

# A Study on the Factors Influencing Moonlighting among Employees

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## ABSTRACT

*Moonlighting is the practice of employees doing several jobs or two completely separate occupations. According to study, public servants frequently held side employment. But, the reality is that before dedicating fully to their primary responsibility, public workers should control their wants with accuracy. This study looks at the factors influencing employees when engaging in relevant practices like moonlighting. The research method used in this study may be referred to as a causal investigation, and it tries to identify the crucial elements related to the practice of employee moonlighting. Respondents received self-questionnaires in order to get important feedback regarding this part of the job. Moreover, Bandura's (1997) social psychological feature Theory is utilized and modified in this study (personal variables, environmental influences, including both public and private spheres). Using advanced analytical methods and applied mathematics, the results are analyzed. For the purpose of this study, analytical methods were utilized, including multivariate analysis, correlational analysis, and correlation.*

**Keywords:** Moonlighting, Behavioral, Environmental, Personal, Job Satisfaction

## INTRODUCTION

In today's dynamic and evolving workforce, the concept of moonlighting, or engaging in secondary employment alongside a primary job, has gained considerable attention. As individuals seek to navigate the complexities of modern employment and pursue diverse avenues for income generation,

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the practice of moonlighting has become a prevalent and intriguing phenomenon.

The landscape of work has witnessed significant transformations in recent years, driven by technological advancements, shifting economic landscapes, and changing societal norms. Traditional notions of a single, linear career path have given way to a more fluid and multifaceted approach to employment. Against this backdrop, moonlighting has emerged as a compelling area of research, capturing the attention of scholars, employers, and employees alike. Working a second job after regular business hours is known as moonlighting. As a result, an individual may perform a regular 9 to 5 job as their main source of income while also working nights at another employment to supplement their income.

The fact that moonlighting is linked to several important employee behaviors, such as job happiness, has led to its rising popularity. In the field of education, particularly in public sector institutions, moonlighting is a developing trend (Lambert, 2003; Lambert et al., 2009). People who moonlight are said to do it for monetary, intellectual, or social motives. Moreover, employees are now an organization's main source of sustained competitive advantage in today's competitive market, predicting employee loyalty and happiness is essential (Cooper-Hakim & Viswesvaran, 2005). The ability of a firm to compete and survive in the market depends on how happy its employees are at work. The employee of an organization plays a crucial role in the achievement of its objectives and effective functioning. How frequently employees take on side employment reveals how satisfied they are with their companies. Also, one can look into the factors that lead people to moonlight by analyzing the relationship between work satisfaction and moonlighting (Consolata Mulokozi, 2015).

Employees who are unhappy with their primary job's working hours or conditions may decide to hunt for additional employment on top of their existing position. How content an employee is with their work at the company has been discovered to have an impact on whether they decide to seek out a second job or decide to remain in the same position. Moonlighting may be a result of the labor market because insecure workers use it as a way to lower their risk of losing their jobs due to an increased sense of insecurity, while it may also be a way for others to find fulfillment through the acquisition of new skills or credentials (Tetty, 2006).

Understanding employee motives, attitudes, and variables that lead them to moonlight is one of the research's main goals, as is determining how moonlighting affects their primary employment, work-life balance,

and general well-being. The results of this study will add to the general discussion on moonlighting behaviours and offer useful insights for both employees and employers. By examining the practice from various angles, we seek to provide a comprehensive understanding of why individuals engage in moonlighting, how it impacts their work-life balance and job performance, and what broader implications it holds for individuals and organizations.

This study aims to bridge existing gaps in the literature by providing a comprehensive analysis of the motivations behind moonlighting, its effects on various industries, demographics, and cultures, and the implications for individuals and organizations. Through a mixed-methods approach, including surveys and interviews, we explore the diverse aspects of moonlighting and offer insights into its complexities.

## LITERATURE REVIEW

A growing desire for flexibility to mix primary employment and other jobs with family and personal requirements, as well as an increase in financial stress brought on by diminishing incomes, can be seen in the prevalence of moonlighting. The three main areas of this study are behavior, personal component, and environment factor. About 40% of people who moonlight claim to have taken the second job due to financial difficulty. Also, doing a second job reflects the employee's decision to engage in entrepreneurial pursuits while retaining the financial security provided by the first position (Kimmel et al., 2000). Working at the first job may give the employee the qualifications to land a second, higher paying job (Kimmel et al., 2000). Also, the second employment might bring you some enjoyment that you don't get from your first job in the same quantity or style. The costs and advantages of both employment, which may include the value of leisure that was foregone, were more intricate than the monetary compensation received. This optimal behavior—basically moonlighting—best explains why employees chose to take two jobs.

Public sector professionals and managers moonlight more frequently (Semion et al., 2019). According to his research, working a second job encourages disloyal and dissatisfied employees, inspired paperwork, a leisurely attitude about one's job, unproductive leadership, and unsuccessful organizational rules. Additionally, he urged that the government should come up with the required countermeasures to outlaw moonlighting in the public sector. The patterns of moonlighting

activity among male and female professors are varied. There were disparities in the type and frequency of moonlighting activities according to remuneration (Betts, 2011).

### Environment Theory

There are internal and external environmental influences. The external environment consists of a variety of elements, such as geography, technology, politics, law, and economics. Depending on the financial stability and organizational culture of a firm, the internal environment can either have a positive or negative impact on its performance or profitability (Wathern, 2013). Employees have supplemented their primary job compensation with moonlighting money that is provided on a fee-for-service basis as a coping mechanism for the financial stress they endure (Jumpa, 2007). There is a personal element to this learning environment. This element explains why people behave differently even when they appear to be in the same setting and to be going through the same experiences. Worker exploration of some of their possible interests is encouraged by environmental factors. This explains why troublesome behaviours might occasionally increase or decrease following any alterations to an employee's life, their typical day, or the people who help them. The theory of environment further suggests that the set can be allocated to either time the market, work that generates income and satisfaction, work that generates income and satisfaction, or work that generates income and satisfaction. It also suggests that the set can be allocated to time at home or on leisure activities that are satisfying but do not generate income. This study made the assumption that the Theory of Triadic Impact was initially responsible for explaining these factors—environment, individual traits and behaviours, and self-efficacy. The explanation of this theory in terms of intrapersonal behaviour demonstrates how effects from intrapersonal, social, and cultural domains can be split into three categories that meet up with one another. The self-efficacy theory states that these variables impact how confident a person feels about engaging in a certain behaviour, such as carrying out duties provided by an employer. A social influence is a comparable flow inside the interpersonal stream of the Theory Triadic Influence (TTI) (Flay, Snyder & Petraitis, 2009). The interpersonal stream begins with the ultimate-level features of one's immediate social environment, which are essentially outside of an individual's control.

According to the Theory of Reasoned Action, social factors form social normative notions about a specific conduct or perceptions of

societal demands to exhibit a particular behaviour. According to Flay, Snyder and Petraitis (2009), the cultural-environmental stream of the Theory of Triadic Influence is the third stream and follows the same format as the first two streams. It starts with broad cultural traits including political, economic, religious, legal, mass media, and policy contexts, which are generally outside of an individual's influence. The proximal levels of all streams (self-efficacy, social normative ideas, and attitudes) may, of course, appear to some readers as intrapersonal elements. These affective/cognitive aspects, however, which come from interpersonal (social situation, social normative ideas) or cultural environmental (culture environmental, attitudes) components are differentiated from those that come from within the person (biology/personality, self-efficacy) are distinguished from the latter. Each and every stream in the Theory Triadic Influence terminates in affective/cognitive components (such as self-efficacy, social normative beliefs, and attitudes), which then have an impact on the most nearby affective/cognitive predictor of action and intents. The theory also acknowledges that modest effects on one path are frequently used as a mediating factor for influences on another path. In addition, the Theory of Triadic Impact acknowledges that engaging in a behaviour may have affected the feedback and changed the underlying causes of the behaviour (Flay, Snyder & Petraitis, 2009).

### **Personal Theory**

When seen from a personal perspective, employees' personal qualities and features are taken into account while forming coherent expressions of their emotions, ideas, and behaviours. When asked why they moonlight, most employees state that they do so primarily for financial reasons. Workers have confidence in their capacity to function in a variety of settings. From an employee's point of view, a personal aspect would be their level of mental and physical well-being as well as their basic necessities. Nonetheless, it is thought that personal factors have a role in a variety of work-related concerns, such as the benefits people stand to get from their actions. Personal aspects in this study take into account employees' wants and needs. Basically employees need some return value such as money that can give them comfort and quality of life. If they were to receive favorable comments, they would do anything. Also, employees are constantly denying routine activities that they perform on a daily basis and are less inclined to regard themselves positively. For instance, Lyle (2015) found in a study that they seemed to balance employees'

personal needs with the demands of their primary job's daily activities. While some departments forbid moonlighting, others support it as a way to supplement meager salary. The most often cited justification given by moonlighters (30–35%) is that “they must meet the usual household expenses.” Because of the longer utility level that moonlighting allowed for, upwards-hours-constrained people were obtained, and as a result, second job earnings were lower than first job wages ( $w_2 < w_1$ ). The scenario is different for employees who are not restricted by the number of hours they can work because, in theory, they can choose any time to work at their first employment. Yet, the “heterogeneous occupations” argument contends that other perks or benefits that come with either job are more important than salaries.

Moonlighting pay may be equivalent to or less than that of a primary employment (Heineck, 2009). It has been noted that employees working for various organisations have personal aspirations in addition to pursuing organisational objectives. Moonlighting was found to have a considerable impact on employees' personal objectives. The data revealed that people wanted to advance within their current organisational structure. Income growth and promotion were found to go hand in hand. The independence one experienced as a professional was discovered to be one of the personal goals. They look for new challenges and skills to learn in order to perform better on their principal jobs. Also, a high level of satisfaction was attained when an employee felt that he had some freedom and that his work performance was trusted at the company (Akbar, 2016). As a result, it may be concluded from this study that some businesses are employing moonlighting to delay layoffs until the economy recovers; many moonlighting employees depend on their hours to get by when their primary job is unavoidably unavailable. Moonlighting is a vital (and frequently the only) resource for many workers during hard economic times. Moonlighting is encouraged by environmental trends while other benefits are maintained important to working families. Individuals shouldn't be punished for trying to improve their lives or those of their families. They deserve praise for exerting every effort to provide food and shelter for their families.

### **Behaviour Theory**

The definition of behaviour in terms of employees is how they act towards other people. When workers are treated like people, they adapt to their unique work environment positively and become more productive.

Employee behaviour varies depending on the profession and workplace, say Kreitner and Kinicki (2006), because situations and work environments vary. There isn't much research on moonlighting perspectives regarding behaviour theories in this study. Employees' self-efficacy, which is described as their assurance that they can plan or deal with situations in their workplace efficiently, has an impact on behaviour as well (Esmaeili & Hashim, 2014). Also, mood and feelings have an impact on behaviour, which affects everything from an employee's capacity for good decision-making and productive work as a positive result on job performance (Gong et al., 2009).

This study concurs that an employee's sense of personal fulfillment can have an impact on their behaviour. Also, this personal characteristic influences whether or not specific employee behaviours change. Every decision that employees make is initially influenced by personal motives. The ability of employees to manage their personal needs is also thought to be crucial for exhibiting good behaviour. In addition, employees' ability to manage their personal demands may be unstable. Maslow's Hierarchy of Needs states that the need for esteem drives behaviour. Both internal and outward esteem are possible. Individuals are motivated by their internal need for respect and by their external demand for approval from others (external). When a company offers employees the chance to progress in their careers and demonstrates their appreciation, giving raises based on performance and granting status symbols (such as titles) helps employees meet their desire for esteem (Koltko et al., 2006).

## **RESEARCH GAP**

It was necessary to elaborate on important study-related themes during the literature review. Many of these studies, however, were carried out outside of India and aimed to look at how employees' work performance was affected by moonlighting. The few studies that were done in India focused on employee motivation variables rather than only the ones that the present study will specifically look into. The study on moonlighting had not been approached properly, and more crucially, it was not yet known in India that employees' moonlighting had any substantial impact on their performance at work. This conclusion may be drawn based on the literature that has been evaluated. The goal of the current study was to fill this information gap by examining the impact of employee performance on moonlighting habits. The key objectives of the study are a) to identify

factors responsible for moonlighting among employees' performance and b) to determine impact and relationship between moonlighting, and job satisfaction.

## RESEARCH METHODOLOGY

A well-designed, structured questionnaire used in the study was circulated to potential respondents via several social media channels. The gathered data was then entered into an excel sheet so that SPSS could be used to analyze it. The responses were converted into numbers for additional analysis in order to utilize the data that had been gathered. This is done to assess the validity of the survey's items and gauge how closely connected the modified items are to the original items (Bryman & Bell, 2019). The mean of the specially created items utilized in the questionnaire was also tested. The strongest things should be determined based on correlation and the 26 reliability tests into new variables was beneficial for the study before conducting simple linear regression. Moreover, a Pearson correlation was conducted.

Primary data was collected by conducting a survey by distributing questionnaires to 70 employees in India. These 70 employees were from different age groups, different income levels, different occupations and different education qualifications. Secondary data was collected by referring various journals, websites and books. Data collected was analyzed using statistical tools such as Correlation. This study employed a descriptive survey since it combined qualitative and quantitative methodologies. According to Fraenkel and Wallen, a descriptive survey is a research endeavor that presents current conditions without exploring the relationships between the variables (2000). Its design doesn't try to empirically change anything; it just deals with phenomena as they are (Best & Kahn, 2006). Moreover, descriptive surveys are used to gather factual data, data on attitudes and preferences, data on beliefs and predictions, data on past and present behavior and experiences, and information on factors of interest (Cohen, Manion & Morrison, 2000). Descriptive questionnaires were used in this study to gather information about elements of interest, factual data, respondent attitudes, preferences, and experiences with employees moonlighting.

Because of this methodology, the researcher was able to collect data using a questionnaire and a documentary review. The data collected included a range of topics, including the forms and nature of moonlighting

activity, how it affected workers' performance at work, and organisational controls over the behavior. Descriptive survey designs, according to Omari (2011), are highly analytical, conceptual, and inferential, reflecting actual situations through contrasting groups of respondents' ideas, attitudes, and experiences. This is one another argument in favor of doing descriptive research. As a result, a descriptive survey, which combines qualitative and quantitative methods for comprehensive and in-depth information, was helpful in this study's data collection and analysis.

## **DATA ANALYSIS PROCEDURE**

According to Kothari (2004), data analysis entails editing, coding, classifying, and tabulating the gathered data. The researcher used both qualitative and quantitative data analysis methodologies in this study. Content analysis would be applied to qualitative data, specifically to replies from interviews, documentary reviews, and open-ended questionnaire questions. This method essentially entails reading all of each respondent's written comments carefully and repeatedly, underlining the key points, and then determining the essence of each response. This made it possible to examine the qualitative parallels and discrepancies among the respondents' thoughts. Answers would be grouped according to basic meaning and similarity, with each grouping representing a different method of knowing. Excel was used to categories, tally, and compute quantitative data from questionnaires into frequencies and percentages. Hence, information would be presented methodically in tables for simplicity of interpretation and discussion.

### **Qualitative Analysis**

In a qualitative content analysis of data, several common patterns of thoughts may emerge. These patterns reflect recurring themes, concepts, and perspectives expressed by the participants during interviews. When we spoke to an IT employee, they mentioned that "No matter how much we earn, for me keeping my passion and working towards my interests also matters. So if would look out for opportunities where I would get the chance to work on them". A person working in PSU has mentioned, "Generally having less job satisfaction/ engagement, stagnation in the learning process" as their reason to go for moonlighting. An engineering sector employee went on saying "My reason to moonlighting would be

not getting enough recognition and respect for the work and efforts I put. The pay at work also matters but it will be secondary”.

Another person working in a private sector bank, mentioned that “I think the compensation is the main reason for moonlighting. The extra bucks that could be made doing a second job is the main reason to go for moonlighting”. The above mentioned are a few opinions expressed by the interviewees when asked about their reasons. While the specific patterns depend on the data analysis, here are some potential common patterns that emerged:

- *Financial Motivation:* Many employees engage in moonlighting due to financial motivations, such as the need to supplement their income or pay off debts. Moonlighting is seen as a means to achieve financial stability or fulfill specific financial goals.
- *Work-Life Balance:* Participants expressed concerns about the impact of moonlighting on work-life balance. Balancing multiple jobs and commitments led to increased stress, fatigue, and difficulty in managing personal and professional life.
- *Skill Development:* Some employees perceived moonlighting as an opportunity to develop new skills or gain additional experience outside their primary job. Moonlighting allows individuals to explore different industries, roles, or projects that align with their interests and career aspirations.
- *Impact on Primary Job Performance:* Participants’ thoughts varied regarding the impact of moonlighting on their performance in their primary job. Some believed that moonlighting enhances their skills, motivation, and productivity, leading to improved performance in both jobs. Others expressed concerns about divided attention, reduced energy, or conflicts of interest that could potentially compromise their performance in the primary job.
- *Job Satisfaction and Fulfillment:* Participants discussed the relationship between moonlighting and job satisfaction. Moonlighting provided a sense of fulfillment, autonomy, or creative expression that may be lacking in their primary job. On the other hand, some individuals felt overwhelmed or dissatisfied with multiple job commitments, leading to decreased job satisfaction.
- *Organizational Policies and Support:* Participants reflected on the organizational policies and support surrounding moonlighting practices. The presence or absence of clear guidelines, restrictions,

or support from employers influenced employees' perceptions and decisions regarding moonlighting.

- *Ethical Considerations:* Participants may express thoughts about the ethical dimensions of moonlighting, such as conflicts of interest, confidentiality concerns, or potential violation of contractual agreements. The perceived ethics of moonlighting varied depending on the industry, job role, and organizational context.

## DISCUSSION

It is essential to investigate the variables that lead to employees moonlighting when examining the impact of such practices on employee performance. The term “moonlighting” describes the practice of working a second job in addition to one’s primary job. A side business, freelancing work, or part-time employment can all count as this additional work. We may divide the factors that are more closely related to moonlighting into three categories: behavioral, environmental, and personal. Let’s look more closely at each category:

### Personal Factors

- *Financial Motivation:* One of the main internal forces that push people to moonlight is a need for money. To deal with financial difficulties like excessive living costs, debt repayment, or unforeseen financial commitments, employees may look for supplementary income.
- *Career Advancement:* Some people may take up a second job as a way to learn new skills, investigate various industries, or follow their entrepreneurial dreams. In addition to their primary employment, moonlighting might offer opportunities for personal and professional advancement.
- *Environmental Factors:* Employees who feel insecure about their future with their current employer or who perceive a lack of job stability may moonlight to supplement their income or provide a safety net.
- *Economic Conditions:* When the going gets tough economically, people may turn to moonlighting to supplement their income or make ends meet. Economic circumstances like a recession or a competitive employment market can enhance this chance.

### Behavioral Factors

- *Work-Life Balance:* Employees who struggle to strike a good work-life balance may choose to moonlight in order to complete personal or family obligations or pursue hobbies that their primary job does not permit.
- *Entrepreneurial Orientation:* Some people have an innate entrepreneurial spirit and are driven to moonlight in order to test company concepts, develop a network, or lay the groundwork for other entrepreneurial ventures.

		Correlations			
		Behavioral factor	Personal factors	Environmental factors	How strongly or weakly do these factors affect moonlighting
Behavioral factor	Pearson Correlation	1	-.059	-.271*	.042
	Sig. (2-tailed)		.670	.047	.762
	N	54	54	54	54
Personal factors	Pearson Correlation	-.059	1	-.557**	-.014
	Sig. (2-tailed)	.670		.000	.920
	N	54	54	54	54
Environmental factors	Pearson Correlation	-.271*	-.557**	1	.030
	Sig. (2-tailed)	.047	.000		.831
	N	54	54	54	54
How strongly or weakly do these factors affect moonlighting	Pearson Correlation	.042	-.014	.030	1
	Sig. (2-tailed)	.762	.920	.831	
	N	54	54	54	54

\*. Correlation is significant at the 0.05 level (2-tailed).  
 \*\*. Correlation is significant at the 0.01 level (2-tailed).

From the above table where a correlation between the three factors and the range these factors push an employee to go for moonlighting, we can see that the Pearson coefficient for the personal coefficients is negative but for the behavioral and environmental factors is positive. So these two factors have a positive correlation on how strongly these factors lead to moonlighting. Of these two factors, the behavioral factors have greater impact than the environmental factors to push an employee to go for moonlighting. It means factors like, work life balance or those who have entrepreneurial orientation tend to go for moonlighting more. Employees working in organizations with improper work life balance go for moonlighting to pursue something they like as a hobby and those with entrepreneurial orientation want to moonlight with those organizations that are having better work conditions, to develop network

or learn how the organization is built and working so that they can put some of those to use in their entrepreneurial journey. If we look at the economic factors such as employees who feel insecure in their job or feel a lack of instability with their current employer go for moonlighting. Those who are currently going through tough economic times also are going for moonlighting. Hence we can say that the behavioral factors and the environmental factors have greater effect or lead to moonlighting according to the survey conducted.

## CONCLUSION

Moonlighting is considered as a high value competitive advantage in the business world. Also few companies have allowed moonlighting until they do not contradict with the company policies. Some other companies are very adamant on accepting this policy and have given pink slips to those employees who have turned to moonlighting. It is true that doing two jobs gets hectic, demands most of the employee's time, they are willing to do moonlighting caused by behavioral, personal and environmental factors. While it might not be entirely true that moonlighting drives employees with new found enthusiasm, it does affect one's performance to some extent. Hence it is entirely up to the employee how he/she balances their personal and professional life.

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