for the badness of fit. The table shows that all the fitness indices are in the suggested range; therefore, the model is fit for further data analysis. The model validities are presented in Table 3 and Table 4.

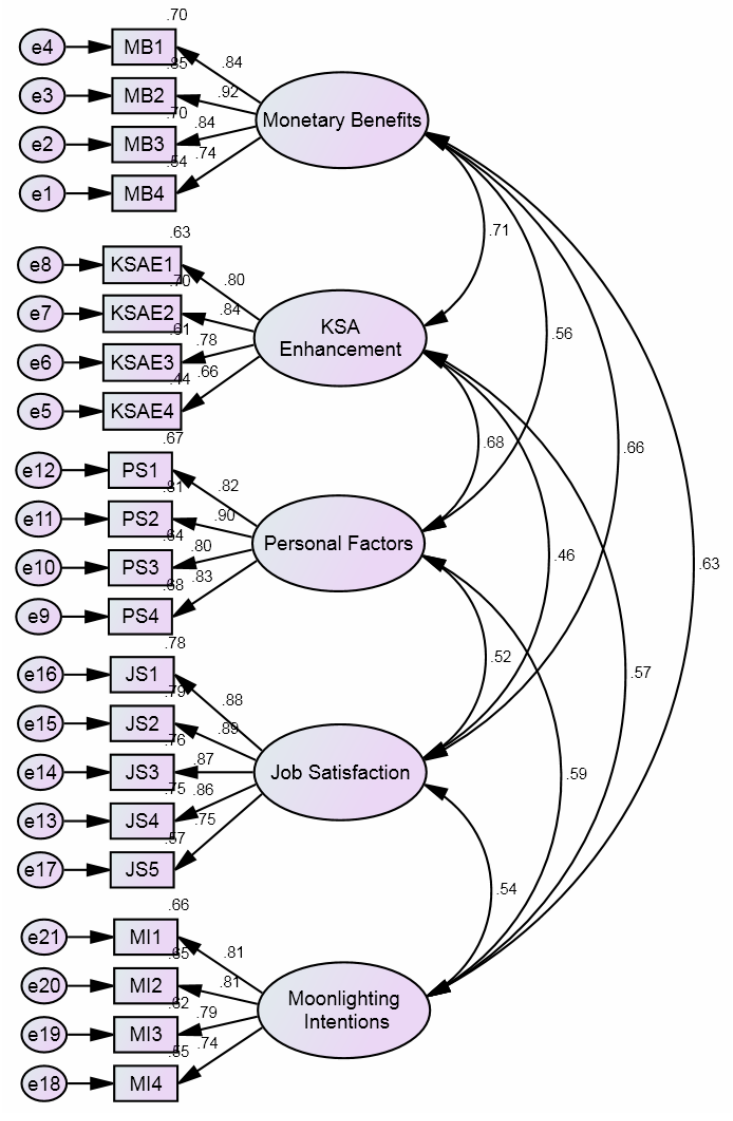
Table 2 Measurement model indices

Index	*Value obtained*	*Suggested range*
CMIN/DF (Chi-squared)	1.466	< 3
CFI	0.944	> 0.9
TLI	0.934	> 0.9
RMSEA	0.069	< 0.1

For content validity, a rigorous literature review was conducted, and the conceptual model was proposed with the help of relevant literature. The opinion of two matter experts in the field was sought and incorporated during the model and questionnaire design hence addressing and meeting the content validity issues. The reliability of the

measurement instrument is tested by using Cronbach's alpha (CA), the value of which should be greater than 0.80 for all constructs (Fornell and Larcker, 1981). The reliability analysis was carried and the values were obtained for CA for 22 items from the sample taken for the study. Cronbach's value for the study was 0.83, indicating a high internal consistency level for the scale used in the questionnaire.

Figure 2 Confirmatory factor analysis (see online version for colours)



The convergent validity is measured with:

a composite reliability (CR), whose value should be in the range of 0.70 and 0.90 (Jöreskog, 1971)

b with average variance extracted (AVE), which should be above the threshold value of 0.5 (Hair et al., 2010)

c CR should be greater than AVE.

Table 3 Item loadings, CR and average variance explained

Construct	*Items*	*IL*	*CR*	*AVE*
Monetary benefits (MB)	MB1	0.84	0.938	0.701
	MB2	0.92		
	MB3	0.84		
	MB4	0.74		
KSA enhancement (KSAE)	KSAE1	0.80	0.901	0.597
	KSAE2	0.84		
	KSAE3	0.78		
	KSAE4	0.66		
Personal factors (PS)	PS1	0.82	0.927	0.703
	PS2	0.90		
	PS3	0.80		
	PS4	0.83		
Job satisfaction (JS)	JS1	0.88	0.964	0.725
	JS2	0.89		
	JS3	0.87		
	JS4	0.86		
	JS5	0.75		
Moonlighting intentions (MI)	MI1	0.81	0.903	0.621
	MI2	0.81		
	MI3	0.79		
	MI4	0.74		

Table 4 Correlation matrix and roots of AVEs for discriminant validity

	MSV	*MaxR(H)*	*MI*	*MB*	*KSAE*	*PS*	*JS*
MI	0.402	0.870	*0.788*				
MB	0.511	0.921	0.634	*0.836*			
KSAE	0.511	0.866	0.570	0.715	*0.773*		
PS	0.461	0.911	0.595	0.561	0.679	*0.837*	
JS	0.440	0.936	0.544	0.663	0.460	0.516	*0.853*

Note: Correlations among constructs are represented by off-diagonal values.

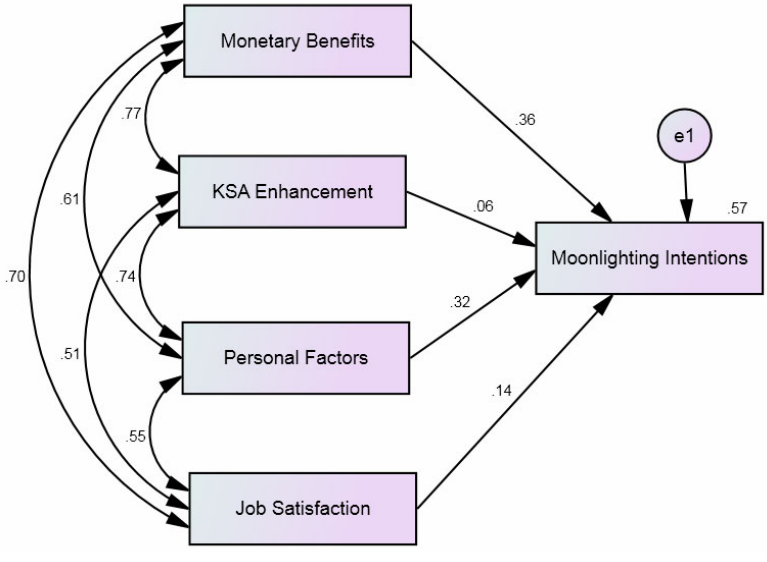
In this study, the CR values are above 0.70, which is within the acceptable range; AVE values are above the threshold value of 0.5, and CR > AVE for all the constructs. For discriminant validity, AVE > MSV, whereas MSV stands for maximum shared variance. Therefore, it can be stated that convergent validity and discriminant validity were

achieved for the model (Table 3 and Table 4). Further analysis using SEM was conducted.

4.1 Path analysis using structural equation modelling

The second stage of analysis is called the structural model assessment. Under structural model assessment, authors conducted 'path analysis through a series of regression equations to assess their significance (Hair et al., 2010)' exhibited in Figure 3.

Figure 3 Path analysis (see online version for colours)



The results were analysed with hypotheses and are presented in Table 5.

Table 5 Results of SEM

Outcome	*Predictor*	*Hypothesis*	*Path coefficient (β)*	*Significance ($p < 0.05$)*
Moonlighting intentions ($R^2 = 0.57$)	Monetary benefits (MB)	H1: MB → MI	0.36	Yes
	KSA enhancement (KSAE)	H2: KSAE → MI	0.06	No
	Personal factors (PS)	H3: PS → MI	0.32	Yes
	Job satisfaction (JS)	H4: JS → MI	0.14	No

From Table 5, it can be interpreted that MB and personal factors do have a positive and significant impact on MI. Hence, it proves Hypotheses H1 and H4. The other variables, i.e., KSA enhancement and JS, do not significantly impact the MI as per the results obtained.

4.2 Mediation effect of OC

The mediating effect of OC was analysed between variables 'JS' and 'MI'. The respondents are asked whether they are committed to the organisation and are putting efforts into the same. The responses are recorded as a categorical variable with the response of 'yes' or 'no'. The data set was split on the basis of the variable 'OC', and then the Z test was carried out. The values of the Z test were compared with the standard value for acceptance and rejection (see Table 6). The mediating role of 'OC' (yes or no) can be expressed as:

- Moonlighting intentions = $a + b_{(Yes)}$ (Job satisfaction).
- Moonlighting intentions = $a + b_{(No)}$ (Job satisfaction).

where a is the intercept and b is the independent variable's regression coefficient, 'JS'. For the null hypothesis H0: $b_{(Yes)} = b_{(No)}$, the decision rule is if $Z < 1.96$, hypothesis H0 is accepted and can be interpreted that there is no difference exists for 'OC' for 'JS' and 'MI'. Hypothesis H5 is presented in Table 6, where the obtained value of Z is 1.009. From Table 6, it can be interpreted that 'OC' does not play a mediating effect between the variables 'JS' and 'MI'.

Table 6 The mediating role of variable 'OC'

Organisational commitment (OC) *Yes: 61* *No: 172*	*B (OC-Yes)*	*B (OC-No)*	*Standard error (OC-Yes)*	*Standard error (OC-No)*	*Z value*
Between JS and MI	0.506	0.324	0.148	0.103	1.009

5 Discussion and conclusions

The advent of the fourth industrial revolution, i.e., Industry 4.0 (further enhanced by the pandemic of COVID-19) has impacted the organisational work culture. Term like online e-lancing, plural careerist, hybrid worker, multiple jobs holding, dual practitioner, portfolio worker, or gig work is becoming the new normal for today's novel virtual work arrangements. With the growth of the gig working culture, moonlighting and related practices have also grabbed the attention of academicians, researchers, and management. Moonlighting or holding multiple jobs is preceded by moonlighting intention. The present study attempts to understand the Indian IT professional about moonlighting intention. The study aims at understanding whether monetary benefit, KSAE, personal factors, and JS affect MI.

The empirical synthesis of the present study reveals that MB has a significant impact on MI. The results align with past studies' research findings (George and George, 2022; Campion et al., 2020; Md. Sabron and Abu Hassim, 2018; Aswini et al., 2017; Fitchett et al., 2016; Dickey et al., 2011) that reinforces the notion that in most cases, MB serve as a primary motivator to engage in secondary jobs. Also, wage differential has been cited as a significant predictor of sector choice to work as well as the desire to moonlight. In fact, the desire is higher in individuals who face greatest wage gap (Bedi, 1998). This was

also found true for Indian IT professionals in the present study where monetary or financial benefits play the role of key determinants in defining moonlighting intention. It is also important to note that the pandemic of COVID-19 has also accelerated the financial problems. Moonlighting was used by individuals (irrespective of their gender) to deal with financial difficulties faced due the COVID-19 pandemic (Asravor, 2020).

The results of the present study confirm that personal factors have a positive and significant impact on MI. The finding reveals that personal factors such as risk-taking ability need for social recognition, desire to engage in entrepreneur activity in the near future, individual need for independence and autonomy, self-realisation, etc. serve as trigger points for MI. Similar results were also found by a few past studies in various other geographical locations and employees of different sectors (Md. Sabron and Abu Hassim, 2018; Block and Landgraf, 2016). A study by Guariglia and Kim (2006) in Russia reveals a positive correlation between previous experiences as a moonlighter with becoming self-employed and pursuing self-employment as a primary job in due course of time. In fact, Guariglia and Kim (2006) advocated moonlighting 'as an effective incubator for setting up new self-employed/entrepreneurial businesses in the official economy (that) might provide long-term benefits to the economy in spite of its possible negative effects'. Moonlighting allows individuals to mitigate the risk arising from the immediate shift from one job to another. It allows individuals a smooth and easy transformation of secondary job into the primary job.

Interestingly, the empirical result of the present study discloses that other variables, i.e., KSAE and JS, were not having any significant impact on the MI. The results are quite surprising and different from previous findings. For example, a study conducted by Engelbrecht et al. (2019) on nurses who engage in moonlighting reported 'low risk for burnout, and high levels of compassion satisfaction and work engagement' which leads to the emotional well-being and satisfaction in them. Moonlighting has been viewed as a 'human capital-enhancing activity' enabling individuals to accumulate all the necessary skills and information required in the new job (Guariglia and Kim, 2006). McCue et al. (1990) reported the positive experiences and opinion regarding moonlighting of residents and fellow 'hybrid university/community hospital internal medicine residency program'. Moonlighting was associated with providing an opportunity to acquire skills and knowledge aiding in career-related decisions (Kawakami, 2019). The differences in results can be attributed to the fact that the study's population differs from previous studies. The results also open a novel and interesting avenue for further exploration.

Employees' commitment towards their organisation plays an important role in enhancing the productivity of a firm. Moonlighting impacts the OC in a negative manner (Joseph and Ambily, 2019) One of the aims of the present study was to understand whether OC impacts MI or not. The study results reveal that 'OC' does not mediate between the variables 'JS' and 'MI'. The results are entirely in contrast with the study conducted by Seema et al. (2021) on '161 IT professionals working in the North Indian IT hubs of NCR Delhi and Chandigarh'. The difference can be due to the different sample groups (Pan-India in present research) or post-pandemic psychological or behavioural changes in IT professionals. However, future research on a larger sample will be required to justify the same.

6 Limitations and future research

The current research study has tried to approach the topic holistically. However, it does not claim to be free from limitation. Firstly, the study was conducted after gathering data from a restricted sample of IT professionals in India. Therefore, the study's results must be comprehended carefully before generalising it to the larger population. The possibility of the result being different when a larger sample is considered is also there. This also presents the scope to conduct the study in different geographical areas and incorporate more diversified data. The second limitation is that the study focuses on understanding the effect of monetary benefit, KSAE, personal factors, and JS on MI. However, moonlighting intention may be affected by other important workplace and behavioural correlates which are not part of the present study. This also opens doors to another exciting area to explore in the near future. Also, to provide better comprehension mediations and moderation effect of various variables of interest on MI of the employees can be found.

7 Practical implication to Asian business

Moonlighting is a complex phenomenon and is characterised by multiple drivers, motives, processes and actors. It affects individual, organisation and society at large. Also, there is economic implication of moonlighting. For example, in majority of cases moonlighting is unrecorded and unregulated economic activity and thus, suffers from the absence of strong accountability mechanism. Past studies have confirmed that it is less likely that moonlighters report their income (Averett, 2001). In other words, there is no legal framework that regulates or guides the moonlighting of employees. This clearly implies for an urgent need for a moonlighting policy that is comprehensible, ethical and legitimate.

The highlights of 'reimagining work and rewards survey' by Willis Towers Watson (2022) revealed that 'far-reaching workplace changes, tight labour markets and governance concerns are prompting employers to rethink work, total rewards and careers'. Also, 78% of the employers are facing challenges in attracting talent while almost half reported difficulties in retaining employees. According to the survey, talent challenges are expected to continue across all categories in the near future also (Willis Towers Watson, 2022). Therefore, in light of all these workplace changes employers need to emphasise on optimising employees work and job design, offering a flexible work arrangement to attract agile workforce, redefining careers and providing a secure environment to enhance the employees' experience. In the context of Indian IT industry, the heated debate around moonlighting has divided the industry, with few companies accepting it and other companies and top management criticising it. Recently, companies and top officials of many IT companies operating in India have voiced their stances against moonlighting. They refer to moonlighting as unethical, a violation of trust, and a conflict of interest. Many companies have taken strict actions, warned employees against moonlighting, signed an agreement stating that employees cannot work for any other company, and clarified various terms and conditions of employment to their employees. However, this is only one side of the story. The perspective of IT sector employees about moonlighting requires attention. Top management should look at the perspective of

employees and then act. Ignoring employee perspective may cost companies losing some good employees and may harm company reputation also. This requires organisations to develop new strategies, approaches and competences.

It is also vital to note that the majority of working population now and in near future comprises of Millennials and Gen Z whose perception and mindset about work and workplace is quite different from previous working generation. A survey of 2,608 participants from India (93% of these participants were full-time employees) conducted by PwC revealed that 34% of respondents believe they are extremely/very likely to change their job as compared to 19% globally (Gautam, 2022). Also, 32% plan to leave the workforce. Interestingly, millennials are most likely to switch jobs with 37% confirming to do so in next 12 months. The survey also reveals that Gen Z are less likely to quit, however 33% of them are likely to ask for reduce number of working hours. The main reason cited for doing so for lack of new learning opportunity and upgradation of technical skills. These results have a profound consequence for organisations and their human resource strategies. Employers need to work towards creating an organisation that is fit for future workforce. This also indicates a strong need to inculcate employee's viewpoint so that there is a better and greater alignment between employer as well as employee perspective. This also implies that organisations must rethink on their policies related to dual job holding or moonlighting and may create an environment to mitigate conflict of interest.

The growth of digital outsourcing platforms that provide short-term project-based services has also escalated moonlighting. The future holds tremendous opportunities for such jobs and companies. In other words, the gig economy or freelancing jobs are inevitable in today's digitalised world. The growth in gig-companies like Uber, Lyft, Zomato, Airbnb, etc. will further escalate the number of such jobs. Therefore, companies need to change and redefine its working environment.

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Appendix

Table A1 Survey instrument

	Construct (Source)
1	Monetary benefits (MB) (George and George, 2022; Campion et al., 2020)
	MB1: I think engaging in secondary jobs gives individuals more financial freedom.
	MB2: Supplementary income is essential to secure one's desired lifestyle.
	MB3: The income from a secondary job contributes to the economic well-being of individuals.
	MB4: In today's world, secondary income is necessary to meet the needs of individuals.
2	Knowledge, skill, and abilities enhancement (KSAE) (Russo et al., 2018; Arora, 2013)
	KSAE1: I think doing a secondary job enhances the knowledge of individuals.
	KSAE2: I think doing multiple jobs expands the experience and expertise of an individual.
	KSAE3: I feel engaging in a second job may enable individuals to practice, build and maintain skills.
	KSAE4: I think engaging in a secondary job may lead individuals to transit to new careers and growth opportunities.
3	Personal factors (PS) (Campion et al., 2020; Block and Landgraf, 2016)
	PS1: I firmly believe that engaging in secondary jobs enhances the social recognition of individuals.
	PS2: I think engaging in secondary jobs minimises the risk associated with job loss.
	PS3: I think engaging in secondary jobs gives psychological fulfilment to individuals.
	PS4: I feel a secondary job gives individuals an avenue to enjoy their creative freedom.
4	Job satisfaction (JS) (Brayfield and Rothe, 1951)
	JS1: I like my job, so I am never bored.
	JS2: I feel pretty well satisfied with my present job.
	JS3: Most days, I am enthusiastic about my work.
	JS4: I think I like my job better than average people do.
	JS5: I find real enjoyment in my work.
5	Moonlighting intentions (MI) (Seema and Sachdeva, 2020)
	MI1: I would like to take a second job apart from my primary job if provided with an excellent financial opportunity.
	MI2: I search for part-time job opportunities that interest me.
	MI3: I would like to pursue my passion/hobby other than my current job in the near future.
	MI4: A job with better growth opportunities always attracts me.
6	Organisational commitment (OC) (Mowda et al., 1979)
	OC1: I am willing to put in a great deal of effort beyond what is normally expected to help this organisation be successful.
	1 Yes
	2 No