# EXPLORING MOONLIGHTING MOTIVATIONS AND ORGANIZATIONAL DYNAMICS AMONG INDIAN IT PROFESSIONALS


## ABSTRACT

**Aim:** The aim of this study is to comprehensively understand moonlighting intentions by investigating various influencing factors within the context of the Indian IT sector.

**Methodology:** The methodology involved administering a pre-tested research instrument to 444 respondents holding diverse positions within the Indian IT sector. Data collected were analyzed using SPSS and AMOS software. The measurement model underwent rigorous testing for assumptions including internal consistency, content validity, convergent and discriminant validity, homogeneity of variance, VIF, and adherence to normal distribution assumptions.

**Findings and managerial implications:** The study on moonlighting intentions among Indian IT professionals reveals compelling insights. It underscores that individuals often engage in additional work for personal fulfillment and skill development. Financial incentives and career advancement are significant motivations for moonlighting. Moreover, moonlighting is associated with a boundaryless career outlook, indicating a willingness to pursue diverse career opportunities. Additionally, it enhances entrepreneurial motivation and fosters positive perceptions of organizational support and culture.

**Originality and contributions:** This study reveals that moonlighting among Indian IT professionals is motivated by personal fulfillment and career advancement. It emphasizes how moonlighting fosters boundaryless career orientation, entrepreneurial motivation, and positive perceptions of organizational support. These findings provide new insights into how moonlighting shapes career strategies and organizational dynamics in the IT sector, offering both theoretical advancements and practical implications for managing dual employment in dynamic work environments.



***JEL classification: J24, J28, M12, O15***

***Key words: Moonlighting, Indian IT sector, Career motivations, Boundaryless careers, Entrepreneurial motivation, Organizational support.***




## I. INTRODUCTION

Moonlighting, the act of holding a secondary job in addition to one's primary employment, has garnered significant attention in recent years due to its rising prevalence and the complexities it introduces into modern work life (Nunoo et al., 2018). This phenomenon is primarily driven by the need for additional income, opportunities for skill development, and personal fulfillment (Manoharan & Sivam, 2023). The practice, however, is a double-edged sword, offering both benefits and challenges to employees and employers alike. From an employee's perspective, moonlighting can provide financial stability, particularly in

economies with high living costs or insufficient primary job salaries (Dickey et al., 2011; Hurka et al., 2018; Garg & Raina, 2023). It also allows individuals to explore and develop new skills that may not be utilized in their primary job, thus enhancing their overall professional competence and marketability. Moreover, it can serve as a hedge against job insecurity, offering an alternative income stream in uncertain times (Sharma & Jain, 2023). On the other hand, moonlighting poses several challenges. One significant concern is the potential for conflicts of interest and decreased productivity in the primary job due to divided attention and fatigue (Dickey et a., 2009; Renna, 2006; Seema & Sachdeva, 2020). Employers worry about confidentiality breaches and the possibility of employees using company resources for their secondary employment (Atherton et al., 2016). These issues necessitate the establishment of clear policies to manage and regulate moonlighting practices effectively (Goswami & Gupta, 2023). Furthermore, the impact of moonlighting on employee well-being is a critical area of concern. Balancing multiple jobs can lead to increased stress and burnout, adversely affecting both personal health and job performance. Research indicates that while moonlighting can lead to job satisfaction due to the fulfillment of financial and professional aspirations, it can also result in work-life imbalance, contributing to long-term adverse effects on mental and physical health (Boyd et al., 2015; Patil & Deshmukh, 2023).

One of the primary advantages of moonlighting is the financial benefit it offers. In economies where the cost of living is high or primary job salaries are insufficient, secondary jobs provide crucial additional income. This extra income can alleviate financial pressures and improve overall quality of life (Manoharan & Sivam, 2023). Additionally, moonlighting allows individuals to diversify their skills and experiences, which can enhance their employability and career prospects (Garg & Raina, 2023). This is particularly relevant in the modern gig economy, where flexibility and multiple income streams are increasingly valued (Sharma & Jain, 2023). Moreover, recent trends indicate that the gig economy has significantly influenced moonlighting practices. Many workers seek secondary jobs not only for financial reasons but also for personal fulfillment and professional development (Taneja, 2023). This dual employment can provide a sense of security, offering an alternative income stream in times of economic uncertainty or job insecurity (Sharma & Jain, 2023). Employers who recognize the benefits of moonlighting may find that it enhances employee satisfaction and retention, as it allows workers to pursue their passions and interests outside of their primary job (Jones & Smith, 2023). Despite these benefits, moonlighting also poses several challenges. One major concern is the potential for conflicts of interest and reduced productivity in the primary job. Employees who divide their time and energy between multiple jobs may experience fatigue, which can impair their performance and lead to burnout (Goswami & Gupta, 2023). This can have detrimental effects on both personal health and professional efficiency, as well as disrupt work-life balance, leading to increased stress and adverse health outcomes (Patil & Deshmukh, 2023). Employers often worry about the confidentiality risks associated with moonlighting. The potential for employees to use proprietary information or company resources for their secondary job poses significant challenges, necessitating the establishment of clear policies to manage and regulate moonlighting effectively (Goswami & Gupta, 2023). Additionally, the rise of moonlighting during the COVID-19 pandemic highlighted the importance of these regulations, as many individuals turned to secondary jobs as a financial buffer against job insecurity (Taneja, 2023). Therefore, moonlighting embodies the evolving dynamics of the labor market,

reflecting both the opportunities and the complexities of modern work life. While it offers substantial financial and professional benefits, it also introduces significant challenges that need careful management. Employers and employees must navigate these complexities thoughtfully, balancing the pursuit of additional income and skills with the need for productivity and well-being. Implementing well-defined policies can help mitigate the risks and maximize the positive aspects of moonlighting.

Despite the increasing prevalence of moonlighting among Indian IT professionals, there is a notable lack of comprehensive research addressing several key aspects. Economic necessity, driven by wage disparities and high living costs, appears to be a significant motivator, yet empirical studies focusing on these financial drivers in the Indian context are scarce (Gandhi & Kumar, 2021). Additionally, while moonlighting is often pursued for career advancement and skill development, there is limited understanding of its impact on career trajectories and skill acquisition specific to the Indian IT sector (Patel & Biswas, 2020). Work-life balance and gender dynamics, particularly how women manage dual roles amid caregiving responsibilities, remain underexplored (Kapur, 2019). Furthermore, societal norms and cultural expectations significantly shape moonlighting behaviors, but in-depth studies examining these cultural influences are lacking (Chaudhuri & Chattopadhyay, 2022). Organizational policies and legal frameworks regarding moonlighting are often ambiguous, creating a complex environment for IT professionals, yet research on how these policies affect moonlighting practices and perceptions is limited (Singh & Ahuja, 2021). The rise of remote work post-pandemic has potentially increased moonlighting opportunities, but its specific impacts need further investigation (Dutta & Sarkar, 2021). Lastly, ethical implications and productivity outcomes of moonlighting in the Indian IT sector are inadequately examined, necessitating more focused studies (Raghavan & Rajesh, 2020).

This reminder of the paper is structured as follows: Part two presents a comprehensive literature review on the phenomenon of moonlighting. Part three outlines the research methodology, detailing the mixed-methods approach employed to collect and analyze quantitative and qualitative data on moonlighting practices. Part four focuses on data analysis, interpreting the survey results. Finally, Part five discusses the implications of the findings, synthesizes the discussion, and concludes with recommendations for employees and employers.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Moonlighting, a phenomenon where individuals engage in additional work beyond their primary employment, has garnered significant attention in both academic literature and public discourse. This practice can take various forms, from freelance gigs and part-time jobs to entrepreneurship and consulting. The concept of moonlighting raises questions about its implications for individuals, organizations, and the broader economy, making it a subject of interdisciplinary study across sociology, economics, psychology, and management.

Economists have extensively studied moonlighting to understand its economic implications. Moonlighting behavior can reflect economic necessity, such as supplementing income from a primary job that may not provide sufficient earnings. For instance, studies like those by

Hamermesh and Grant (1979) and Couch and Placzek (2010) highlight how economic factors like wages, job insecurity, and unemployment rates influence moonlighting decisions. From a labor market perspective, moonlighting can affect job mobility and productivity. Moonlighting may provide workers with valuable skills and networks, enhancing their human capital (Budd and McCall, 1997). However, it could also lead to reduced productivity and absenteeism in their primary job (Fallick and Hassett, 1999). The economic impact of moonlighting is complex, as it involves trade-offs between income augmentation and potential workplace disruptions. Moonlighting is not merely an economic decision but also a sociological and psychological phenomenon. Sociologists have explored how moonlighting relates to identity, social roles, and aspirations. For instance, Hochschild's (1983) concept of "the second shift" discusses how additional work can impact gender roles and family dynamics. Studies by Presser (1989) and Blair-Loy (1999) examine how moonlighting intersects with gender, race, and social class, influencing access to economic opportunities and social mobility. Psychologically, moonlighting can be driven by intrinsic motivations such as autonomy, skill development, or entrepreneurial aspirations (Loscocco and Smith-Hunter, 2004). However, it can also lead to stress and burnout, especially when balancing multiple roles (Kossek and Lautsch, 2012). From an organizational standpoint, moonlighting raises concerns about conflicts of interest, confidentiality breaches, and employee commitment (Vega and Combs, 2008). Organizations may adopt policies either restricting or accommodating moonlighting to manage these risks and retain talent. Research by George and Jones (2000) and Osterman (1987) suggests that organizational policies and workplace norms significantly influence moonlighting behavior.

## PERSONAL REASONS AND MOONLIGHTING

Economic factors often drive individuals to seek additional income through moonlighting. Studies by Couch and Placzek (2010) and Hamermesh and Grant (1979) demonstrate that individuals facing financial constraints or insufficient primary job earnings are more likely to engage in moonlighting activities to supplement their income. Moonlighting can serve as a platform for individuals to develop new skills or explore different career paths. Research by Loscocco and Smith-Hunter (2004) suggests that moonlighting allows individuals to expand their professional repertoire, potentially enhancing their marketability and career prospects. For some, moonlighting offers opportunities for career advancement that may not be available in their primary employment. Hochschild (1983) discusses how individuals, particularly women, engage in moonlighting to accelerate their career progression by gaining diverse experiences outside their primary job role. Moonlighting's impact on job satisfaction and well-being is multifaceted. While it may provide financial relief and career growth, it can also lead to stress and burnout (Kossek and Lautsch, 2012). Studies by Blair-Loy (1999) and Presser (1989) highlight how the balancing act between multiple roles in moonlighting can affect overall satisfaction with work and life. Based on the preceding discussion, the following hypothesis has been formulated for investigation:

H1: Personal reasons significantly influence the likelihood of individuals engaging in moonlighting.

## BOUNDARYLESS CAREER ORIENTATIONS AND MOONLIGHTING

The concept of boundaryless careers has gained significant attention in recent years as traditional career paths have evolved. A boundaryless career is characterized by fluidity,

flexibility, and the ability to transcend organizational and geographical constraints (Arther, 1994; Arthur & Rousseau, 1996). Boundaryless careers are defined by both physical and psychological aspects. The physical aspect involves a preference for organizational mobility, characterized by frequent changes in jobs and organizations (Inkson, 2006). On the other hand, the psychological aspect, described as a boundaryless mindset, reflects an individual's inclination to perceive and embrace the concept of crossing professional boundaries (Sullivan & Arthur, 2006; Briscoe et al., 2006). Individuals with a boundaryless career orientation are often motivated by autonomy, continuous learning, and personal growth (Sullivan & Arthur, 2006). Boundaryless career orientations are defined by their emphasis on personal agency and the pursuit of career success through diverse and non-traditional pathways (Inkson et al., 1997). According to Sullivan and Baruch (2009), there are three main dimensions of boundaryless careers: psychological mobility (willingness to change roles and organizations), physical mobility (willingness to relocate), and occupational mobility (willingness to change professions). Moonlighting, or having a second job in addition to one's primary employment, is a prevalent phenomenon influenced by various factors including economic needs, career development, and personal interests (Dulebohn et al., 2013). Moonlighting intentions can be driven by financial motives, career advancement opportunities, skill development, or dissatisfaction with current job conditions (Ng & Feldman, 2013). Research suggests that individuals with a strong boundaryless career orientation may be more inclined to engage in moonlighting activities. The flexibility and autonomy associated with boundaryless careers may facilitate the pursuit of additional job opportunities outside of their primary employment (Sullivan & Baruch, 2001). Inkson (2006) argues that boundaryless career orientations encourage individuals to actively manage their careers and seek diverse work experiences, including supplementary employment through moonlighting. From a social cognitive career theory perspective (Lent et al., 1994), individuals with strong self-efficacy beliefs in managing career transitions and multiple job roles are more likely to engage in moonlighting behaviors. Similarly, the protean career perspective (Hall, 2002) emphasizes self-directed career management and personal values, which align with the motivations of individuals pursuing moonlighting opportunities to fulfill their career aspirations and personal goals. Empirical studies provide mixed findings regarding the relationship between boundaryless career orientations and moonlighting intentions. Some studies suggest a positive association, indicating that boundaryless career orientations predict higher likelihood of moonlighting (Ng et al., 2018). However, other studies highlight contextual factors such as organizational policies, industry norms, and personal preferences that moderate this relationship (Dulebohn & Hoch, 2017). Understanding the relationship between boundaryless career orientations and moonlighting intentions has practical implications for career counselors, human resource managers, and organizational leaders. Organizations may benefit from adopting flexible work policies that accommodate employees' boundaryless career aspirations while managing potential conflicts of interest and workload implications associated with moonlighting activities (Ng & Sorensen, 2008). Based on the preceding discussion, the following hypothesis has been crafted for investigation:

H2: Individuals with stronger boundaryless career orientations are more likely to have higher intentions to engage in moonlighting activities.

**PECUNIARY MOTIVATION AND MOONLIGHTING**

Pecuniary motivation is the drive to obtain financial rewards and improve economic standing (Kanfer et al., 2017). This motivation can stem from a need to meet basic living expenses, achieve financial goals, or enhance overall quality of life. Economic theories suggest that individuals are rational actors who seek to maximize utility, often leading them to pursue additional sources of income when primary earnings are insufficient (Becker, 1965; Mincer, 1974; Conway & Kimmel, 1998). Moonlighting is undertaken for various reasons, with financial incentives being among the most significant (Shishko & Rostker, 1976). Pecuniary motivations can include paying off debts, saving for future expenses, or maintaining a desired lifestyle. Research has shown that individuals in lower-paying primary jobs or those facing financial instability are more likely to engage in moonlighting (Parham & Gordon, 2011). Several studies have established a clear link between pecuniary motivation and the propensity to moonlight. Economic necessity often compels individuals to seek additional employment, particularly in contexts where wages are stagnant or insufficient to meet rising living costs (Kimmel & Conway, 2001). Furthermore, moonlighting can be a strategy to buffer against economic uncertainty and job insecurity (Taylor et al., 2012). Economic theories such as human capital theory (Becker, 1964) and labor supply theory (Mincer, 1974) provide frameworks for understanding the relationship between pecuniary motivation and moonlighting. According to these theories, individuals allocate their labor to maximize financial returns, balancing the trade-offs between leisure and additional work. Empirical studies consistently highlight pecuniary motivation as a key driver of moonlighting. For instance, Conway and Kimmel (1998) found that individuals with higher financial obligations, such as mortgages or dependents, are more likely to moonlight. Similarly, economic downturns and inflation rates have been correlated with increased moonlighting activities (Shisko & Rostker, 1976; Torpey & Hogan, 2016). Based on the preceding discussion, the following hypothesis has been formulated for further investigation:

H3: Individuals with higher pecuniary motivations are more likely to have stronger intentions to engage in moonlighting activities.

## ORGANISATIONAL ASPECTS AND MOONLIGHTING INTENTIONS

Organizational policies play a crucial role in shaping moonlighting behaviors. Policies may either restrict or permit moonlighting activities, depending on the organization's goals, industry norms, and legal considerations (Ng & Sorensen, 2008). Restrictive policies may discourage moonlighting due to concerns over conflicts of interest, reduced productivity, or breaches of confidentiality (Dulebohn & Marler, 2005). Organizational culture can either encourage or discourage moonlighting. Cultures that prioritize work-life balance and employee autonomy may be more tolerant of moonlighting, viewing it as a personal choice that enhances skills and experiences (Dreher & Ash, 1990). In contrast, cultures emphasizing loyalty and dedication to a single employer may frown upon moonlighting, perceiving it as a distraction or lack of commitment (Dulebohn & Hoch, 2017). Job characteristics such as job satisfaction, workload, and flexibility also influence moonlighting behaviors. Dissatisfaction with primary job conditions, including low wages, limited career advancement, or unfavorable work schedules, may prompt individuals to seek supplementary employment (Ng & Feldman, 2013). Jobs offering flexibility in terms of hours and location may facilitate moonlighting by accommodating additional work commitments (Ng & Sorensen, 2008). Empirical studies provide insights into how organizational aspects impact moonlighting intentions and behaviors. For example, Dulebohn and Marler (2005) found that organizations

with lenient moonlighting policies reported higher levels of job satisfaction and lower turnover rates among employees. Conversely, restrictive policies were associated with greater secrecy and potential ethical dilemmas (Ng & Sorensen, 2008). From a social exchange theory perspective (Blau, 1964), organizational policies and culture shape the reciprocal relationship between employees and organizations. Policies that support employee autonomy and work-life balance may foster positive attitudes and behaviors, including moonlighting as a means of personal development and income supplementation. Based on the preceding discussion, another hypothesis has been formulated for investigation:

H4: Organizations with more lenient moonlighting policies and supportive cultures will have employees with higher intentions to engage in moonlighting activities.

## PRIMARY JOB-RELATED MOTIVATION AND MOONLIGHTING INTENTIONS

Primary job-related motivations (JRM) play a crucial role in influencing individuals' decisions to engage in moonlighting, the practice of holding multiple jobs simultaneously. This literature review explores how various motivations related to job security, risk reduction, workplace involvement, job satisfaction, promotion delays, and job appraisals impact individuals' intentions to pursue moonlighting activities (Conway & Kimmel 1998; Baah-Boateng et al., 2013; Nunoo et al., 2018). Job security refers to employees' perceptions of the continuity and stability of their employment within an organization (Greenhalgh & Rosenblatt, 1984). Individuals motivated by job security are likely to engage in moonlighting as a precautionary measure against potential job loss, aiming to diversify their income sources and maintain financial stability during uncertain economic conditions (Taylor et al., 2012). Lowering the risk of primary job loss involves actions taken to hedge against the possibility of losing one's main source of income (Greenhalgh & Rosenblatt, 1984). This motivation drives individuals to seek supplementary employment opportunities to mitigate financial risks and ensure continuous income streams, thereby reducing dependency on a single job (Ng & Feldman, 2013). Individuals motivated to play a more active role at their workplace may perceive moonlighting to gain additional skills, experiences, and responsibilities beyond their primary job duties (Dreher & Ash, 1990). This motivation aligns with career development aspirations and a desire for personal growth, prompting individuals to pursue moonlighting opportunities that offer greater autonomy and professional challenge. Job dissatisfaction arises from discontentment with various aspects of the job, such as responsibilities, tasks, or work environment (Spector, 1997). Dissatisfied employees may engage in moonlighting to explore alternative career paths, seek more fulfilling roles, or supplement income while seeking better job fits elsewhere (Ng & Sorensen, 2008). A delay in promotion refers to the perception that career advancement opportunities are limited or stagnant within the current organization (Inkson et al., 1997). Individuals motivated by promotion delays may engage in moonlighting to acquire additional skills and experiences that enhance their marketability for future career opportunities outside their primary job. Job appraisal dissatisfaction stems from perceived unfairness or inadequacy in performance evaluations and feedback processes (Spector, 1997). Individuals dissatisfied with job appraisals may seek supplementary employment through moonlighting to affirm their skills, capabilities, and value in alternative work settings (Ng & Feldman, 2013). Motivations underlying moonlighting behaviors can be understood through various theoretical frameworks. For instance, expectancy theory (Vroom, 1964) posits that individuals make decisions based on expected outcomes, such as increased income or skill development,

associated with moonlighting activities. Self-determination theory (Deci & Ryan, 2000) emphasizes intrinsic motivations such as autonomy and competence in driving behaviors related to job satisfaction and career development. Based on the analysis provided, another hypothesis for investigation is formulated as follows:

H5: Individuals who perceive higher levels of Job-related motivation in their primary job will demonstrate stronger intentions to engage in moonlighting activities.

## OPPORTUNITY AND MOONLIGHTING INTENTIONS

One of the motivations for moonlighting is the enjoyment individuals derive from the work they perform in their secondary job. This enjoyment can stem from pursuing hobbies or interests that are not fulfilled in their primary job (Inkson et al., 1997). Moonlighting allows individuals to engage in work they find personally fulfilling or enjoyable, thereby enhancing their overall job satisfaction and well-being. Moonlighting provides opportunities for individuals to gain experience in different occupations or to start and build their own businesses (Ng & Feldman, 2013). This motivation is driven by the desire for career exploration, entrepreneurial aspirations, and the potential to generate additional income streams beyond their primary job. Moonlighting enables individuals to acquire and develop new skills that may not be readily available or utilized in their primary job (Dulebohn & Marler, 2005). The opportunity to improve skills through hands-on experience in different contexts or industries enhances individuals' professional capabilities and marketability in the job market. For many individuals, moonlighting is seen as a strategic pathway to advance their careers by gaining diverse experiences, networking opportunities, and exposure to different organizational cultures (Inkson et al., 1997). This motivation aligns with long-term career development goals and aspirations for professional growth and advancement. Moonlighting activities contribute to enhancing individuals' resumes by showcasing a diverse range of skills, experiences, and achievements (Ng & Sorensen, 2008). This motivation is particularly relevant for individuals seeking to differentiate themselves in competitive job markets or to transition into new career paths. Moonlighting allows individuals to utilize and leverage their unique talents and capabilities that may not be fully utilized or recognized in their primary job (Dulebohn & Hoch, 2017). This motivation fosters a sense of personal fulfillment and achievement by applying one's talents in meaningful and productive ways. From a motivational perspective, opportunity-related motivations underlying moonlighting behaviors can be understood through frameworks such as self-determination theory (Deci & Ryan, 2000) and career construction theory (Savickas, 2005). These theories emphasize the importance of autonomy, competence, relatedness, and adaptability in driving individuals' career decisions and behaviors. Based on the literature review and arguments presented, the following hypothesis for investigation is formulated:

H6: Individuals who perceive greater opportunities to enjoy the work of the second job, will demonstrate stronger intentions to engage in moonlighting activities.

## ENTREPRENEURIAL MOTIVATION AND MOONLIGHTING INTENTIONS

Entrepreneurial motivation plays a significant role in influencing individuals' decisions to engage in moonlighting—the practice of holding multiple jobs simultaneously while pursuing entrepreneurial endeavors. This literature review explores how entrepreneurial motivations such as opportunity recognition, innovation, risk-taking, autonomy, and financial

independence impact individuals' intentions to engage in moonlighting activities. Opportunity recognition is a key entrepreneurial motivation that drives individuals to identify and pursue viable business opportunities (Shane & Venkataraman, 2000). Moonlighting allows individuals to explore entrepreneurial ideas and test business concepts without immediately giving up the security of their primary job, thereby minimizing financial risks associated with entrepreneurship (Raffiee & Feng, 2014). Entrepreneurial motivations often include a desire for innovation and creativity in business ventures (Baumol, 1990). Moonlighting provides individuals with opportunities to innovate and develop new products, services, or business models outside their primary job constraints, fostering entrepreneurial thinking and problem-solving skills (Raffiee & Feng, 2014). Entrepreneurs are characterized by their willingness to take calculated risks to achieve business success (Casson, 1982). Moonlighting allows individuals to experiment with entrepreneurial activities while maintaining the stability of their primary income source, thus reducing the perceived financial risks associated with full-time entrepreneurship (Raffiee & Feng, 2014). Autonomy, or the desire for independence and self-direction, is a motivational factor driving individuals towards entrepreneurship (Baumol, 1990). Moonlighting offers individuals greater control over their work schedules, business decisions, and career paths, aligning with their aspirations for autonomy and flexibility in managing multiple roles simultaneously (Ng & Feldman, 2013). Entrepreneurs often seek financial independence and wealth accumulation through successful business ventures (Casson, 1982). Moonlighting allows individuals to generate additional income streams, build financial reserves, and diversify their financial portfolios while pursuing entrepreneurial aspirations alongside their primary job responsibilities (Raffiee & Feng, 2014). Entrepreneurial motivations underlying moonlighting behaviors can be understood through theoretical frameworks such as the entrepreneurial event model (Shane & Venkataraman, 2000) and resource-based view (Barney, 1991). These frameworks emphasize the importance of entrepreneurial intentions, opportunity recognition, and resource acquisition in driving individuals' entrepreneurial pursuits. Based on the insights discussed, an additional hypothesis for investigation is proposed as follows:

H7: Individuals who perceive greater entrepreneurial motivations will demonstrate stronger intentions to engage in moonlighting activities.

## GENDER AND MOONLIGHTING INTENTIONS

Moonlighting, the practice of holding multiple jobs concurrently, varies significantly based on gender-related motivations and societal expectations. This literature review explores how gender influences individuals' intentions to engage in moonlighting activities, examining economic necessity, career advancement, work-life balance, and societal norms. Gender differences in moonlighting often stem from economic factors. For women, moonlighting may be driven by lower earnings in primary jobs or the need to support family finances due to caregiving responsibilities (Deutsch & Saxon, 1998). In contrast, men may engage in moonlighting to achieve financial independence or to invest in entrepreneurial ventures (Casson, 1982). Moonlighting serves as a strategy for career development, allowing individuals to gain additional skills and experiences. Gender differences may arise as men traditionally seek supplementary income to advance their careers and expand professional networks, while women may use moonlighting to enter new fields or industries (Feldman & Ng, 2007). Balancing work and personal life are critical in moonlighting decisions. Women often face pressures to manage caregiving responsibilities alongside work, leading to

moonlighting for flexible work arrangements or additional income. Men may prioritize career advancement and financial goals, impacting their motivations for moonlighting (Eby et al., 2005). Societal norms shape gender-specific motivations for moonlighting. Men may face expectations of being primary breadwinners, influencing their pursuit of supplementary income through moonlighting. Women may navigate societal expectations of caregiving roles, seeking economic empowerment through additional jobs (Eby et al., 2005). Gender differences in moonlighting intentions can be understood through social role theory (Eagly & Wood, 2012) and role congruity theory (Eagly & Karau, 2002). These theories highlight how gender roles and societal expectations shape individuals' decisions to engage in dual jobholding behaviors. Based on the above arguments and literature review, the following hypotheses have been posited by the researchers:

H8: Gender significantly influences individuals' intentions to engage in moonlighting activities.

Based on the above literature review, the following research questions have been raised for investigation:

1. How do economic necessity, career advancement aspirations, and work-life balance concerns influence the moonlighting intentions of Indian IT professionals, and how do these factors differ by gender?
2. In what ways do societal norms and organizational policies impact the prevalence and perception of moonlighting among Indian IT professionals, and how do these factors intersect with technological advancements and remote work opportunities?
3. What are the ethical implications and productivity outcomes of moonlighting for Indian IT professionals, and how do organizational policies and legal frameworks address these challenges?

## III RESEARCH METHODOLOGY

To achieve the stated objectives, the researcher developed a structured questionnaire that encompassed all dimensions chosen for the study. This research instrument underwent a pre-testing phase and was subsequently administered to 847 respondents. However, only 654 completed responses were received back, indicating an initial response rate of 77.3%. Out of the 654 responses received, only 444 were deemed suitable for final analysis due to various reasons, such as incomplete or inconsistent data, leading to a final usability rate of 67.9 %. In research terminology, this process highlights the attrition rate from initial response collection to final usable data. The reasons for the reduction in responses can include incomplete surveys, missing data points, or respondents not meeting criteria essential for the study's analysis. A 5-point Likert scale was employed to measure the indicators selected for the study. The scale ranged from 1 to 5, where 1 represented "strongly disagree" and 5 represented "strongly agree," to collect respondents' opinions.

The sampling methodology utilized for this study was snowball sampling. This non-probability sampling technique is particularly advantageous in research scenarios where the population of interest is difficult to reach or not easily identifiable through traditional sampling methods. Snowball sampling involves initial participants referring others who meet the study's criteria, thus expanding the sample through networks of contacts. This method is effective for studying hidden populations or those with specific characteristics that are not

readily accessible through random sampling techniques. Recent literature supports the use of snowball sampling in social science research. According to Etikan, et al., (2016), snowball sampling is particularly useful when investigating populations that are hard to reach due to social stigma, privacy concerns, or low prevalence (Valerio et al. (2020)). The scales used to measure various constructs in this study were adopted from established scholarly works to ensure the validity and reliability of the measurements. The construct of job-related motivation utilized scales from Ashwini et al. (2017), Asravor (2021), and Kawakami (2019). Moonlighting intentions were measured using scales derived from Seema and Sachdeva (2019). The dimensions of pecuniary motivation, opportunity, personal reasons, and job-related motivation were adopted from Khera and Kumar (2023). For boundaryless career orientation, scales were adopted from Briscoe, Henagan, Burton, and Murphy (2012), as well as Peng, Wang, and Wang (2021). Utilizing these validated scales ensures the accuracy and reliability of the measurements in this study. Utilizing these established scales ensures the validity and reliability of the measurements in this study.

Since the measurement of all variables in this study was derived from the same participants, there was a potential risk of common method bias. To address this, we performed Harman's single-factor test to assess common method variance. This test evaluates whether a single factor accounts for the majority of the variance in the data. If the total variance extracted by one factor exceeds 50%, it indicates the presence of common method bias. Our results showed that the total variance extracted by one factor was 23.45%, which is significantly below the 50% threshold (Podsakoff et al., 2012; Fuller et al., 2016). This finding suggests that common method bias is not a concern in our measures. Consequently, we conclude that the data used in this study are free from common method bias and are suitable for empirical analyses.

The collected data were analyzed using SPSS software. Initially, the data were assessed for internal consistency, reliability, and validity through various statistical tests. Cronbach's Alpha was calculated to evaluate internal consistency and reliability, with a threshold value of 0.70 indicating acceptable reliability (Cronbach, 1951). Exploratory Factor Analysis (EFA) was conducted to examine the underlying structure of the data and to ensure construct validity (Hair et al., 2014). Confirmatory Factor Analysis (CFA) was subsequently performed to validate the factor structure identified in the EFA, ensuring both convergent and discriminant validity (Kline, 2015). Next, the data were tested for various regression assumptions. Multivariate linearity was checked to ensure that the relationships between independent and dependent variables are linear (Tabachnick & Fidell, 2013). Homogeneity of variance, also known as homoscedasticity, was assessed to confirm that the variance of the errors is consistent across all levels of the independent variables (Field, 2018). Variance Inflation Factor (VIF) was calculated to detect multicollinearity, with VIF values below 10 indicating that multicollinearity is not a concern (O'Brien, 2007). Finally, a structural model was run using Structural Equation Modeling (SEM) to test the proposed hypotheses. SEM allows for the simultaneous assessment of multiple relationships and provides a comprehensive understanding of the model's fit and the direct and indirect effects among variables (Byrne, 2016).

## III. DATA ANALYSIS

### TABLE 1

### TABLE SHOWING DEMOGRAPHIC PROFILE OF THE RESPONDENTS

| Variable | Category | Frequency | Percent |
|---|---|---|---|
| Sex | Male | 270 | 60.8 |
| | Female | 174 | 39.2 |
| Marital Status | Married | 227 | 51.1 |
| | Unmarried | 91 | 48.9 |
| Age | <30 | 318 | 71.6 |
| | 31-40 | 72 | 16.2 |
| | 41-50 | 36 | 8.1 |
| | >50 | 18 | 4.1 |
| Qualification | Degree | 240 | 54.1 |
| | Masters | 132 | 29.7 |
| | Diploma/Certificate | 72 | 16.2 |
| MHI | <50,000 | 196 | 44.1 |
| | 50001-100000 | 189 | 42.6 |
| | 100001-2,00,000 | 45 | 10.1 |
| | >2,00,000 | 14 | 3.2 |
| Work Experience | < 5 Years | 360 | 81.1 |
| | 5-10 Years | 54 | 12.2 |
| | > 10 Years | 30 | 6.8 |

**Analysis:** The survey results reveal several demographic and socioeconomic trends among the respondents. The sample is predominantly male (60.8%) with females comprising 39.2%. The marital status is balanced, with 51.1% married and 48.9% unmarried. Age distribution shows that a significant portion of the respondents were youth, with 71.6% under 30 years old, and smaller percentages in the older age brackets (16.2% aged 31-40, 8.1% aged 41-50, and 4.1% over 50). Educationally, more than half (54.1%) hold a degree, 29.7% have a master's degree, and 16.2% possess a diploma or certificate, indicating a well-educated group. Regarding monthly household income, a substantial majority (86.7%) earn less than 100,000, with 44.1% earning below 50,000, 42.6% between 50,001 and 100,000, and only 13.3% earning more than 100,000. Work experience is predominantly low, with 81.1% having less than 5 years of experience, 12.2% having 5-10 years, and only 6.8% having over 10 years.

### CONFIRMATORY FACTOR ANALYSIS

Confirmatory Factor Analysis (CFA) is a statistical technique used to validate the measurement model of a set of observed variables (indicators) and their underlying latent constructs. It assesses how well the observed variables represent the latent constructs based on predefined hypotheses. CFA helps researchers confirm the reliability and validity of their measurement instruments in social science and business research. The final model consisted of eight constructs with 44 indicators or observed variables. The proposed model was evaluated for internal consistency, reliability, and validity (convergent and discriminant validity) by running a confirmatory factor analysis.

**TABLE 2**

**TABLE SHOWING CONFIRMATORY FACTOR ANALYSIS RESULTS**

| Items | Cronbach's Alpha | Loadings | AVE | CR | SqrtAVE |
|---|---|---|---|---|---|
| BCA1 | 0.812 | 0.71 | 0.622 | 0.821 | 0.789 |
| BCA2 | | 0.856 | | | |
| BCA3 | | 0.744 | | | |
| BCA4 | | 0.854 | | | |
| BCA5 | | 0.769 | | | |
| PM1 | 0.761 | 0.865 | 0.703 | 0.883 | 0.838 |
| PM2 | | 0.808 | | | |
| PM3 | | 0.895 | | | |
| PM4 | | 0.78 | | | |
| PR1 | 0.857 | 0.798 | 0.643 | 0.812 | 0.802 |
| PR2 | | 0.741 | | | |
| PR3 | | 0.893 | | | |
| PR4 | | 0.811 | | | |
| PR5 | | 0.757 | | | |
| JRM1 | 0.812 | 0.83 | 0.541 | 0.857 | 0.735 |
| JRM2 | | 0.707 | | | |
| JRM3 | | 0.747 | | | |
| JRM4 | | 0.755 | | | |
| JRM5 | | 0.509 | | | |
| JRM6 | | 0.818 | | | |
| EM1 | 0.779 | 0.826 | 0.64 | 0.653 | 0.8 |
| EM2 | | 0.773 | | | |
| OPP1 | 0.895 | 0.682 | 0.567 | 0.768 | 0.753 |
| OPP2 | | 0.906 | | | |
| OPP3 | | 0.705 | | | |
| OPP4 | | 0.697 | | | |
| OA1 | 0.77 | 0.815 | 0.671 | 0.819 | 0.819 |
| OA2 | | 0.764 | | | |
| OA3 | | 0.875 | | | |

*BCA: Boundaryless career orientation; PM: Pecuniary Motivation; PR: Personal Reason; JRM: Primary Job-Related Motivation; EM: Entrepreneurial motivation; OA: Organisational aspects; OPP: Opportunity.*

*CMIN= 89.41, DF=19, P=0.000 (<0.001), CMIN/DF=4.706, GFI=0.955, AGFI=0.914, NFI=0.968, RFI=0.953, IFI=0.975, TLI=0.963, CFI=0.975, RMSEA = 0.061*

The fit indices provided from the structural equation modelling (SEM) analysis indicate that the proposed model generally fits the observed data well. Despite the Chi-square test showing a significant result (CMIN=89.41, DF=19, P=0.000), which is typical in larger sample sizes and should be interpreted cautiously, other fit indices suggest good model fit. The CMIN/DF ratio of 4.706 is below the conventional threshold of 5, indicating reasonable model fit (Bollen, K. A. (1989); Sathyanarayana S. & T. Mohanasundaram, (2024)). Moreover, indices such as the Goodness-of-Fit Index (GFI=0.955), Adjusted Goodness-of-Fit Index (AGFI=0.914), Normed Fit Index (NFI=0.968), Relative Fit Index (RFI=0.953), Incremental Fit Index (IFI=0.975), Comparative Fit Index (CFI=0.975), and Root Mean Square Error of Approximation (RMSEA=0.061) all suggest that the model adequately fits the data. These indices collectively support the validity of the measurement model and its relationships among variables in the study, indicating that while the Chi-square test indicates some discrepancy between the model and data, overall model fit is deemed acceptable based on comprehensive evaluation of fit indices (Hu & Bentler, 1999; Kline, 2015). This suggests confidence in the robustness of the structural model and its applicability to understanding the relationships among the variables under investigation.

The confirmatory factor analysis (CFA) results provide a comprehensive evaluation of the constructs, assessing their reliability and validity. The confirmatory factor analysis results reveal that the Boundaryless Career Orientation (BCA) construct has strong reliability (Cronbach's alpha = 0.812) and good convergent validity (CR = 0.821, AVE = 0.622), with factor loadings all above 0.7. Pecuniary Motivation (PM) also demonstrates excellent reliability (Cronbach's alpha = 0.761) and high convergent validity (CR = 0.883, AVE = 0.703), with robust factor loadings ranging from 0.780 to 0.895 (Fornell, C., & Larcker, D. F. (1981)). The Personal Reason (PR) construct exhibits high reliability (Cronbach's alpha = 0.857) and good convergent validity (CR = 0.812, AVE = 0.643), supported by strong factor loadings. Primary Job-Related Motivation (JRM) shows good reliability (Cronbach's alpha = 0.812) and adequate convergent validity (CR = 0.857, AVE = 0.541), although one item (JRM5) has a lower factor loading (0.509), has been retained for the overall model benefit. Organisational Aspects (OA) demonstrate strong reliability (Cronbach's alpha = 0.770) and good convergent validity (CR = 0.819, AVE = 0.671), with high factor loadings. Entrepreneurial Motivation (EM) has good reliability (Cronbach's alpha = 0.779) and adequate convergent validity (CR = 0.653, AVE = 0.640), with strong factor loadings indicating robust construct validity. However, the Opportunity (OPP) construct has a relatively high Cronbach's alpha (0.895), suggesting high internal consistency, despite acceptable CR (0.768) and AVE (0.567) values and generally strong factor loadings. Therefore, most constructs demonstrate good reliability and validity.

Therefore, based on these results, it can be concluded that the measurement model used in the study demonstrates both reliability (internal consistency) and validity (convergent and discriminant) for all constructs. This suggests that the indicators effectively measure their intended constructs and support the robustness of the research findings related to career attitudes, motivation, and organizational aspects.

**TABLE 3**

**TABLE SHOWING INTER-CORRELATION MATRIX AND SQRT OF AVE FOR DISCRIMINANT VALIDITY**

| | BCAT | PMT | PRT | JRMT | EMT | OAT | Mean | SD |
|---|---|---|---|---|---|---|---|---|
| BCAT | **0.789** | .285** | .480** | .668** | .587** | .494** | 4.02 | 0.987 |
| PMT | | **0.838** | .366** | .463** | .524** | .313** | 4.13 | 1.041 |
| PRT | | | **0.802** | .460** | .390** | .588** | 3.97 | 0.892 |
| JRMT | | | | **0.735** | .375** | .392** | 3.83 | 0.794 |
| EMT | | | | | **0.800** | .350** | 4.07 | 0.891 |
| OAT | | | | | | **0.819** | 3.94 | 1.045 |

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

*Off-diagonal elements represent the inter-correlation matrix and highlighted diagonal elements represent the Sqrt of AVE. BCAT: Boundaryless career Orientation; PMT: Pecuniary Motivation; PRT: Personal Reason; JRMT: Primary Job-Related Motivation; EMT: Entrepreneurial motivation; OAT: Organisational aspects;*

The provided correlation matrix and square root of Average Variance Extracted (SqrtAVE) values are pivotal for assessing the discriminant validity of constructs in the measurement model. Discriminant validity ensures that each latent construct in the model is distinguishable from others by demonstrating stronger correlations with its own indicators than with indicators of other constructs. Upon examination, all constructs Boundaryless Career Orientation (BCAT), Pecuniary Motivation (PMT), Personal Reason (PRT), Primary Job-Related Motivation (JRMT), Entrepreneurial Motivation (EMT), and Organizational Aspects (OAT) exhibit SqrtAVE values (ranging from 0.735 to 0.838) that exceed their correlations with other constructs (ranging from 0.285 to 0.668), validating their distinctiveness. This confirms that the measurement model effectively captures unique aspects of each construct and supports their validity. These findings emphasize the robustness of the model.

**Fig 1 : STRUCTURAL MODEL**

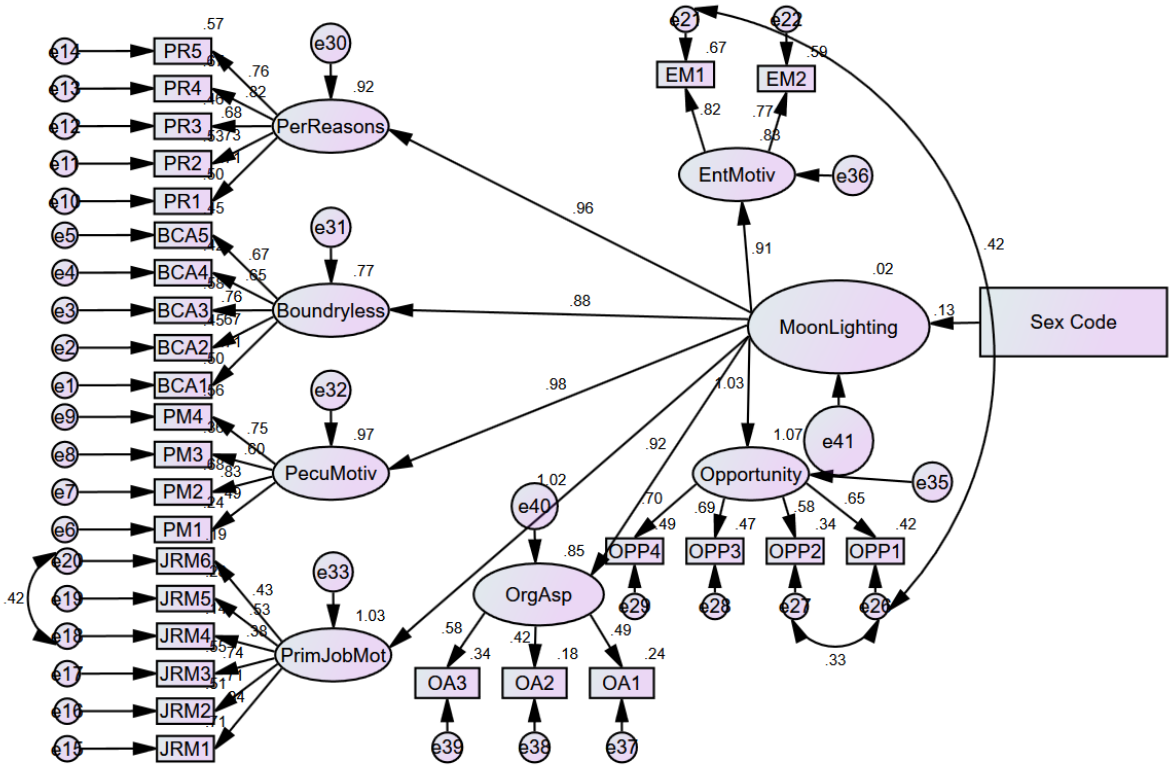


**TABLE 4**

**TABLE SHOWING COEFFICIENTS AND CR VALUES**

| | Estimate | Estimate | S.E. | C.R. | P | Label |
|---|---|---|---|---|---|---|
| SC→ ML | 0.229 | 0.135 | 0.083 | 2.772 | 0.006 | Supported |
| ML → PR | 1.0245 | 0.957 | 0.065 | 15.76 | *** | Supported |
| ML → PJM | 1.301 | 1.015 | 0.078 | 16.66 | *** | Supported |
| ML → PM | 0.71 | 0.983 | 0.072 | 9.818 | *** | Supported |
| ML → BCA | 0.983 | 0.88 | 0.077 | 12.81 | *** | Supported |
| ML → OPP | 1.026 | 1.034 | 0.077 | 13.39 | *** | Supported |
| ML → EM | 1.2 | 0.91 | 0.081 | 14.76 | *** | Supported |
| ML → OA | 0.639 | 0.924 | 0.07 | 9.16 | *** | Supported |

*ML: Moonlighting; PR: Personal Reasons; PJM: Primary Job Motivation; PM: Pecuniary Motivation; BCA: Boundaryless Career Orientation; OPP: Opportunity; EM: Entrepreneurial Motivation; OA: Organisational Aspects. GFI: 0.984; AGFI: 0.927; NFI: 0.939; RFI: 0.903; IFI: 0.966; TLI: 0.963; CFI: 0.964. RMSEA = 0.036; $\chi^2/df = 3.165$.*

The fit indices provided indicate a strong fit of the structural equation model (SEM) to the observed data. The Goodness-of-Fit Index (GFI) of 0.984 suggests that the model adequately reproduces the covariances in the data, with values above 0.90 generally considered indicative of good fit (Bollen, 1989). The Adjusted Goodness-of-Fit Index (AGFI) of 0.927, while slightly lower, still reflects a reasonable fit, considering its adjustment for the model's degrees of freedom (Hair et al., 2014). Similarly, the Normed Fit Index (NFI), Relative Fit Index (RFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) all exceed 0.90, indicating strong agreement between the model and observed

data, as recommended in SEM literature (Hu & Bentler, 1999; Jöreskog & Sörbom, 1986; Bentler, 1990). The Root Mean Square Error of Approximation (RMSEA) of 0.036 is below the threshold of 0.08, suggesting a close fit of the model to the data per degree of freedom (Browne & Cudeck, 1993; Sathyanarayana S. & T. Mohanasundaram, 2024). Finally, the $\chi^2$/df ratio of 3.165, being below 5, further supports the adequacy of the model fit (Hair et al., 2014). Overall, these indices collectively indicate that the SEM provides a robust representation of the relationships among variables in the study, reinforcing the validity and reliability of the structural model in explaining the observed data patterns.

The relationship between sex of the respondents (SC) and moonlighting (ML) was statistically significant (estimate = 0.229, S.E. = 0.083, C.R. = 2.772, p = 0.006). This suggests that there is a significant relationship between respondents' sex and moonlighting behavior. The effect of moonlighting (ML) on personal reasons (PR) was highly significant (estimate = 1.0245, S.E. = 0.065, C.R. = 15.76, p < 0.001). This suggests that engaging in moonlighting activities (ML) is positively associated with personal reasons (PR) among respondents. Specifically, individuals who engage in moonlighting are more likely to report doing so for personal reasons such as personal fulfillment, skills development, or additional income. The effect of moonlighting (ML) on primary job motivation (PJM) was highly significant (estimate = 1.301, S.E. = 0.078, C.R. = 16.66, p < 0.001). This finding suggests that individuals who engage in moonlighting (ML) activities are significantly more likely to report higher levels of pecuniary job motivation (PJM). The relationship between moonlighting (ML) and pecuniary motivation (PM) was found to be highly significant (estimate = 0.71, S.E. = 0.072, C.R. = 9.818, p < 0.001). This suggests that individuals who engage in moonlighting activities are more likely to report doing so for reasons related to financial gain or economic incentives. The relationship between moonlighting (ML) and boundaryless career Orientation (BCA) was highly significant (estimate = 0.983, S.E. = 0.077, C.R. = 12.81, p < 0.001). This finding suggests that individuals who engage in moonlighting activities are more likely to exhibit attitudes that align with a boundaryless career, which typically involves seeking career opportunities across various organizational and geographical boundaries. The effect of moonlighting (ML) on opportunity (OPP) was highly significant (estimate = 1.026, S.E. = 0.077, C.R. = 13.39, p < 0.001). This finding suggests that individuals who engage in moonlighting activities are more likely to perceive and pursue additional opportunities in their professional endeavors. The relationship between moonlighting (ML) and entrepreneurial motivation (EM) was highly significant (estimate = 1.2, S.E. = 0.081, C.R. = 14.76, p < 0.001). This finding suggests that individuals who engage in moonlighting activities are more likely to exhibit motivations associated with entrepreneurship, such as seeking autonomy, innovation, and new venture creation. The effect of moonlighting (ML) on organizational aspects (OA) was highly significant (estimate = 0.639, S.E. = 0.070, C.R. = 9.16, p < 0.001). This finding suggests that individuals who engage in moonlighting activities are more likely to perceive positive organizational aspects such as organizational support, culture, or structure.

The coefficients of determination ($R^2$) indicate the extent to which moonlighting (ML) as the independent variable explains variance in several constructs. Specifically, moonlighting explains a substantial portion of variance in each dependent variable: Organizational Aspects ($R^2 = 0.854$), Opportunity ($R^2 = 1.068$), Entrepreneurial Motivation ($R^2 = 0.828$), Primary Job Motivation ($R^2 = 1.031$), Personal Reasons ($R^2 = 0.916$), Pecuniary Motivation ($R^2 = 0.967$),

and Boundaryless Career ($R^2$ = 0.775). These findings emphasize the significant predictive power of moonlighting across various dimensions of career motivations and organizational perceptions. The high $R^2$ values suggest that moonlighting plays a pivotal role in shaping individuals' motivations and attitudes towards their primary jobs, personal reasons for work, entrepreneurial aspirations, pecuniary incentives, and their approach to boundaryless career orientation. Such insights highlight the multi-layered impact of moonlighting on career-related outcomes, reflecting its influence beyond mere supplementary income to encompass broader career development and motivational dynamics.

## V. DISCUSSION AND CONCLUSION

The current study has been undertaken to gain insights into moonlighting intentions within the Indian IT sector. Moonlighting, defined as engaging in additional employment outside of one's primary job, presents a significant phenomenon in contemporary work environments, particularly in sectors like IT where flexible work arrangements and diverse career opportunities abound. Understanding the factors influencing moonlighting intentions among IT professionals in India is crucial for both industry practitioners and policymakers seeking to effectively manage and leverage this dual-employment practice. By examining various motivations and outcomes associated with moonlighting, this study aims to contribute valuable knowledge that can inform strategies for enhancing organizational performance and supporting career development in the dynamic IT industry context. Based on the comprehensive analysis of the relationships and explanatory power of moonlighting (ML) across various constructs, several significant conclusions can be drawn. Firstly, the statistically significant relationship between respondents' sex (SC) and moonlighting behavior suggests that gender plays a role in determining engagement in additional work activities. This emphasizes the importance of demographic factors in understanding work behavior. Secondly, moonlighting shows strong associations with multiple dimensions of career motivations and organizational perceptions. Individuals who engage in moonlighting activities are notably driven by personal reasons such as fulfillment, skill development, and financial gains, as evidenced by the highly significant relationships with personal reasons (PR), primary job motivation (PJM), pecuniary motivation (PM), and boundaryless career orientation. Similar findings were documented by Zhen et al. (2021), who demonstrated that employees with strong boundaryless career orientations exhibit higher job engagement but lower organizational engagement when moonlighting. These results supported the findings of Khera & Kumar, (2023). Additionally, they found that mobility preference, a component of boundaryless career orientation, significantly impacts organizational commitment. These findings suggest that moonlighting serves diverse purposes beyond financial incentives, influencing attitudes towards career mobility and entrepreneurial endeavors. Moreover, the high coefficients of determination ($R^2$) indicate that moonlighting explains a substantial portion of variance in organizational aspects, opportunity perceptions, entrepreneurial motivation, and other career-related dimensions. This highlights moonlighting's pivotal role in shaping individuals' motivations and attitudes towards their primary jobs and career development. The significant predictive power of moonlighting underscores its multifaceted impact, encompassing both personal aspirations and organizational dynamics. Comparing the results of the current study on moonlighting intentions in the Indian IT sector with findings from similar studies reveals several consistent trends and unique insights. Studies across different contexts often converge on certain themes while also highlighting specific nuances

based on regional, sectoral, or demographic factors. For instance, studies in Western contexts frequently emphasize motivations such as financial gain, skill development, and entrepreneurial aspirations as primary drivers of moonlighting (e.g., Ng & Feldman, 2014; Reisel et al., 2010). These motivations align closely with the findings of the current study, where moonlighting was significantly associated with personal reasons, pecuniary motivation, entrepreneurial motivation, and boundaryless career orientation. In terms of organizational implications, research often underscores the impact of moonlighting on job satisfaction, work-life balance, and organizational commitment (e.g., Piccoli & Pigni, 2016; Rubenstein et al., 2018). Similarly, the current study's findings regarding moonlighting's influence on organizational aspects and opportunity perceptions resonate with these broader implications, suggesting that moonlighting can influence organizational dynamics positively when managed effectively. Moreover, regional studies focusing on specific sectors, such as technology and IT, highlight how moonlighting practices vary across different countries and industries (e.g., Konczak et al., 2000; Zavyalova et al., 2012). In the context of the Indian IT sector, where the demand for skilled professionals and the prevalence of gig economy practices are prominent, understanding moonlighting intentions is particularly relevant for shaping employment policies and fostering innovation. Therefore, while the findings of the current study align with broader trends observed in moonlighting research, they also offer unique insights into the motivations and outcomes specific to the Indian IT sector. This comparative analysis emphasizes the universal relevance of moonlighting as a phenomenon while highlighting the need for localized approaches to understanding and managing dual-employment practices in dynamic and rapidly evolving industries.

The current findings provide valuable insights into how moonlighting influences individuals' career choices and organizational perceptions, emphasizing its broader implications for career development strategies and workforce management practices. Understanding these relationships can assist organizations and policymakers in fostering environments that accommodate and leverage moonlighting activities to enhance employee satisfaction, productivity, and career progression.

## RESEARCH LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The current study on moonlighting intentions in the Indian IT sector has several noteworthy limitations that temper the interpretation and generalizability of its findings. Firstly, the sample size of 444 participants, while suitable for specific analyses, may constrain the broader applicability of results beyond the studied demographic and industry context. A larger and more diverse sample could provide more robust insights into moonlighting behaviors across various sectors and geographical regions within India. Secondly, the study's exclusive focus on the Indian IT sector restricts the transferability of findings to other industries. Moonlighting motivations and outcomes may vary significantly across different professional domains such as healthcare, finance, or manufacturing, necessitating sector-specific investigations to capture such nuances effectively. Additionally, while the study comprehensively examined significant constructs such as personal reasons, primary job motivation, pecuniary motivation, entrepreneurial motivation, and boundaryless career orientation, it did not encompass other potentially relevant variables. Factors like organizational culture, job satisfaction, work-life balance, and the impact of moonlighting on organizational outcomes were not explored, which could enrich understanding of the phenomenon's broader implications.

Moving forward, future research endeavors should address these limitations to advance our understanding of moonlighting behaviors in the Indian context and beyond. Firstly, conducting longitudinal studies could illuminate the stability and evolution of moonlighting practices over time, offering insights into how these behaviors adapt to changes in industry dynamics, economic conditions, and personal career trajectories. Moreover, qualitative research methods such as interviews or focus groups could delve deeper into the subjective experiences and motivations underlying moonlighting decisions among IT professionals in India. This qualitative approach would provide nuanced perspectives on factors influencing moonlighting, such as career aspirations, family responsibilities, and personal development goals. Furthermore, exploring the impact of moonlighting on organizational outcomes—such as productivity, turnover rates, and innovation—would be pivotal for employers and policymakers aiming to optimize workforce management strategies and foster a supportive work environment. Lastly, comparative studies across different countries or regions could shed light on cultural and institutional influences shaping moonlighting practices globally. Understanding these cross-cultural variations would contribute to a more comprehensive framework for managing dual employment arrangements in diverse labor markets. By addressing these directions for future research, scholars can enhance the depth and breadth of knowledge on moonlighting behaviors, contributing valuable insights to both academic discourse and practical implications for organizational management and policy development.

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