



## An empirical study on the effects of Moonlight in IT industry, With special reference to Software Companies in Chennai, Tamil Nadu

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**Abstract:** It is imperative but still essential to note that a small proportion of Indians work at two jobs or more, a recent economical survey 2021 reveals; they do so predominantly for financial reasons such as paying off Home loans, Automobile loans and regular expenses, and also exploring new careers while still holding on the primary employment. The present study aims at analyzing the **effect of Moonlighting on Employee Intentions** and the mediating effect of **Organizational Growth** and how the employee is satisfied with his job while moonlighting. Between these two variables **Employee Intentions** and **Organizational Growth**, practicing alternative employments is an important segment in the sequence of employees' sustainability. Sustainability have been a fact of discussion since past; primarily relating with attitudes, intentions and growths for the ultimate consequence of Organizations' turnover. However in today's virtual working mode, it is important to consider analyzing the relationship of employee's attitudes with this sustainability cognition sequenced before approaching the company's turnover stage. To be more precise, "Moonlighting" will ultimately affect the turnover of the organization and employee sustainability. This paper proposes to identify the research gap of analyzing the **effect of Moonlighting on Employee Intentions and Organizational Growth**. SPSS AMOS version 21.0 software has been used to execute analysis for the research framework on a sample of 159 Software /IT professionals working in the Chennai City IT hubs. In the present study, three hypotheses have been employed for examining the relationships among the variables Moonlighting, Employee Intentions, Organizational Growth and Job Satisfaction. The results identified that **Organizational Growth** has an **intervening** effect between **Moonlighting** and while **Job Satisfaction** shows no significant impact on **Moonlighting**. Impact on **Employee intentions** show a very significant **proportionate** relationship with **Moonlighting** to cope up with the present job and take up and additional job as well and to maintain the work-life balance.

**Key Words:** Moonlighting, IT Employees, Intentions, Growth, Job-Satisfaction.

### 1. INTRODUCTION:

In India, "Moonlighting should not be a problem. We live in a world where a certain amount of discipline and time management exists. So, as long as an employee is achieving the set productivity and efficiency targets and is not doing anything against the ethics of the company, therefore Moonlighting should not be a problem," quoted by the Managing Director and CEO of Tech Mahindra Mr. CP Gurnani, while lending his voice to the "ongoing" debate on "moonlighting" that has recently developed in the Indian IT industry post pandemic; speaking at "India@100" Economy Summit, organized by "Business Today" during the month of September 2022. The aforementioned phrase may sound favorable to the employees, but it is not a healthy practice for organizations to encourage the online moonlighting platforms, gig working, E-lancing and dual employment strategy that have become synonymous in the IT Industry.

Ironically today, with decreasing employment opportunities all over India, individual workers with low income level can no longer sustain in one particular job. To cope with this challenge, moonlighting becomes unavoidable for employees working in almost all the sectors. In this connection, After the covid-19 pandemic that created a remarkable crisis which worsened the jobs and careers of individuals, government of India adopted economic and administrative reform measures immediately. Also the currency devaluation during 2016, global epidemic curfew during 2020 and inflation that reduced job opportunities and pay scales workers to meager level that lead to a deep unrecoverable pit stop. This is time where the brains of employees drained towards and moonlighting and that became the only option the hour for recovery. Later on the ethical issues were raised by the organizations to the morality behind the practice of moonlighting. Moonlighting is nothing but holding a second job, may be night, or with work from home for a different company in addition to the primary day job (Witzel, 1999). Moonlighting will provide workers abundant alternative



economic resources to cope with as high income, qualified training and benefits (Ficator, 1991; Henry & Rogger, 1986). Also the opportunity to change in behavior, perceptions and decisions may impact their performance, sustainability, satisfaction and company turnover in the primary jobs (Aebi, 1998; Davey & Brown, 1970, Habbe, 1957). Factors influencing moonlighting may vary among individuals by the predominant factor, which is the Economic factor which the main reason for opting moonlighting. Working more than one job will supports in meeting regular expenses and pay off debts, also a creates desire to save for the future. Few other principal reasons for moonlighting is to gain experience to build up a business and a desire to get experience from different domain of work.

In the U.K., Alden (1971) states in his research findings that a higher incidence of multiple job holdings existed in the rural regions of the UK. Moonlighting may sound familiar among the Millennial but it has been in existence from few decades ago.. However, self-employment dominated for a secondary job. Emotional attachment has also one of the reasons for moonlighting proved from the works of Lundberg (1995) who suggested that job holding cannot be explained by words, however individuals develop emotional attachment to a specific sector and a job that makes them to reject offers fetching higher earnings in different industries.

During 1995 in New Zealand, Taylor Little and MC Crosstie explored that holding multiple jobs served vital source of additional income which sustained the farm income after the farm crises during 1980s in the country. Later, Baines and Newel (2003) found that holding multiple job gradually became normal aspect of life involving in farming and regular work-life, which made it complex than the justifications that were givein during 1995 towards sustainability and job satisfaction.

In Russia, moonlighting established an associated with risk and return. Ehrlich (1973); Shishko and Rostker (1976) in their research submitted the fact that if the moonlight jobs are associated with higher risk, then the returns are subject to be higher. Comparing the previous work, the house hold will definitely allocate some time to jobs in the informal sector, in order to maximizing the returns, provided going through high risk. Further still, in India, Krishman (1990) emphasized the role of Job satisfaction and employment in opting for moonlighting decision.

## 2. LITERATURE REVIEW:

**Definition of Moonlighting:** According to the opinion of Witzel (1999) regarding moonlighting is employed at several job, may be at day or night, in addition to the primary job and according to Betts (2005) simply give plain definition to moonlighting as having more than one job, usually part-time, in addition to full-time job. These two definitions implies two different opinions on a single fact. First, multiple job holdings relate to IT sector alone. While analyzing differently, those that work in formal sector and secondly, it is restricted to those working at night for higher payment in the in IT or Software sector. The question then is whether those who work informally holding multiple jobs can be categorized as moonlighters?

Answers revealed to these this question by Betts (2005) himself and Witzel (1999) limited their scope. In view of this, the definition of Danzer (2008) is adapted that Moonlighting is working outside a organization's regulation and additional employment that takes more than 36 additional hours per week. He also recently added that the concept of moonlighting has been expanded to include activities such as self-employment, investments, Stocks trading, hobbies and other interests which generate additional remuneration without pain. Besides, he also insisted that perception of moonlighting is a fixed growth outside the regular work which is sufficiently broad, because of the mode that it may take differ from time to time and it is difficult to identify. Furthermore, moonlighting is no longer a casual additional job for the under-paid software industry employees, but also develops a career strategy for professionals. A growing number of young managers are opting to divide their work load by moonlighting and designate to consultants, self-employed entrepreneurs etc., Such delegated jobs increases their income and also provides new open doors for experiencing diversity in their lives. Moonlighting also include such activities in providing extra security, especially in their times, payoffs among middle managers.

The real-time problem defined by Ashwini et al., (2017) is both the developed and developing countries face the dynamics of moonlighting in their own perspective of gig economy. In both economies, Software and Information Technology industries has witnessed a significant rise in the moonlighting practices among its employees due to the provision of recent friendly work-life-balance initiatives which converted moonlighting to become an important labor market phenomenon.

Sangwan (2014) explored in his finding that moonlighting can have several motives but the individual decides about the nature of their moonlighting practice i.e. steady or temporary. Moonlighters preferring to sustain always practice moonlighting for a particular longtime benefits and do not aspire to temporarily take up additional jobs while



in their primary occupations. Through temporary moonlighting, career shifts and gaining requisite experience is being focused and after gaining requisite skills the individual quits the moonlighting.

Many citations regarding most common reason for practicing moonlightings in the literature is seen as financial need. However non-financial priorities that rose through the contemporary lifestyle persuade individuals towards choosing to be on multiple jobs at the same time to fulfill their needs of the hour.

Azim (2016) identifies in the research that important stakeholders of any organization are employees they to be regarded the most. Employees can be the game changers of success and failure of their organizations as they can impact the organizational setup. Blau (1964) defines that the relationship between employee and employer corresponding to the organization can be seen from social exchange for a significant period of time. Hogg & Terry, (2000) talks about the Social Exchange Theory (SET) in their study which the most widely used theoretical concept for explaining the relationship between the organizational perception and employees' behavior reacting to the dynamics of the organization. According to SET, Employee social behavior is the random result of exchange in process between two employees or an employee in the organization. Konovsky & Pugh, (1994) refers this effect of exchange as the reciprocity behavior, particularly, when working employees feel contented within an organization, they are supportive to their organization in a mutual exchange. This is how SET supports a significant theoretical rationale within an organization and explaining the phenomenon of employee engagement Saks, (2006).

**Job satisfaction and moonlighting:** Judge and Klinger (2008) constantly probed the moonlight and job satisfaction subjective to the well-being of the individual satisfaction and multiple-work strategy. Job satisfaction is referred to one's individual satisfaction from the job related factors. Ronan et al. (1977) identified that the employees always want to have additional income for their robust performance which should lead to promotion and higher policies in their permanent jobs. This is an alternative to increase level of job satisfaction with double job, providing that opportunity for an extra income and increase job sustainability. This is an indication that indicates moonlighting employees endeavor for greater job satisfaction which is not being provided relish in their primary jobs positions. Ara and Akbar (2016) have done a study to find out relationship of moonlighting to job dissatisfaction among Bank officers. It is claimed that the subjects of the study do multiple jobs because they do not attain the expected job satisfaction they think they deserve bank officers. The results have revealed that enrichment in jobs that included incentives can be much beneficial along with job dissatisfaction in the financial officials. This implies that bank officers do moonlighting to increase and or enjoy job satisfaction in their secondary insurance and financial consultants jobs. Santangelo and Lester (1985) investigated on the determinants of family problems pertaining to the work related factors among school teachers. The research included various dynamics on moonlighting and job satisfaction among the school teachers. The results reveal that the teachers who are into multiple job are concurrently determined to attain job satisfaction and work-life balance for the family in terms of financial needs. In this study, job satisfaction plays in-between moonlighting and satisfaction. Whereas time for the family growths is very important to lead a healthy life style. Meyer (1993) states that moonlighting behavior and demographic variables do not have significant relationship towards job satisfaction, rather psychological variables such as self control and stress were found to be more strongly significant with the job satisfaction. The final implications are a proof to direct alliance existing between job satisfaction and moonlighting habits of the employees.

**Organizational growth and Intensions:** In the findings of Tett (1997) investigated and conceptualized the mediation models to place the organizational growths as mediator between job satisfaction and cognition that included the levels of sustainability, orientation, withdrawals which included alternative employment searching and practicing, which is nothing but moonlighting. De Stefano, (2015) identified three theoretical perspectives in this area for moonlight implications. First is the organizational growth developed from job satisfaction which is mediating variable with the effects of job satisfaction and the withdrawal variables. Second view is the inverse of the first, explaining the growth to organization mediates between withdrawal variables and job satisfaction. The third view describes about the unique contribution of both job satisfaction and growth to organization. However, in the investigation of mediation by growth to organization between broader angle of withdrawal cognition that included the levels of sustainability, orientation, withdrawals which included alternative employment searching and practicing, which is nothing but moonlighting and job satisfaction, the mediating relationship was found slightly substantial and this mediating model was not further developed towards advancements. But in the current globalization market, the vast scope of moonlighting in the virtual world of corporate arrangements invites for a further investigation into this mediation model. Explanations given by March & Simon, (2011) on the reason behind significant rise of online moonlighting in virtual corporate arrangements



is the current scenarios of artificial intelligence industry growth and revolution in the internet service providing platforms.

It is also worthy to note that in the review of literature that Samad & Yusuf, (2012) the research works pertaining to job attitudes and turnover has been mounting; various researchers have investigated growths to organizational as a mediator between job satisfaction and turnover intentions. This paper aims to discuss the role of other two non-financial motives for choosing moonlighting, that includes job satisfaction & organizational growth and investigate the mediating effect of Organizational growth and Employee intentions in the moonlighting orientation to take up alternative jobs at the same time to handle with Job satisfaction.

### 3. OBJECTIVES OF THE STUDY:

The present research endeavor to achieve the following objectives:

- To understand the concept of Moonlighting among the IT Professionals.
- To study the impact of Moonlighting on Organizational Growth.
- To study the impact of Moonlighting on Job Satisfaction.
- To study the impact of Moonlighting on Employees Intentions.

### 4. HYPOTHESES OF THE STUDY:

Following hypotheses have been proposed by the researchers based on research gaps identified through the literature review:

**H01:** There exists a significant impact between Moonlighting and Organizational Growth

**H02:** There exists a significant impact between Job Satisfaction and Moonlighting.

**H03:** There exists a significant impact between Employees Intentions and Moonlighting.

### 5. RESEARCH METHODOLOGY:

**5.1. Research design:** A quantitative exploratory research is conducted to understand the relationship between the Moonlighting and the impacts of Organization growth, Job satisfactions and Employee intentions on moonlight while working in the Software/IT companies. Both primary and secondary research methods are used. For secondary research, analytical explanations were cited to incur critical and statistical understanding of behavioral pattern of the variables considered for the study. Relevant research articles, blogs, Newspapers and journals, annual reports were reviewed. For primary research, online survey was conducted.

**5.2. Study Area:** The study was carried out in Chennai City, the IT hub of Tamil Nadu. The State of Tamil Nadu has both National and Multinational ventures that can fully represent the study. The national undertakings share similar characteristics with other multinational companies in Chennai. Similarly, the private BPO (Business Process Outsource), Call centers, Data Analysis Centers of Chennai city possesses operating characteristic with multinational competitors employing workforce from all over the country.

**5.3. Study Population:** The population of the study consisted of Software Professionals, employed in any national or multinational organization, situated in Chennai City. These sectors were the targeted population. Quantitative method is applied in this study to statistically test the causal relationship among the identified variables through hypothesis testing. The research seeks to identify the key determinants of moonlighting and also the individual factors on Job satisfaction, Organizational growth and Employees intentions. The data were gathered using structured questionnaires disseminated online during the months of May 2022 to August 2022 (through Google-Forms survey method) to employees at **17 Software facilities** in Chennai City. A total of **159** duly filled in survey forms were finally included in the study. The collected data were analyzed and computed using SPSS version 21.

**5.4. Validity and reliability of data:** Job Satisfaction and Organizational growth were measured using the standardized scales. The Organizational growth Mowday et al. (1979) is analyzed using the Organizational Growth Questionnaire formulated on likert scale. Employees intentions are adapted from its four items for the present study, possible representation of emotions that employees might go through or feel with the organization for which they are employed with. The reliability test as reported by the findings is 0.75. Job Satisfaction scale is adapted originally formulated by Rothe and Brayfield (1951) and the same is adapted for this study. Job Satisfaction Questionnaire contains seven items whose scoring labels from 'strongly agree' to 'strongly disagree' on the likert scale. The findings reported 0.87 reliability of the scale. Sachdeva and Seema (2020) referred for then Moonlighting scaling, has been adapted. This was achieved



after interviewing fifteen volunteer of Information Technology sector who showed inters to moonlight/moonlighting. The finds of the reliability and validity test placed before the final data collection& analysis for the study. The scale comprises of 18 items on likert scale. The reliability value for Moonlighting was 0.890 on the scale.

## 6. ANALYSIS AND INTERPRETATION:

### Demographic information:

A total of 159 surveys across 17 facilities were collected. The demographic information of the respondents is shown in Table 1. Majority of the participants hold a Post Graduate degree 49%, Under Graduate academic qualification 29% and Doctorate degree holders 22% among the respondents. there were slightly more males 51% than female respondents 49% in the sample; around half of the participants 48% had less than 3 years of service; and majority 37% belong to the age group of were less than 55 years of age.

**Table 1:** Demographic Profile of respondents (N=159)

<b>AGE</b>	<b>Respondents</b>	<b>%</b>
Below 25 yrs	59	37.00%
25-30 yrs	42	26%
30-35 yrs	27	17.00%
Above 35 yrs	31	19.00%
<b>Total</b>	<b>159</b>	<b>100%</b>
<b>GENDER</b>	<b>Respondents</b>	<b>%</b>
Male	82	51%
Female	77	49%
<b>Total</b>	<b>159</b>	<b>100%</b>
<b>WORK EXPERIENCE</b>	<b>Respondents</b>	<b>%</b>
Less than 3 years	77	48%
3- 6 yrs	37	23.00%
6-9 yrs	25	16.00%
9- 12 yrs	11	8.00%
ABOVE 12 yrs	9	5%
<b>Total</b>	<b>159</b>	<b>100%</b>
<b>QUALIFICATION</b>	<b>Respondents</b>	<b>%</b>
UG	47	29.00%
PG	78	49.00%
Doctorate	34	22.00%
<b>Total</b>	<b>159</b>	<b>100%</b>
<b>SATISFACTION IN CURRENT JOB</b>	<b>Respondents</b>	<b>%</b>
Yes	72	45.00%
No	87	55.00%
<b>Total</b>	<b>159</b>	<b>100%</b>
<b>MOONLIGHTING</b>	<b>Respondents</b>	<b>%</b>
YES	64	40.00%
NO	74	46.00%
Not Sure	21	13%
<b>Total</b>	<b>159</b>	<b>100%</b>

*Source: Primary Data*



### Chi- Square Analysis

Chi-square analysis is done to analyze the relationships between Moonlight and Organizational Growth, and the significance between Job Satisfaction and Moonlighting and finally the significant difference between Employees Intentions and Moonlighting.

**Table: 2** Chi- Square Analysis

**H01:** There exists a significant impact between Moonlighting and Organizational Growth.

	<b>Moonlighting</b>	<b>Organizational Growth</b>
Chi-square	22.701	23.131
Df	3	1
Limiting Sig.	.000	.000

The asymptotic significance is less than 0.05, therefore the difference between observed and expected frequencies proven significant apart. Thus, the set hypothesis is accepted and the null hypothesis is rejected. Therefore there exists a significance impact between Moonlighting and Organizational Growth in the analysis.

**Table: 3** Chi- Square Analysis

**H02:** There exists a significant impact between Job Satisfaction and Moonlighting.

	<b>Job Satisfaction</b>	<b>Moonlighting</b>
Chi-square	31.202	5.962
Df	1	2
Limiting Sig.	.000	.033

Since the asymptomatic significance is less than 0.34 which is greater than 0.05, the difference between observed and expected frequencies is insignificant. Thus, the set hypothesis is rejected and the null hypothesis is accepted. Therefore there is no significance impact between Job Satisfaction and Moonlighting in the analysis.

**Table: 4** Chi- Square Analysis

**H03:** There exists a significant impact between Employees Intentions and Moonlighting.

	<b>Employees Intentions</b>	<b>Moonlighting</b>
Chi-square	6.561	26.142
Df	2	5
Limiting Sig.	.032	.000

The above expression seems significance in approach and witnesses less than 0.000 which is less than 0.05, proving significant difference in between observed and expected frequencies. Hence, the null hypothesis is rejected and the set hypothesis is accepted. Therefore, there exists a significant relationship between Employees intentions and Moonlight in the analysis.

### Factor Analysis

The KMO and Bartlett's Test is used in this study to examine the strength of the partial correlation, to identify the factors on explaining the variables between each other. KMO value which are close to 1.0 are considered perfect while values less than 0.5 are rejected. In recent days many scholars argue that a KMO of least 0.80 is reasonably good enough for supporting the factor analysis to commence. The researcher of this study also adapts the same argument and proceeds ahead.

**Table 5:** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olk in Measure of Sampling Adequacy.</b>		<b>.809</b>
	Approximate Chi-Square	3678.353
Bartlett's Test of Sphericity	Df	232
	Sig.	.000



The above table, Bartlett’s test of sphericity very well indicates the co-relation matrix is an identity matrix. The signal is in a favorable condition that the variables are unrelated and the significance level (**0.000**) indicating the existence of significant impact between the variables. The KMO value of **0.809** proves that, factor analysis is valid and can go-ahead in performing the analysis for this study.

**Table 6:** Factor Loading Analysis

<i>Outer loading values of the Three Reflective Constructs</i>		<b>ROTATED COMPONENT MATRIX</b>					
		<b>Outer Loading values</b>					
<b>Factors</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>ORGANIZATIONAL GROWTH</b>							
1	Prefer to spend the rest of my career here.				0.867		
2	Organization deserves my loyalty.			0.784			
3	Great deal of personal learning in this Organization.			0.783			
4	Training and compensation in the organization			0.433			
<b>JOB SATISFACTION</b>							
5	Usually interesting enough to keep me busy. 0.697						0.855
6	I enjoy my work more than anything.					0.638	
7	Fairly satisfied with my job always	0.947					
8	I am happier in my work every day.			0.516			
9	I am enthusiastic about my work daily		0.575				
10	I like my job the most than anyone.		0.633				
11	I really enjoy my work.		0.711				
<b>MOONLIGHT INTENSION SCALE</b>							
12	Considered having a second job apart from your regular occupation?		0.686				
13	How frequently do you search of part time job opportunities?		0.328				
14	How do you dream about getting another job with your primary?	0.943					
15	Do you like to accept another job along with primary job?	0.93					
16	How often you consider pursuing your hobby to make extra money?	0.901					
17	Do you think of taking another job with high salary?	0.959					
18	Have you registered on online for taking up second jobs?					0.587	

Implication of the above table is quiet interesting: From Table 6, each factor loading values representing the partial co-relation between the variables and the rotated factor infers a common thread among the variables with more than 0.3 values in a particular factor. Through the factor analysis in this study, six factors were extracted:

**Factor 1:** Training to improvise relationship, managing with family and job, Avoiding home matters, Job is not enjoyable factors, Common enjoyable factors.

**Factor 2:** Harmony in relationship, training and Compensation, Exact Salary for work, Incentives to Performance, Secured Job, Self Empowerment.

**Factor3:** Co-operation with peers, Free to voice suggestions, reciprocation to suggestions, Encouragement of development, Comfortable with job.



**Factor 4:** Motivation and Job Satisfaction.

**Factor 5:** Intentions to seek alternative employment, self Development and Training, Manageable stress.

**Factor 6:** Moonlighting and personal learning for career growth.

**Multiple Regression Analysis**

Regression analysis for step-wise method is used to extract the regression among the independent and the dependent variable overall quality of work and Moonlighting balance.

**Table 7-** Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error
4	.926 <sup>d</sup>	.870	.866	.501

Predictors: (Constant), Fairly satisfied with my job always, How do you dream about getting another job with your primary? Do you like to accept another job along with primary job? How often you consider pursuing your hobby to make extra money?

**Table 8:** Coefficients - Dependent variable: Moonlighting and Job Satisfaction

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
<b>CONSTANT</b>	.053	.068			.771
Fairly satisfied with the job	.592	.073	.593	.593	8.134
Dream about getting another job	.317	.059	.305	.305	5.241
Accepting another job	.342	.076	.342	.342	4.515
Make extra money through moonlighting	-.253	.113	-.263	-.263	-2.341

Multiple R=0.926, F-Value =399.643, d.f (4,232), p-value <0.01, R Square=0.870

$$Y = 0.53 + 0.592x_1 + 0.317x_2 + 0.342x_3 - 0.253x_4$$

Where “Y” Refers to the overall impact on the “Moonlighting” in “IT sector”.

The above equation shows that variables like Fairly satisfied with the job (0.592 X1), Dream about getting another job (0.317 X2), Accepting another job (0.342 X3), Make extra money through moonlighting (-0.253 X4) are more influencing variables to the overall impact of Moonlighting in the IT sector.

Deciphering, on an average if the variable namely Fairly satisfied with the job (modified by 1 unit, there shall be an increase of 0.592 units in the overall impact of the moonlighting in the IT sector, while other variables remain constant. However, the result of t-test confirm that the calculated partial regression co-efficient such (0.317), (0.342), (-0.253) are highly significant at 1 % and 5 %. Similarly the multiple R of 0.926 shows there exists relationship of 93.9 percent between the variables Moonlighting and the software / IT industry. The R-square value of 0.870 exhibits that the variables on quality work and moonlighting life explained a variation of 86.7 percent on the overall quality of work and Moonlighting style among the IT employees. The **Table 6**, factor loading analysis infers that the variables namely Prefer to spend the rest of my career here, Organization deserves my loyalty, Great deal of personal learning in this Organization., Training and compensation in the organization, Usually interesting enough to keep me busy., I enjoy my work more than anything., Fairly satisfied with my job always., I am happier in my work everyday, taking another job with high salary- are highly influencing variables to the overall quality of work and Moonlighting conditions.

**7. CONCLUSION:**

Moonlighting and the regular work balance in the broadest sense can be defined as a satisfactory level of involvement or robust between the multiple roles in an employee’s life. Moonlighting is measured mainly by using three





factors: in simple terms, Job Satisfaction, Intentions and Growth which concerns the amount of time given to regular work and secondary work or part-time unofficial roles. From the study and from the responses obtained from the participants, it's a proven fact that IT organizations must take up initiative on improvising and enhancing the remunerations of its employees. The IT sector has to accept this need of the hour and treat it as an emergency situation and can achieve it by designing and providing effective preparation plans to benefit their employees. This will help enhance the sustaining of employees and balance the work and organizational growth. For IT Employees from their personal-life point of view, with regard to self-awareness, extra earnings, paying off debts etc., which are the most critical element of moonlighting compulsions. High self awareness paves way to individuals for reviewing and fine-tuning the job and performance style and be more adaptable to the peers and be networked socially. Further it also helps employees in venting their emotions and concentrate on their performances leading them towards constructive goals of the organization.. This sort of training will enable a person capability in all dimensions. Obviously leads the employee to sustain in the primary job and never go in search of an additional part-time job for moonlighting. Therefore emotional intentions will enhance an employee to handle work balance more wisely at ease. The analysis concludes from the factor loading analysis that both primary and secondary (part-time) jobs significantly have an effect on the IT employees' work life balance and moonlighting. Job atmosphere, Career Growth, Job satisfaction and Income appreciation are the four major determinants that Software/IT employee has to balance between work and moonlighting. Organizations aiming at increasing its competitive advantage must develop the capability to attract, motivate and retain highly skilled personnel, train flexible and adaptive workforce through innovative work-life balance strategies that can eradicate the diverse effect of moonlighting among the workforce. Also the individual employees must stay more cautious in not allowing themselves in seeking for moonlighting associations leading them to emotional backlog, making them to believe that only moonlighting can support in handling the personal debts and family encumbrances which is not true, but it will that reflect on that individual's career growth.

**Recent update on Moonlighting:** With the advent of predictions on the evolving work arrangements post covid-19, referred as the new normal "Moonlighting, Online-work, E-lancing, Crowd-work and Virtual-work arrangements" it is suggested that any organization should not simply ban the aforementioned moonlighting practices without looking for its significant impacts on the organization.

First impact; organizational branding would be affected and that would lead to higher costs of training and development if banning the gig work practice. In the early stages, Microsoft, Wipro and Infosys were facilitating this moonlighting concept. It was during September 2022, as we are writing the conclusions of this report, Wipro and Infosys has warned its employees that moonlight could result in termination and any violation in this regard will lead to disciplinary actions (Ref: "Times of India" published on 13 September 2022). The India Today News published on 20 September 2002, that HCL also joined with the Software giants in sacking 300 employees globally, working in India, Guatemala and the Philippines who were working on its client Microsoft's news-related products. These big tech players Microsoft, Google, and Meta are already intimating employees to increase productivity and cut down on expenses on travel and incentives. Already Meta version newer projects facing revenue decline. This is the proof that organizations facing hard situations from banning such gig-works incurring organizational cost to keep the work-force at pace with the technical advancements.

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