

Major Research Project

A Study on Employees Attitude and Perception toward Moonlighting

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CERTIFICATE

This is to certify that, **Pawan Kumar Gola** has submitted the report titled “**A Study on Employees Attitude and Perception toward Moonlighting**” in partial fulfillment of the requirements for the award of the degree of Master of Business Administration from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

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DECLARATION

I, **Pawan Kumar Gola**, student of MBA 2021-23 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi – 42, hereby declare that the Major Research Project report on "**Attitude and Perception of Employees toward Moonlighting**" submitted in partial fulfillment of Degree of Master of Business Administration is the original work conducted by me. The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University, for award of any other Degree, Diploma or Fellowship.

Pawan Kumar Gola

Place: Delhi

Date:

ACKNOWLEDGEMENT

It is my pleasure to acknowledge many people who knowingly and unwittingly helped me to complete my project.

I would like to express my special thanks to Dr. Rajan Yadav, as well as Dr. Archana Singh who gave me the excellent opportunity to do this wonderful project on the topic "**Attitude and Perception of Employees toward Moonlighting**".

Secondly, I would also like to thank my parents, friends and employees who were part of my survey and helped me a lot in completing the project within a limited period.

The immense learning from this project would be indelible forever.

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EXECUTIVE SUMMARY

This study examines the attitudes and perceptions of employees regarding moonlighting, the practice of working on a second job other than primary job in extra working hours. The practice of moonlighting is very common nowadays, and there is an accelerating interest in determining its causes and disruptions.

This research collected data from various employees of different organizations holding different job roles using a convenient approach. The process of collecting data involves gaining responses via administering a survey to obtain insight into the attitudes and perception of employees towards moonlighting.

The result of the research indicated that employees view moonlighting as both positive and negative practice. By some employees it is seen as a means to generate more income, gain new skills and be very motivating. Whereas some see it as a burdensome process and a reason for inefficiency in their work. As a rule, individuals who engage in the said activity maintain an optimistic perspective regarding it. In contrast, those not participating are content with their primary occupation. This study also shows that the attitude and perception of employees may vary according to job roles and type of industries.

The study has various implications from an organizational perspective. First, it is very necessary for organizations to recognize the rationale behind moonlighting and the effects it can have on employee performance. Second, a proper code of conduct regarding moonlighting should be developed to maintain a balance between employee flexibility and fore guarding integrity.

Overall, the study provides some valuable insights into the complicated phenomenon of moonlighting and demonstrates that there is massive scope for research in this area. By understanding the attitudes and perceptions of employees towards moonlighting, organizations can create a high performing work system in their organizations.

Chapter 1

INTRODUCTION

Working a second job or managing a secondary work apart from an employees' primary job or profession is referred to as moonlighting. It is typically done to earn more income or to pursue a passion or interest outside of one's primary profession.

Depending upon the context, moonlighting is known by various names such as side job, freelancing, gig working, side duties, off-hour labor, etc. These terms are synonymous with moonlighting; however, they have slightly different meanings according to specific categories of work arrangements. For example, freelancing typically refers to working with different employers according to your needs as an independent employee, whereas gig work may refer to employees working on flexible, short-term or on-demand work.

It is believed that the term "moonlighting" originated in the early 1900s, when people were working under the light of the moon to earn an extra penny apart from their regular job. It was often viewed as a means for workers to supplement their income and provide for their families during difficult economic times. Since then, moonlighting has become a very common phenomena that is being practiced in a variety of industries and professions, along with the technological advancements and freedom of work have made it simpler for employees to pursue side jobs or operate their own businesses.

Moonlighting can come up with various opportunities for personal development as well as additional income. But it can also have disadvantages, such as lack of productivity, job performance and organizational commitment. Depending on the nature of the work and potential conflicts of interest, some employers also have strict policies that prohibit or restrict moonlighting. As a result, individuals must carefully consider the drawbacks of working on a secondary job even after having a primary job and they must ensure that it does not interfere with their primary job role otherwise sometimes it becomes the reason for failure.

In today's fast-moving and highly competitive environment, many employees practice moonlight or take on second occupations for financial or personal reasons. Therefore, it is essential to investigate the perception and attitude of employees towards moonlighting in order to comprehend its effect on job performance and organizational dedication.

1.1 BACKGROUND OF THE STUDY:

The motive of the "Employee's Attitude and Perception towards Moonlighting" study was presumably to investigate the attitudes and perceptions of employees towards moonlighting. The context of the study has originated from the fact that moonlighting among employees has become increasingly prevalent, with many individuals taking on additional work to supplement their earnings, enhance their skills and for job satisfaction.

The purpose of this study was to determine the root cause of why employees indulge in the practice of moonlight, and to know the effect of their primary employment (job satisfaction), motive for skill development and financial gains. There is not much significant research done in this area as many of the factors influencing moonlight are hard to capture due to the hesitancy of employees to come forward for interviews and questionnaires.

The study has shed light on how employers can better support and manage employees who are engaged in moonlighting by obtaining a better comprehension of factors affecting the attitudes and perceptions of employees towards moonlighting. In addition giving the recommendation of having proper code of conduct in an organization, against or in favor of employees toward moonlighting.

1.2 PROBLEM STATEMENT:

This study looks into the attitude and perception of employees toward moonlighting and sees the prevalence of moonlighting on different demographic factors such as age, gender, income group, marital status. This study will decide the potential correlation between dependent and independent variables. Which will help us to gain a better understanding of employees' perception of it. It also helps different organizations to develop policies and code of conduct for the employees involved in such practices that will in return help them to develop a high performing work system and protect their organization from unethical practices as well as inform them about the regulations pertaining to moonlighting.

1.3 OBJECTIVES OF THE STUDY:

The objectives of the study "Employee's Attitude and Perception toward Moonlighting" includes:

1. To explore the effect of monetary benefits on the intent of moonlighting.
2. To examine the impact of primary job satisfaction on moonlighting.
3. To identify the role of skill development, experience and career planning on moonlighting.
4. To understand the effect of demographic variables such as age, gender and marital status on moonlighting.

1.4 SCOPE OF STUDY:

The scope of the study "Employee's Attitude and Perception Towards Moonlighting" would likely conclude an examination of the attitudes and perceptions of employees towards moonlighting, especially in relation to their primary job.

The study is targeted to all levels of employees from various backgrounds and are associated with one or two organizations to understand their behavior toward acquiring a second job instead of having one primary job.

The area in which the questionnaire was circulated is mainly the National Capital Territory and Delhi NCR. The reason behind choosing these locations is the prevalence of offices and convenience of distribution of the survey.

Chapter 2

LITERATURE REVIEW

Moonlighting can be stated as “the simultaneous holding of two or more jobs at a single time by an individual” (*Nunoo et al., 2018*). Working on a second job or managing a secondary work apart from an employees’ primary is referred to as moonlighting. It is mainly done to earn more income, to pursue an individual interest or career building. Various employees across the world indulge in this phenomenon in order to have extreme financial gains. Nowadays the term is in the spotlight and various organizations are taking stringent actions toward people involved in it.

Lichter and associates (2001) studied the intent of moonlighting on unmarried men and women, analyzing the effects of family and labor market influences on such decisions. The study found that due to their need for additional income, unmarried males were more likely to moonlight than unmarried women.

In addition, *Karatepe and Agaoglu (2007)* found that working conditions and job satisfaction were significant factors influencing hotel employees' intentions to work a second job.

Dickey et al. (2011) investigated the motivations for moonlighting and determined that financial incentives were not the only factor.

Singh and Sharma (2017) found organizational support to be a significant predictor of moonlighting intentions in their study “Moonlighting behavior of Employees in Selected IT Companies”.

Baah and Aryeetey (2011) and *Ojong and Tchamyou (2019)*, respectively, also examined the factors that influence moonlighting in Ghana and Cameroon. Their study found that education, age, and marital status were significant predictors of moonlighting, whereas the second study found that job insecurity and low wages were the primary reasons for moonlighting.

The research conducted by *Seema and Sachdeva (2020)* on the “Moonlighting intentions of IT professionals” revealed that organizational assurance towards commitment and entrepreneurial motivation significantly influenced these intentions.

Azman and colleagues (2021) analyzed the “effect of moonlighting on the association between self-efficacy and job performance among female employees at Klang Valley Public Hospital”. The study described that moonlighting has a moderate positive relationship between self-efficacy and job efficiency significantly.

However there are few gaps that exist in the behavioral study of employees. Limitations in conducting the research at a large scale area due to which very few studies have been conducted in Delhi NCR. The attitude and perception of employees towards moonlighting is temporal. There is a need for periodic analysis to track the changes in the attitude and perception of employees. Sampling bias is also a reason that limits the researchers to a smaller sample size.

Chapter 3

RESEARCH METHODOLOGY

The objective of this research was to determine the intention and perception of employees toward moonlighting and its impact on employees of various organizations in terms of **monetary benefits, skill development, and job satisfaction**. To achieve this objective, a quantitative research design was employed using a questionnaire as the data collection tool.

3.1 RESPONDENTS:

The target population for this study was employees of various organizations.

3.2 SAMPLE SIZE:

The sample size was 108 employees. A questionnaire survey was circulated among employees of different organizations having different backgrounds.

3.3 SAMPLING TECHNIQUE:

Employees were selected based on convenience. A questionnaire survey was circulated among employees who were easily accessible and were willing to participate. Hence, Convenient sampling was opted as the sampling method.

3.4 RESEARCH VARIABLES:

The independent research variables that are decided for this study are monetary/pecuniary benefits (M), skill development (S), and job satisfaction (J).

Table 3.1 COMPUTING VARIABLES: *Dependent variable = D1+D2+D3, Monetary aspect (independent Variable) = M1+M2+M3, Job satisfaction (Independent Variable) = J1+J2+J3, Skill development (Independent Variable) = S1+S2.*

Q6. I prefer to have a second job?	Dependent Variable (D1)
Q7. I believe that a secondary job will help me to earn more money.	Independent Variable (M1)
Q8. I believe that moonlighting can help me to improve my family's condition.	Independent Variable (M2)
Q9. I believe that earning from the secondary job keeps me motivated.	Independent Variable (M3)
Q10. I believe that moonlighting can help me to build my skills, career and resume.	Independent Variable (S1)
Q11. I believe that moonlighting can help me to gain experience	Independent Variable (S2)
Q12. I believe that moonlighting can help me have job security.	Independent Variable (J1)
Q13. I am satisfied with my job	Independent Variable (J2)
Q14. I believe that a secondary job keeps me motivated.	Independent Variable (J3)
Q15. I have an inclination towards joining a second job.	Dependent Variable(D2)
Q16. I can join a Secondary job if my current employer allows me to.	Dependent Variable(D3)

Source: The questions on moonlighting intentions are adapted from the research conducted by **Seema and Sachdeva (2020)**, **Brayfield, A. H., & Rothe (1951)** and **Md Sabron, M. Z., & Abu Hassim (2021)**.

3.5 ALTERNATE HYPOTHESIS:

H1: Monetary factors have a significant impact on the attitude and perception of employees toward moonlighting.

H2: Job satisfaction has a significant impact on the attitude and perception of employees toward moonlighting.

H3: Skill development and gaining experience has a significant impact on the attitude and perception of employees toward moonlighting.

H4: Gender, age, marital status, educational qualification and number of family members together have an impact on employees to moonlight.

3.6 DATA COLLECTION:

A Google survey form was created to collect the data from the respondents. All the questions were measured using a Likert scale ranging from 1 to 5.

You have to rate the answers on a scale of 5 where
1 = Strongly disagree/ Never
2 = Disagree/ Sometimes
3 = Neutral
4 = Agree/ Most Often
5 = Strongly Agree/ Always

Figure 3.2 Rating scale used in the survey questionnaire.

The questionnaire consisted of 16 questions which were closed-ended questions, enabling the collection of quantitative data. The questionnaire was distributed to the respondents' employees through email, in-person QR codes and other social media platforms.

3.7 DATA ANALYSIS TOOLS:

The collected data was analyzed using descriptive statistics such as frequencies and percentages. Different statistical operations such as correlation analysis, Regression analysis and two-way ANOVA analysis were also employed to establish relationships between the variables. **SPSS** was the data analysis tool used in the analysis of this study.

Chapter 4

DATA ANALYSIS



Figure 4.1 Data Analysis steps.

4.1 DATA PRE-PROCESSING

As there were no outliers present in the data and all the questions were compulsory based there was no such need required for data pre-processing and cleaning of data. Google form already stores data in the form of rows and columns hence the data was already structured.

4.2 RELIABILITY TEST

Reliability testing was done on each question individually as well as on a set of questions to find the value of Cronbach alpha which was equal to 0.895 that falls in the good category of interpretation. Hence, we can say that the data is highly reliable.

Table 4.1 Showing the value of Cronbach alpha of all the variables (Dependent and independent) and overall questionnaire along with the interpretation.

Dependent Variables	Cronbach alpha	Interpretation
Intentions toward moonlighting (D1+D2+D3)	0.812	Good
Independent Variables		
Skill Development (S1+S2)	0.906	Excellent
Job Satisfaction (J1+J2+J3)	0.616	Acceptable
Monetary aspects (M1+M2+M3)	0.824	Good
Overall	0.895	Good

Source: Own Analysis

Case Processing Summary

		N	%
Cases	Valid	108	100.0
	Excluded ^a	0	.0
	Total	108	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.895	11

Figure 4.2 Value of Cronbach alpha

4.3 DESCRIPTIVE ANALYSIS

Table 4.2 Descriptive statistics of demographic data

	Descriptive Statistics									
	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Gender	108	1	1	2	1.56	.498	-.265	.233	-1.966	.461
Age	108	2	1	3	1.19	.420	1.943	.233	2.845	.461
Educational qualification	108	3	1	4	2.51	.634	-.260	.233	-.209	.461
Marital Status	108	1	1	2	1.08	.278	3.058	.233	7.488	.461

Source: Primary data analysis

It is evident from the data is that 47 Males and 61 Females participated in the “Study of employees attitude and perception toward moonlighting” out of which 88 were from the age group of 18-25 years, 19 were from the age group of 26-35 and only 1 was from the age group of 36-45. The employee analysis showed that 3 respondents were having the maximum qualification of PhD, 54 were Post Graduate, 46 were Graduated and 5 were having the maximum qualification of Senior Secondary level. Furthermore, a total of 99 respondents were unmarried and 9 were married.

Count of Gender

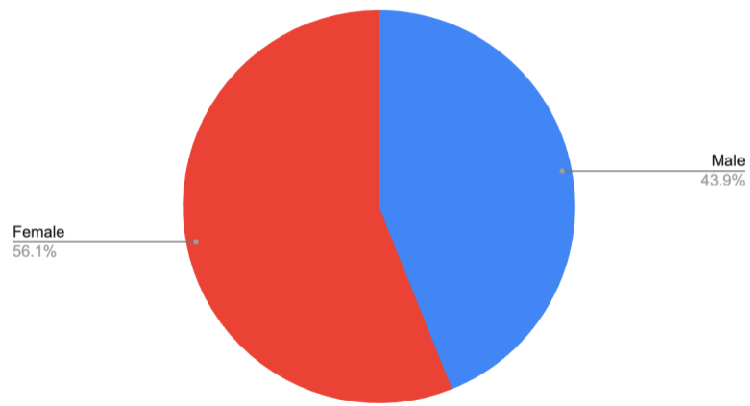


Figure 4.3 Gender ratio of respondents

Count of Age

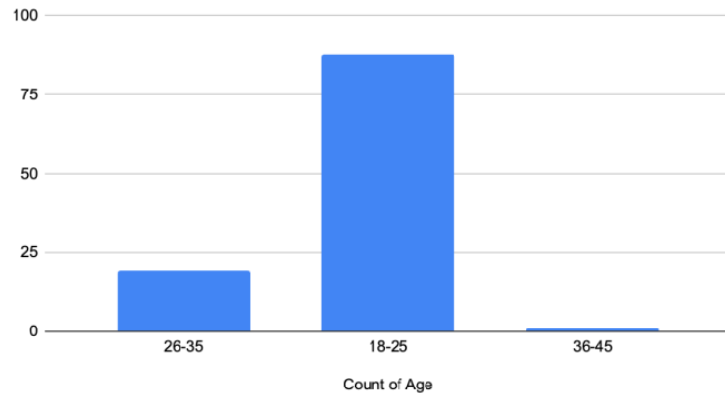


Figure 4.4 Age Groups of respondents

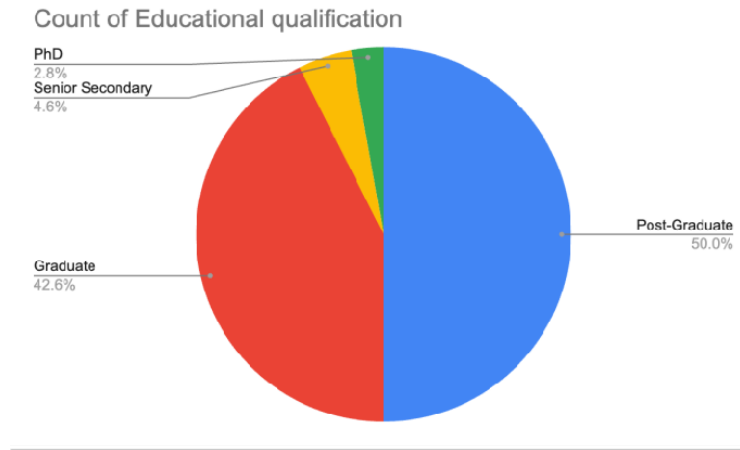


Figure 4.5 Education qualification of respondents

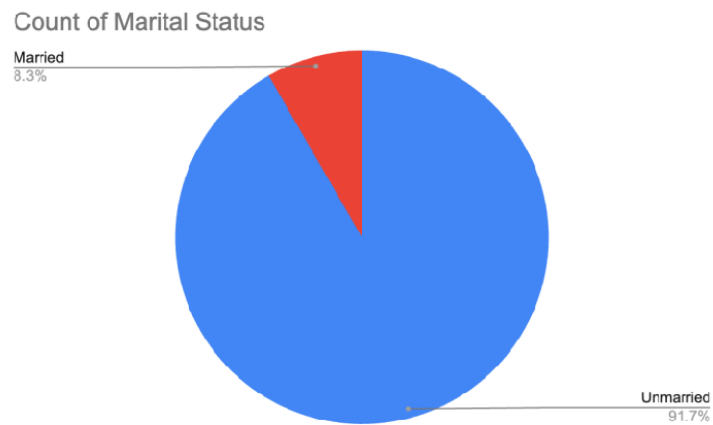


Figure 4.6 Marital Status of Respondents

Table 4.7 Descriptive statistics of Independent and Dependent variables.

	Descriptive Statistics						
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Monetary	108	3.8657	1.02220	-.926	.233	.604	.461
Skills	108	3.8889	1.01928	-1.149	.233	1.178	.461
Jobsatisfaction	108	3.2593	.79494	-.090	.233	-.271	.461
dependent	108	3.3426	1.05848	-.363	.233	-.489	.461
Valid N (listwise)	108						

Source: Primary data analysis

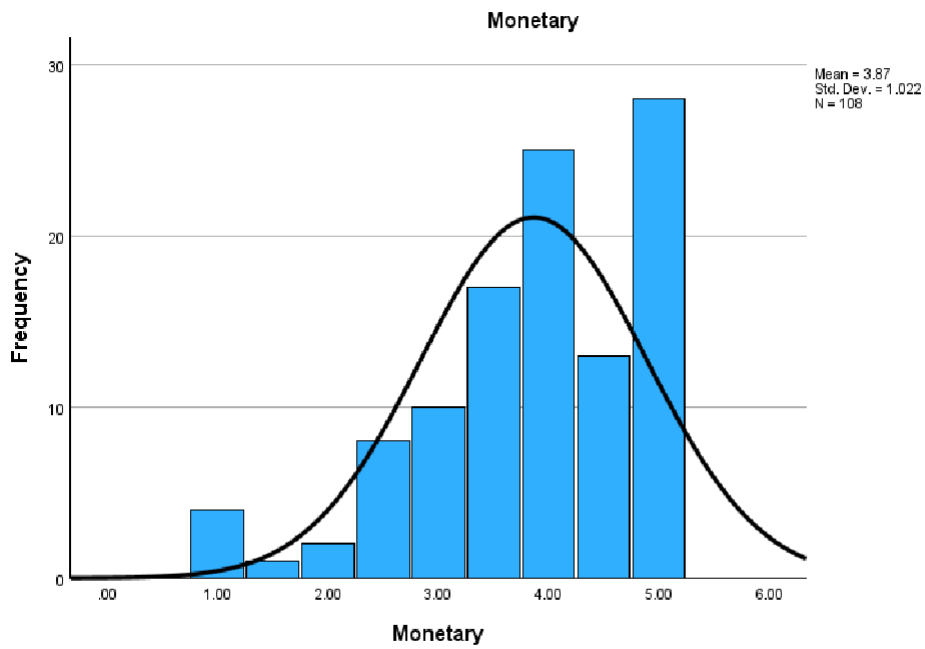


Figure 4.7 Normal Distribution curve of independent variable Money.

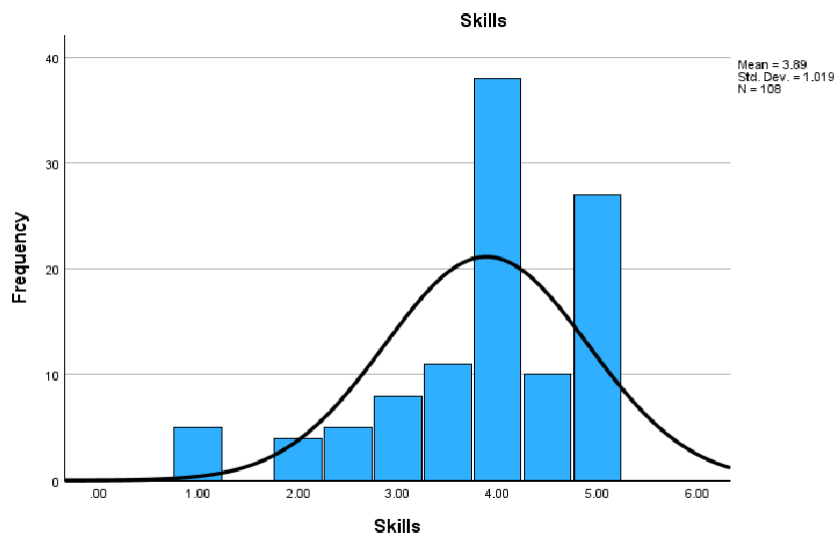


Figure 4.8 Normal Distribution curve of independent variable Skill Development.

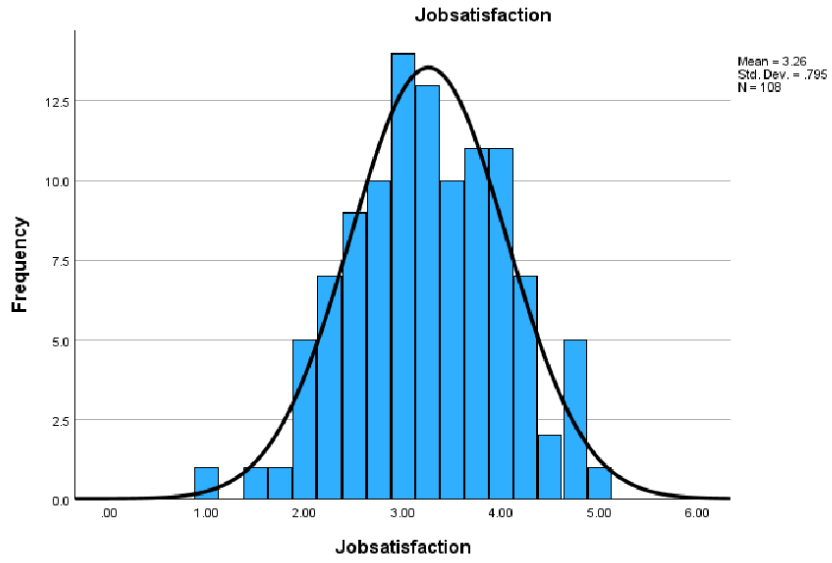


Figure 4.9 Normal Distribution curve of independent variable Job Satisfaction.

4.4 CORRELATION ANALYSIS

Correlation analysis was done to understand the relationship between independent and dependent variables by analyzing the relationship between two variables the following results were obtained.

4.4.1 Correlation between Monetary benefits and intent to moonlighting: There is a positive significant relationship between Monetary and Intent to moonlighting as Pearson correlation coefficient is 0.721 which is strong positive. Hence, we can conclude that monetary benefits influence the attitude and perception of employees significantly to get involved in moonlighting.

Table 4.8 Correlation between Monetary benefits & Moonlighting (Value of Cronbach alpha <0.001)

		dependent	Monetary
dependent	Pearson Correlation	1	.721**
	Sig. (2-tailed)		<.001
	N	108	108
Monetary	Pearson Correlation	.721**	1
	Sig. (2-tailed)	<.001	
	N	108	108

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

Source: Own Analysis

4.4.2 Correlation between Job satisfaction and intent to moonlighting: There is a moderate positive relationship between Job satisfaction and intent to moonlighting as Pearson correlation coefficient is 0.664 which is moderate positive. Hence, we can conclude that Job satisfaction influences the attitude and perception of employees significantly to get involved in moonlighting.

Table 4.9 Correlation between Job satisfaction & moonlighting (Value of Cronbach alpha <0.001)

		dependent	Jobsatisfaction
dependent	Pearson Correlation	1	.664**
	Sig. (2-tailed)		<.001
	N	108	108
Jobsatisfaction	Pearson Correlation	.664**	1
	Sig. (2-tailed)	<.001	
	N	108	108

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

Source: Own Analysis

4.4.3 Correlation between Skills development and intent to moonlighting: There is a moderate positive relationship between Skill development and intent to moonlighting as Pearson correlation coefficient is 0.589 which is moderate positive. Hence, we can conclude that Skill development influences the attitude and perception of employees significantly to get involved in moonlighting.

Table 4.10 Correlation between Skill development & moonlighting (Value of Cronbach alpha <0.001)

		dependent	Skills
dependent	Pearson Correlation	1	.589**
	Sig. (2-tailed)		<.001
	N	108	108
Skills	Pearson Correlation	.589**	1
	Sig. (2-tailed)	<.001	
	N	108	108

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

Source: Own Analysis

4.5 MULTIPLE LINEAR REGRESSION

Multiple linear regression was conducted to understand the relationships between following dependent and independent variable:

Dependent variable: Inclination toward moonlighting (D)

Independent variables: Monetary variables (M)

Skill development (S)

Job satisfaction (J)

Table 4.11 Table showing the value of R and R square for independent variables.

Model	Variables Entered	Variables Removed	Method
1	Jobsatisfaction, Skills, Monetary ^b	.	Enter

a. Dependent Variable: dependent
b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.615	.604	.66593

a. Predictors: (Constant), Jobsatisfaction, Skills, Monetary
b. Dependent Variable: dependent

Source: Own Analysis

R Square: The value is 0.615 explains that the variation in dependent variable is 61% because of independent variables in the model.

Table 4.12 Table showing the p value <0.001 to test the fitness of the regression model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.760	3	24.587	55.443	$<.001^b$
	Residual	46.120	104	.443		
	Total	119.880	107			

a. Dependent Variable: dependent

b. Predictors: (Constant), Jobsatisfaction, Skills, Monetary

Source: Own Analysis

F value: F stat value of 55.443 explained that the model is fit for regression as the significance level is less than 0.005 shown in table 4.12.

Table 4.13 Showing the Significance level and T value of each independent variable.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.326	.302		-1.079	.283
	Monetary	.517	.103	.499	5.037	$<.001$
	Skills	.012	.099	.012	.123	.902
	Jobsatisfaction	.498	.100	.374	4.988	$<.001$

a. Dependent Variable: dependent

Source: Own Analysis

4.5.1 Null Hypothesis

H1: Monetary factors have no significant impact on the attitude and perception of employees toward moonlighting

Table 4.13 elucidates that the significance level of the independent variable has a value of <0.001 which is smaller than **0.05**. There is a significant relationship between the two variables. Hence, we reject the null hypothesis and accept the alternative hypothesis.

Furthermore, we can say that Monetary benefits have a significant impact on the attitude and perception of employees toward moonlighting.

H2: Job satisfaction has no significant impact on the attitude and perception of employees toward moonlighting.

Table 4.13 elucidates that the significance level of the independent variable has a value of <0.001 which is smaller than 0.05 . There is a significant relationship between the two variables. Hence, we reject the null hypothesis and accept the alternative hypothesis.

Furthermore, we can say that Job satisfaction has a significant impact on the attitude and perception of employees toward moonlighting.

H3: Skill development and gaining experience has no significant impact on the attitude and perception of employees toward moonlighting.

Table 4.13 elucidates that the significance level of the independent variable has a value of 0.902 which is greater than 0.05 . There is no significant relationship between the two variables. Hence, we fail to reject the null hypothesis.

Furthermore, we can say that skill development does not have any positive impact on the attitude and perception of employees toward moonlighting. The intention of moonlighting is largely influenced by monetary aspects and job satisfaction more than that of skill development. As stated by **Kawakami 2008** in "*Multiple job holding as a strategy for skills development*", multiple job holding can be a good strategy for workers in later stages of their career as most of our respondents belongs to the age group of 18-25, they are in their early stage of career that's why the condition is not true.

A Study on The Perception of Moonlighting Practices among The Employees of Public Hospitals in Klang Valley" by **Md Sabron and Abu Hassim (2021)** investigates the perception of moonlighting practices among employees of public hospitals in Klang Valley, Malaysia. The results indicated a significant number of employees engage in moonlighting practices, with financial reasons being the main

motivator.

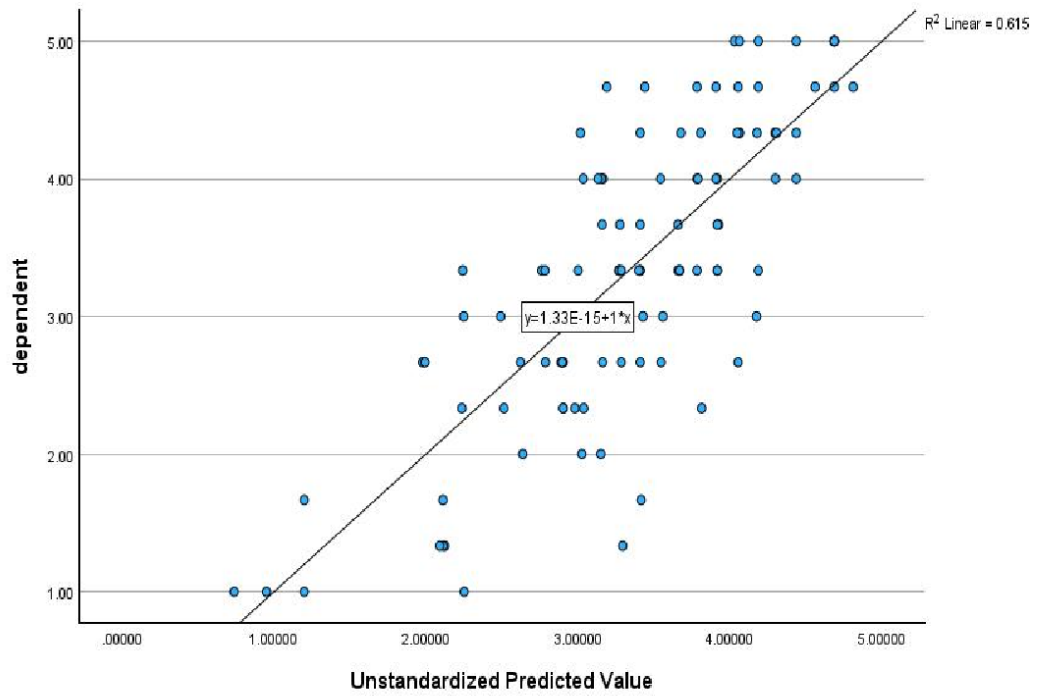


Figure 4.11 Showing the scatter plot of unstandardized predicted values of three independent variables and dependent variables.

4.6 ANOVA ANALYSIS

One Way ANOVA Analysis One way ANOVA analysis is used to determine the significant differences between the mean of different demographic variables and inclination of employees toward moonlighting.

4.6.1 ANOVA analysis between gender and inclination toward moonlighting:

H0: There is no significant association between gender and the inclination toward moonlighting

Table 4.14 One-way ANOVA Analysis between gender and dependent variable

ANOVA					
dependent	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.793	1	1.793	1.609	.207
Within Groups	118.087	106	1.114		
Total	119.880	107			

Source: Own Analysis

P value is greater than 0.05 which signifies that the difference between means are not statistically significant. Hence, we fail to reject null hypothesis.

4.6.2 ANOVA analysis between age and inclination toward moonlighting:

H0: There is no significant association between age and the inclination toward moonlighting

Table 4.15 One-way anova between age and dependent variable

ANOVA					
dependent	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.491	2	.745	.661	.518
Within Groups	118.389	105	1.128		
Total	119.880	107			

Source: Own Analysis

P value is greater than 0.05 which signifies that the difference between means is not statistically significant. Hence, we fail to reject null hypothesis.

4.6.3 ANOVA analysis between educational qualification and dependent variable:

H0: There is no significant association between educational qualification and the inclination toward moonlighting

Table 4.16 One-way anova between educational qualification and dependent variable

ANOVA

dependent

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.117	3	1.372	1.233	.302
Within Groups	115.763	104	1.113		
Total	119.880	107			

Source: Own Analysis

P value is greater than 0.05 which signifies that the difference between means is not statistically significant. Hence, we fail to reject null hypothesis.

4.6.4 ANOVA analysis between marital status and the inclination toward moonlighting:

H0: There is no significant association between marital status and the inclination toward moonlighting.

Table 4.17 One-way anova between marital status and dependent variable

ANOVA					
dependent	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.364	1	2.364	2.133	.147
Within Groups	117.515	106	1.109		
Total	119.880	107			

Source: Own Analysis

P value is greater than 0.05 which signifies that the difference between means is not statistically significant. Hence, we fail to reject null hypothesis.

4.6.5 ANOVA analysis between number of family members earning and the inclination toward moonlighting:

H0: There is no significant association between number of family members earning and the inclination toward moonlighting

Table 4.18 One-way anova between number of family members earning and dependent variable

ANOVA					
dependent	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.969	4	1.742	1.589	.183
Within Groups	112.910	103	1.096		
Total	119.880	107			

Source: Own Analysis

P value is greater than 0.05 which signifies that the difference between means is not statistically significant. Hence, we fail to reject null hypothesis.

Two-way ANOVA analysis

The two-way Anova analysis was done to check the influence of various demographic variables like age, gender, marital status, number of family members earning and educational qualification on attitude and perception of employees toward moonlighting.

Table 4.19 Table Showing the significance level of Two-way ANOVA applied on demographic variables.

Tests of Between-Subjects Effects					
Dependent Variable: dependent					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	57.304 ^a	36	1.592	1.806	.017
Intercept	227.342	1	227.342	257.949	<.001
Gender	1.978	1	1.978	2.245	.139
Age	.026	1	.026	.029	.865
Educationalqualification	4.454	3	1.485	1.685	.178
No. offamilymembersearning	.990	4	.248	.281	.889
MaritalStatus	.241	1	.241	.273	.603
Gender * Age	1.435	1	1.435	1.628	.206
Gender * Educationalqualification	.683	1	.683	.775	.382
Gender * No. offamilymembersearning	1.559	2	.779	.884	.418
Gender * MaritalStatus	4.960	1	4.960	5.628	.020
Age * Educationalqualification	3.568	1	3.568	4.048	.048
Age * No. offamilymembersearning	.604	2	.302	.343	.711
Age * MaritalStatus	.000	0	.	.	.
Educationalqualification * No. offamilymembersearning	7.939	3	2.646	3.002	.036
Educationalqualification * MaritalStatus	.071	1	.071	.081	.777

Source: Own Analysis

Analysis showed that gender and marital status were two significant factors that influenced the intent to moonlight as the p value in this case was 0.020. Similarly, educational qualification along with age and number of family members had a P value of 0.048 and 0.036 respectively hence we can say that variables were significantly different from each other which reject the null hypothesis and accept the alternative hypothesis. Based upon which we can conclude that demographic variables such as age, gender, marital status, number of family members earning, and educational qualification collaboratively have significant impact on the perception and attitude towards moonlighting

Chapter 5

CONCLUSION

The exploration of employees' outlook and comprehension regarding the practice of moonlighting has revealed noteworthy insights into this intricate phenomenon, whereby workers undertake a supplementary job outside their usual working hours. Employing survey methodology, researchers have amassed copious data from an assorted group of respondents emanating from different sectors and occupations by conducting surveys.

The results of the research demonstrated that while personnel possessing such monetary benefits and job satisfaction had significant effect on intention toward moonlighting whereas individual development had no such effect on it. It was also observed that demographic factors such as gender, marital status, age and educational qualification and number of family members earning were equally responsible for moonlighting. The survey also accentuates how critical occupational positions are when analyzing attitudes towards moonlighting - individuals who earn less remuneration or hold more unstable jobs manifest greater propensity to involve in such activities.

Moreover, various elements that affect the act of moonlighting were uncovered by this exploration. Such constituents include monetary obligation, contentment with one's occupation and appraisal of such an endeavor's benefits. Additionally, the correlation between young staff members or those earning lower wages as well as persons in non- permanent positions to undertake a second job at night for extra income. Moreover, managerial influence coupled with organizational customs also have significant bearings on said behavior towards taking up these multiple jobs apart from regular employment hours during nighttime.

As a final note, the examination of employees' disposition and perspective towards engaging in secondary employment activities has furnished valuable knowledge pertaining to the intricate nature of such undertakings.

IMPLICATIONS AND RECOMMENDATION

The findings of this research offer important insights for both governing officials and businesses. Companies must remain cognizant of the possible adverse effects associated with moonlighting and implement measures to alleviate these risks, as well as providing workers with opportunities that promote honing one's skills and granting more flexible work schedules. Meanwhile, policymakers possess a significant role in supporting laborers who engage in secondary employment through drafting policies that provide monetary support systems while simultaneously mitigating job insecurity concerns.

The discoveries made in the course of this study have significant connotations for forthcoming research. As society experiences changing dynamics within its workforce, brought about by an upsurge in freelancing opportunities and gig employment options, more groundwork should be conducted to grasp moonlighting's effects on personnel welfare, efficiency levels as well as job gratification rates. Further studies could also delve into how working multiple jobs at once affects group behavior patterns or organizational output metrics.

The study illuminates an imperative need for institutions as well as policy makers to recognize why individuals engage in moonlighting endeavors. Equipped with these findings, entities can devise policies that bolster workers' welfare. Based upon the findings, most employees are moonlighting to have a secondary income apart from the primary earning. This can help employers to revise their compensation packages which may lead to job satisfaction and motivate the employees to work more productively.

- Better understanding about moonlighting
- Development of the policies and code of conducts to manage moonlighting
- Improve employee management
- Enhance job satisfaction
- Maintain work life balance
- Career development
- Financial benefits

Limitations of research:

- **Limited geographical scope:** The study was conducted only in the National Capital Territory and Delhi NCR, which may not be representative of other regions or countries.
- **Sampling bias:** The study may not have included a diverse range of participants, as it was targeted towards employees associated with few organizations.
- **Data collection:** The study collected data through google forms, which may not always accurately reflect participants' attitudes and behaviors because employees are more reluctant to share their personal information to someone who is not directly connected to them.
- **Small sample size:** The sample size of the study is very small (108), so it is unclear how representative the findings are.
- **Limited factors explored:** The study only explored a few factors like job satisfaction, monetary benefits and skill development related to moonlighting, and did not consider other potential factors that may affect employees' attitudes and perceptions towards moonlighting.

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ANNEXURE

Questionnaire survey:

Q1. Gender	108
i) Male	47
ii) Female	61
Q2. Age	108
i) 18-25	89
ii) 26-35	18
iii) 36-45	1
iv) 45+	0
Q3. Educational Qualification	108
i) Senior Secondary	5
ii) Graduate	46

iii) Post-Graduate	54
iv) PhD	3

Q4. Marital Status	108
Married	9
Unmarried	99
Q5. No of Family member earning	(a) 1 (b) 2 (c) 3 (d) 4 (e) 5

Q6. I prefer to have a second job?						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q7. I believe that a secondary job will help me to earn more money.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q8. I believe that moonlighting can help me to improve my family's condition.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q9. I believe that earning from the secondary job keeps me motivated.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q10. I believe that moonlighting can help me to build my skills, career and resume.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q11. I believe that moonlighting can help me to gain experience						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q12. I believe that moonlighting can help me have job security.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q13. I am satisfied with my job						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q14. I believe that earning from secondary job keeps me motivated.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q15. I have an inclination towards joining a second job.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree
Q16. I can join a Secondary job if my current employer allows me to.						
	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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