Moon Lightning Professions: A Comparative study on who should and should not be considered as Moon Lightner's.

Alajpur Manjula   **A. Jai Kumar**

Abstract:

Employees take up a secondary job along with the primary job to fulfil their needs or to earn a little extra spending money to cope with a rapid change in the recent global environment and uncertain economic conditions. The employee when works outside, other than the primary job working hours, this is called Moon Lightning. This concept is gaining a momentum of research in India. It has both advantages as well as disadvantages. Moon Lightning employees face different ethical issues, and it is considered as a challenge to both employee and employer. Some people consider it as ethical, and some people consider it as unethical. There are few professions like Consultants and Chartered Accountants which are not under the moon lightning criteria. In the present scenario, it has become major concept of concern for the Human Resource to reframe their HR policies, to make their employees more clear about the differences of who, to what extent they can, and also which professions are included and exempted from the criteria of moon lightning. The present study takes both cases of professionals who are included and exempted as moon lighters by the organizations. We gathered the data from the secondary resources, and try to understand which employees moonlight more and, Is it right? to be included or exempted from the moon lightning criteria. The aim of this research paper is to get an in-depth understanding about the professions who are considered and are not considered as moonlighters by the organizations and why there is a difference in these considerations, and who are the employees who are highly involved in the moon lightning Practices.

Key words: Moon Lightning, Blue Moon Lightning, Half Moon Lightning, Quarter Moon Lightning, Multiple Job Holding, Job Satisfaction, Job Dissatisfaction, Organizational Commitment.

1.0 Introduction:

Moonlighting and gig working have been phenomenal in the I.T. sector due to the increasing proliferation of internet companies and their employee-friendly work practices. Moonlighting or multiple job holding is referred to as 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 (Ashwini et al., 2017; Yamini & Pushpa, 2016). In the current digital era, organizations also opt for letting out gigs in lieu of reasons like cost cutting, benchmarking of quality standards and business process reengineering etc. Moonlighting has become such a challenge for the Human Resource Management function that it requires many thoughtful interventions to ensure effective work performance by the employees while simultaneously supporting them in the opportunities for self-growth and development. New designations have evolved in the HRM functions to manage gig working from both the

organizational and workforce perspectives. Microsoft, the biggest I.T. giant came up with the world's first Gig economy manager Mr. Liane Scult who now works with the most sought-after e-lancing platform company Upwork. With the rapid changes in socio-economic systems in current scenarios, there would be many more such roles in HRM domain. Gig economy strategist, future of work manager, second-act coach are a few titles among them (Dennis, 2020). As I.T. sector is always dynamic towards sudden massive layoffs due to rapid technology up gradations and less motivating opportunities for freshers, it possesses the hardest competition of survival of the fittest for the digital knowledge workers. Here, only those survive who keep gaining the most contemporary knowledge, skills, and abilities. The only way out for these knowledge workers to survive in their job market and to sustain their highly paid primary jobs is to keep searching challenging alternative opportunities mostly with internet firms and attempting moonlighting with them to design their skill-based portfolio careers. This is because the focus of both the employees and the employers in the knowledge century is shifting from job security to skill-based employment security (Fatimah et al., 2012). So, HR functions of this industry need to be extra proactive in reengineering their work practices to keep their key learning employees retained (as the layoffs generally happen to the workforce with obsolete skill sets) and their turnover intentions minimized which may be triggered by their moonlighting practices (Ashwini et al., 2017). Both the developed and developing economies face the dynamics of moonlighting in their shadow or gig economy. In all economies, I.T. industry specifically has witnessed a significant rise in moonlighting practices of its workforce due to the provision of various employee friendly work-life-balance initiatives. That is why moonlighting has become its important labour market phenomenon (Ashwini et al., 2017). This practice is generally initiated by the workforce from partial moonlighting and is gradually transformed to full moonlighting subject to the person's motives behind it. Partial or quarter moonlighting means a few hours spent on the second job after an employee has wound up one's first job. However, when one wants to increase the moonlighting hours, it can be done by spending 50 percent of the work hours in the secondary job. And finally, when the individual has decided to shift one's career from primary to secondary occupation or an entrepreneurship venture, one would devote all the time into the secondary job or the proprietary venture and stays on the primary occupation only to treat it as a shock absorber in case the venture fails. People can have various kinds of motives behind moonlighting and these motives decide about the nature of their moonlighting practice i.e., persistent, or transitory. Persistent moonlighters always practice moonlighting for some particular benefits and don't aspire to transform their primary occupations through moonlighting but transitory moonlighting is done to shift careers into the secondary employments after gaining requisite skills from them Most common reason for practicing moonlighting; cited in the literature is financial strain but non-pecuniary priorities arisen through the modern lifestyle also persuade a person towards multiple job holding at the same time.

This paper aims to discuss the role of other two non-pecuniary motives behind moonlighting, including job satisfaction & organizational commitment and investigate the mediating effect of organizational commitment between job satisfaction & moonlighting intentions.

2.0 Conceptual Understanding:

Searching for and practicing alternative employments is an important phase in recording the sequence of employees' withdrawal cognitions which have been studied in the past majorly in relation with job attitudes for the ultimate consequence of turnover but in this virtual era, it is equally considerable to investigate the relationship of job attitudes with this important cognition sequenced before moonlighting, which may ultimately lead to turnover. The mediating effect of Organizational Commitment between these two variables. Smart PLS 3.0 software has been used to execute partial least squares structural equation modelling (PLS-SEM) for the research framework on a sample of 350 IT professionals working in the South Indian IT hubs of Hyderabad and Bengaluru.

3.0 Theoretical Understanding:

Employees have been regarded as the most important stakeholders of any organization. They can be the game changers for the success or failure of their firms as they affect and are affected by the organizational set-up.

The relationship between an employee and his/her corresponding organization has been seen as a form of social exchange for a significant period.

Social Exchange Theory (SET) is the most widely used theoretical agenda for explaining the relationship between the perception of organizational provisions and employees' behavioural reactions to them. According to SET, social behaviour of individuals is mostly the result of the exchange process between two individuals or an individual and his/her organization.

This exchange is referred to as the reciprocity of behaviour, particularly, when employees feel contented working in an organization, they are possibly supportive to their organization as a mutual exchange. This way SET provides a significant theoretical rationale for explaining the phenomenon of employee engagement within an organization. Engagement has been described as a two-way association between an employer and an employee through which employees repay the cognitive, physical, and emotional resources in their work-roles based upon the emotional and socio-economic resources retrieved from the organization. Based on this description of SET, when the organizations meet the employees' expectations, employees automatically feel enthusiastic towards their workplace roles and attitudes in the forms of increased sense of employee engagement, organizational commitment, and other positive behaviours as desired by the organizations. It can be inferred from SET that when employees feel high job satisfaction due to greater provisions offered to them by the employer, they exhibit high organizational commitment and tend to avoid or minimize the intentions to work for secondary jobs or organizations i.e., Moonlighting and the intentions to quit the job. The second significant theoretical foundation underlying the present research is the 'Attitudes and Alternatives Model' (AAM) of Withdrawal Cognitions. This model explains turnover due to dissatisfaction in the broader aspect and its related antecedents (which also include searching for alternative employments and intending to moonlight) and the possible consequences. All of these traditional models of turnover due to dissatisfaction contain a common six-stage sequence of withdrawal cognitions. These include starting stimulation of quitting thoughts, heading to the assessment of expected search utility, development of searching intentions, searching alternative jobs, assessment of alternatives through various approaches which may include short periods of moonlighting, quitting intentions, and ultimately withdrawal decision and execution in behaviour. The above-mentioned model possesses two broad categories of variables for prediction. The first one emphasizes on the job attitudes including job satisfaction and organizational commitment and the second one emphasizes upon the ease of movement within employments that is described in perceived alternative job opportunities and the related behaviour of job search (including searching for secondary alternative jobs i.e., moonlighting). It has been witnessed that when employees have stronger intentions to search for alternative jobs, there is a considerable effect of leaving the current employment. This model explains the broad outlines of employees' participation and withdrawal process in the organizational decision-making. This explains the sequence of withdrawal cognitions of employees vide which the thinking of leaving the primary jobs and intentions for searching and starting alternative or secondary employments is taken up generally by the employees due to job-dissatisfaction. This model has witnessed further developments for the linkages between alternative & multiple job holding These all works infer that moonlighting is a significant precursor towards turnover of the employees. Although the research regarding turnover theories and their empirical evidence specifically between job attitudes and turnover has been exponential but the investigations about the job attitudes and the ease of movements within employments, specifically intentions to moonlight requires much more attention in future works. As in this virtual industry 4.0, moonlighting and skill-based gig working is going to be the new normal demanding a great deal of platform and crowd-working. This would also be very much evident in the current and post pandemic virtual working. The authors have attempted to address this research gap in the present study and strived to study the relationship between Job Satisfaction, Organizational Commitment and Moonlighting Intentions of the employees working in the domain of IT sector in North India. The review of previous literature has been divided into three. Parts with respect to the variables under investigation for the present study. These include moonlighting intentions of employees in relation to their job satisfaction and organizational commitment and the mediating function of organizational commitment between job satisfaction and moonlighting intentions.

Job satisfaction and moonlighting Judge and Klinger (2008) have described the concept of Job satisfaction as "the subjective well-being at work". Generally, job satisfaction refers to one's satisfaction from his/her job-related factors.

Ara and Akbar (2016) have found out that employees always want to have addition in their income if they are not offered robust performance and promotion policies in their primary jobs. They also see it as an alternative to increase job satisfaction. Double jobbing here provides them with that opportunity to earn extra and increase their job satisfaction. This indicates that people who do moonlighting strive for greater job satisfaction that they could not relish in their primary jobs.

Ronan et al. (1977) have done a study to find out relationship of moonlighting to job dissatisfaction in Police officers. He has claimed that the subjects of his study do multi-jobbing because they do not get the job satisfaction, they think they deserve as law enforcement officers. The results have revealed that job-enrichment incentives can prove to be much beneficial in alleviating the job dissatisfaction in the police officials. This implies that police officers do moonlight to increase or enjoy job satisfaction in their secondary jobs.

Voydanoff and Kelly (1984) have investigated about the determinants of work-related family problems among employed parents and researched about its various dynamics including moonlighting and job satisfaction. The results reveal that the parents who do multi-jobbing are simultaneously striving for job satisfaction and work-life balance for the family. Here, job satisfaction interplays between moonlighting, self-satisfaction and time for family commitments that is important for a healthy life.

Santangelo and Lester (1985) have stated that moonlighting behaviour and demographic variables do not relate significantly to job-dissatisfaction, rather psychological variables like locus of control and stress were found to be more strongly correlated to job dissatisfaction. Their study implies that a direct alliance may or may not exist between job satisfaction level and moonlighting habits of the employees. Most of the reviews about the association of moonlighting and job satisfaction suggest that most of the employees go for moonlighting for gaining that job satisfaction in their secondary jobs, which they could not achieve in their primary jobs.

Organisational commitment and moonlighting Mowday et al. (1979) have defined organizational commitment as "the relative strength of an individual's identification with and involvement in the organization". Ashwini et al. (2017) have studied the intentions of moonlighting of middle level employees of selected I.T. firms in southern India. They have investigated various factors forcing the workforce to practice moonlighting and concluded that in absence of proactive retention benefits to the committed employees who are experienced & loyal, their organizational commitment is lost, and they go for secondary job holding to pursue their personal ambitions.

Khatri and Khushboo (2014) have conducted research on examining the organizational commitment and moonlighting exercises of the employees of small & medium enterprises (SME) in the Delhi-NCR region of India and have estimated that organizational commitment and loyalty is definitely impacted upon if people do moonlight for making extra income, which is very much common in SME. They have also analysed the differences in the perception of organizational commitment by both the genders in the moonlighting employees but found no significant difference.

Jamall (1986) has studied the personal, social & organizational consequences of moonlighting among the blue-collar workers. The analysis of the study infers about workers'

organizational commitment that non-moonlighters showed much higher organizational commitment than moonlighters. This means that while working on secondary jobs, the moonlighters tend to be less committed towards their primary organizations.

All the reviews about organizational commitment towards moonlighting suggest that in absence of proactive engagement and retention initiatives to be extended by the management, employees tend to do moonlighting ultimately compromising with their organizational commitment.

The mediating role of Organisational Commitment: Tett and Meyer (1993) firstly conceptualized and investigated the mediation models placing the organizational commitment as mediator between job satisfaction and withdrawal cognition (including all the levels of withdrawal which also includes alternative employment searching and practicing i.e. moonlighting). They have identified three theoretical perspectives in this area for research implications. First is the view that organizational commitment develops from job satisfaction and organizational commitment is the mediating variable with the job satisfaction effects and the withdrawal variables. Second view

is the reverse of the first, which says that organizational commitment mediates between withdrawal variables and job satisfaction. The third view describes about the unique contribution of both job satisfaction and organizational commitment. However, in their investigation of mediation by organizational commitment between broader measure of withdrawal cognition (containing all steps of withdrawal process including alternative jobbing & turnover) and job satisfaction, the mediating relationship was found slightly considerable, and this mediating model was not taken much ahead for further advancements. But in the current knowledge century, the vast scope of platform gig working and online moonlighting in the virtual work arrangements calls for a further investigation of this mediation model. The reason behind is significant rise of online gig working and moonlighting in virtual work arrangements in the current scenarios of industry 4.0.

It is also worthy to note that in the theoretical foundation, the research regarding job attitudes and turnover has been mounting; various researchers have investigated organizational commitment as a mediator between job satisfaction and turnover Intentions (Samad & Yusuf, 2012; Vandenberg & Nelson, 1999; Sager et al., 1998; Meyer & Allen, 1997; Igharia & Greenhaus, 1992; Koslowsk, 1991; Salanick & Pfeffer, 1978). All these researchers have concluded that organizational commitment significantly mediates the association of job satisfaction and turnover intentions. But turnover intention is only the second last step in the sequence of withdrawal cognitions (March & Simon, 1958).

Before this step, searching and working simultaneously for alternative or secondary employments (i.e., moonlighting intentions and moonlighting) is a significant milestone before thinking to quit the primary organization but this has been meagrely studied in relation with the job attitudes like job satisfaction and organizational commitment; specifically placing the organizational commitment as the mediator.

This paper aims to fulfil this space through empirical evidence, by placing the Employees Organizational Commitment as a mediator between job satisfaction and their intentions if any to moonlight.

4.0 Objectives of the Study:

- ➢ To Study How Job Satisfaction Effects Moonlighting?
- ➢ To understand whether lack of job satisfaction, pay cuts change and Impact the Behavioural Intentions and mindsets of people and lead them to moonlighting?
- ➢ To ascertain on Is Moonlighting a Mediating Effect of Organizational Commitment?
- ➢ To investigate the ramification of Job Satisfaction on Moonlighting Intentions of the sample population of the study.

5.0 Research Methodology:

In the present study, four hypotheses have been employed for examining the relationships among the variables:

- ➢ Job Satisfaction Effects on Moonlighting
- ➢ lack of job satisfaction, pay cuts change and Impact the Behavioural Intentions and mindsets of people and lead them to moonlighting.
- ➢ Moonlighting a Mediating Effect of Organizational Commitment through Smart PLS -SEM models execution.
- ➢ Ramification of Job Satisfaction on Moonlighting Intentions of the sample population of the study.

In addition, studying impact on other key behavioural drivers like Organizational Commitment as it shows a very significant inversely proportionate relationship with Moonlighting Intentions. Working In the Gig economy, and Moonlighting and how they have become synonymous in the Industry 4.0.

This study investigates different aspects of Moonlighting, mainly giving clarity on which professions are included and exempted from the moon lightning criteria. It makes use of secondary data from journals, internet sources and publications.

6.0 Research Framework and Hypotheses Development:

After formulating the objectives of the study based on the research gaps identified through the literature review, following hypotheses have been proposed by the researchers:

H1: Job Satisfaction will negatively influence the Moon Lightning intentions in the IT Sector employees.

H2: Job Dissatisfaction will positively influence the Moon Lightning intentions in the I.T sector employees.

H3: The Mediating Role of Organizational Commitment on the relationship between Job Satisfaction and Moon Lightning Intentions of I.T Sector Employees.

H4: The Mediating Role of organizational Commitment on the relationship between Job Dissatisfaction and Moon Lightning of I.T Sector Employees.

Fig :1

7.0 Data Collection and Results:

The Organizational Commitment is measured utilizing the Organizational Commitment Questionnaire (OCQ) formulated on Likert scale by Mowday et al. (1979).

Authors have adapted its four items in the present study with representation of possible emotions that employees might possess for the firm in which they serve. The test-retest reliability as reported by the authors is 0.75.

Seven items have been adapted from this scale whose scoring labels from 'strongly agree 'to 'strongly disagree' on the Likert scale only. Author reported 0.87 reliability of the scale.

Moonlighting Intentions scale has been adapted from A. Manjula & Jaikumar A (2023). A total of 350 sets of questionnaire surveys were dispersed to the professionals working in IT firms from two locations Hyderabad and Bangaluru, out of which seventy percentile i.e. 245 could be finally deemed fit for this study after dumping the inappropriate responses, who showed intentions to moonlight. It was subjected to reliability and validity test before placing it for final data collection & analysis for the study. The scale comprises of 07 items on Likert scale. The reliability value was 0.908 for this scale.

8.0 Finding and Implications for Future Study:

The relationships of job attitudes with withdrawal cognitions of the employees leading to turnover have been studied since the March and Simon (1958) turnover model and the relationship between moonlighting (a withdrawal cognition) and turnover also captures a significant share of literature.

But the empirical evidence of job attitudes (specifically job satisfaction and organizational commitment) with moonlighting is found meager and calls for focused investigations in the light of virtual work-arrangements enabling online moonlighting and platform working in the industry 4.0.

Even though modern organizational science researchers have been studying moonlighting intentions of IT professionals keeping in mind their much-discussed pecuniary motives and demographic characteristics, the present study may be a significant attempt to understand the other two non-pecuniary triggers of moonlighting intentions in an empirical approach. Four Hypotheses have been tested in this study for estimating all the associations between the three latent constructs job satisfaction, organizational commitment, and moonlighting intentions of I.T. professionals of selected organizations of South-India. In addition, it can be inferred that organizational commitment poses a full mediating effect between job satisfaction & moonlighting intentions while job satisfaction reflects a very high positive influence on the construct organizational commitment.

That in turn shows a much considerable inversely proportionate relationship with moonlighting intentions. These conclusions draw the attention of the strategy builders of the organizations towards a rising behavioural correlate of the workforce i.e., intention to moonlighting absence of appropriate measures or antecedents to increase. Job satisfaction and organizational commitment. The same is evident in both the literature review and the findings of the present study. The negative associations in the findings point towards the inversely proportional relationships. Also, during the current pandemic time, workforce is bound to look for alternative mechanisms of generating secondary sources of income to secure their livelihoods through paid microworks or mini gigs in case of suddenly-off, so moonlighting through platform working during the frequent lockdowns is being seen as an amusing economic safety cushion by the tech savvy I.T. professionals.

9.0 References:

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