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# A STUDY ON EMPLOYEE JOB SATISFACTION WHILE MOONLIGHTING-A STUDY AMONG NON-IT EMPLOYEES

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## ABSTRACT

*The degree of happiness and gratification an individual gains through his job is named as job satisfaction. In recent times, the emergence of hybrid work – a system that fuses remote tasks with onsite attendance- has greatly transformed the realm of job satisfaction. Whereas moonlighting is the act of having one or more extra jobs mainly to enhance the income. Moonlighting can manifest in different ways, such as freelance projects, part-time positions, consulting work, or even operating a small enterprise. This research is an attempt to examine the factors of job satisfaction while moonlighting among non-IT professionals. 60 respondents were selected through convenient sampling technique who all are working in non- IT related industry such as graphic designers, consulting firms, and other skill-based employees. The research indicates that the male employees could focus more on moonlighting and getting job satisfaction whereas female employees could not focus much on moonlighting as already they are managing their dual career of personal and professional life.*

**KEYWORDS:** *Moonlighting, Job-satisfaction, non-IT employees, Dual career and Respondents.*

## INTRODUCTION

Job satisfaction is a varied concept that relates to the degree of happiness and gratification a person gains from their job. It includes multiple facets, encompassing emotional, cognitive, and behavioral elements, and is shaped by numerous factors like the workplace, job position, interactions with coworkers, and the culture of the organization. In recent times, the emergence of hybrid work- a system that fuses remote tasks with onsite attendance—has greatly transformed the realm of job satisfaction. This adaptable strategy enables workers to find a balance between the freedom and ease of remote work and the teamwork and social engagement found in a conventional office environment.

For numerous individuals, hybrid work has increased job satisfaction by offering more control over their schedules, lowering stress from commuting, and enhancing work-life balance. Nevertheless, it brings forth additional challenges, including sustaining transparent communication, promoting team unity, and guaranteeing fair access to resources and opportunities. As companies keep adjusting to this changing model, grasping its effect on job satisfaction is crucial for fostering a workplace that promotes both employee welfare and organizational objectives.

The exploration of job satisfaction has progressed through the years, with numerous theories and models created to clarify its factors and consequences. In the realm of hybrid working, conventional aspects like job security, acknowledgment, and career advancement continue to be essential, while new factors such as digital connectivity, flexibility, and the capacity to handle remote and in-office interactions have become more significant.

Hybrid work has brought to the forefront the significance of intrinsic motivators, like autonomy and trust, while also underscoring the necessity for strong leadership and communication to ensure engagement and satisfaction among remote teams. Employers can improve job satisfaction in a hybrid model by providing flexible policies, investing in technology that facilitates smooth collaboration, and promoting a culture of inclusiveness and openness.

Moonlighting describes the act of having one or more extra jobs, generally conducted outside standard working hours, to enhance one's main income. The phrase comes from the concept of laboring in moonlight, representing activities performed after sunset, typically in the evening or at night. This approach is typical for those aiming to improve their financial situation, eliminate debts, or chase personal passions that their main employment does not satisfy. Moonlighting can manifest in different ways, such as freelance projects, part-time positions, consulting work, or even operating a small enterprise. Although it provides financial and career advantages, it also invites inquiries regarding work-life balance, employer regulations, and possible conflicts of interest.

The growth of the gig economy and remote work has made moonlighting more achievable and common in recent years. Technological advancements and the spread of digital platforms have allowed people to assume secondary roles more flexibly, frequently without requiring their physical presence. Nonetheless, moonlighting comes with its own set of challenges. Numerous employers maintain stringent policies prohibiting it, worried about decreased productivity, split

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loyalty, or the danger of confidential information being leaked to competitors. Employees, conversely, need to manage the ethical and contractual consequences of accepting extra duties while making sure it doesn't disrupt their main roles. In spite of these challenges, moonlighting continues to be a favored approach for those aiming to broaden their income sources and attain enhanced financial autonomy.

## OBJECTIVE OF THE STUDY

To examine the factors of job satisfaction while moonlighting among non-IT professionals. The aim of this study is to explore job satisfaction in non-IT professionals who participate in moonlighting. Although many studies concentrate on IT professionals, this research examines the effect of having multiple jobs on job satisfaction in various sectors. It analyzes elements like workload, financial rewards, and work-life balance to assess if moonlighting increases or decreases satisfaction. The study targets non-IT professionals to address a gap in existing literature and enhance the understanding of moonlighting's impact across various job roles.

## REVIEW OF LITERATURE

Kaukab Ara. et. al. (2016), Moonlighting has been extensively researched for its effects on job satisfaction, pinpointing major factors like meeting salary and family requirements, bridging expectation-reality discrepancies, matching work values, guaranteeing equity, and taking personality traits into account. The current study reinforces these results, emphasizing the contribution of moonlighting to increased satisfaction via financial security and the achievement of personal goals. Nonetheless, inadequate salary levels and ineffective promotion strategies frequently result in discontent Efficient human resource practices, including performance evaluations and compensation strategies, are essential for promoting satisfaction. Collectively, these studies highlight the intricate relationship among moonlighting, job satisfaction, and organizational practices.

Seema. et al. (2021), The connection between job attitudes, including job satisfaction and organizational commitment, and withdrawal behaviors such as moonlighting has been examined. Nonetheless, research evidence regarding the relationship between job attitudes and moonlighting is still sparse, particularly within the framework of virtual work setups in Industry 4.0. Although earlier studies have concentrated on financial incentives and demographic factors, this research examines non-financial motivators for moonlighting intentions in IT professionals.

By employing PLS-SEM, the research revealed that organizational commitment completely mediates the connection between job satisfaction and intentions to moonlight. Job satisfaction has a positive impact on organizational commitment, which in turn negatively influences moonlighting intentions. These results emphasize the significance of improving job satisfaction and loyalty to decrease moonlighting, especially in uncertain periods such as the COVID-19 pandemic, when platform work acted as a financial safety net. The research highlights the importance for organizations to tackle these issues to reduce withdrawal behaviors and keep talent.

Phuong Tran Huy. et al. (2025), Moonlighting has received considerable focus in multiple sectors, such as IT, healthcare, and education, as workers increasingly look for extra income or job stability. Although earlier studies mainly concentrated on financial and security reasons for moonlighting, this research investigates how organizational practices, particularly High-Performance Work Systems (HPWS), affect employee moonlighting (EM). HPWS, recognized for improving employee abilities and motivation, is proposed to influence moonlighting both directly and indirectly through perceived employability (PE).

The research additionally presents the personal value of self-direction as a moderating element, introducing a new aspect to the comprehension of moonlighting behavior. Employing a quantitative method and data from 456 Vietnamese workers examined via Partial Least Squares Structural Equation Modeling (PLS-SEM), the results indicate that HPWS is directly associated with EM, whereas perceived external employability completely mediates this connection. Moreover, self-direction enhances the beneficial link between PE and EM. These findings underscore the two pathways—universal and critical—by which HPWS impacts moonlighting, stressing the significance of perceived employability and personal values in influencing employee actions. This study adds to the existing literature by showing that management practices, in addition to conventional financial and security elements, profoundly affect moonlighting, providing fresh perspectives on the HPWS-EM connection and the moderating influence of self- direction.

Divya Kalra. et al. (2023), Moonlighting, the act of maintaining a second job while having a main one, has grown more common, especially amidst economic difficulties and the transition to remote work caused by the COVID-19 pandemic. Some organizations regard moonlighting as a minor concern, while others see it as a possible risk, particularly when workers take on additional jobs to address insufficient pay or economic hardship. The economic downturn caused by the pandemic in 2020 resulted in significant job losses, leading numerous remote workers to pursue side jobs, with estimates indicating that as many as 70% of employees participated in moonlighting at that time.

This trend has sparked worries regarding its effects on employee performance, data security, and legal adherence, as employees might unintentionally violate contracts or reveal confidential information. To tackle these risks, organizations have created tools and strategies to identify and reduce moonlighting-related threats, including data breaches and misuse of intellectual property. These systems frequently produce daily reports highlighting possible violations.

Mohd Zdikri bin Md Sabron. et al. (2017), The way individuals perceive their self-efficacy greatly impacts their actual

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performance, especially in female employees. When women believe in their skills, they are more inclined to display actions that produce favorable results. Although moonlighting is common among women in Malaysia, it has garnered little policy and academic focus.
This research highlights the necessity for the Ministry of Health to focus on regulating and overseeing moonlighting, especially for female staff, as an element of wider policy efforts. Utilizing the United Nations Development Programme's (UNDP) strategies for sustainable livelihoods, the study emphasizes the significance of increasing awareness regarding the advantages, disadvantages, and motivations of moonlighting. Moonlighting has the potential to decrease poverty levels and provide lasting advantages, including enhanced human resource strategies, the establishment of a National Living Wage, updated salary frameworks for women, and improved work environments. These actions correspond with Malaysia's objectives for a National Living Wage, highlighting moonlighting's ability to promote socio-economic growth. The literature advocates for a balanced perspective on moonlighting, acknowledging its dual function as a means of income and a driver for systemic enhancements.

Heather Dickey. et al. (2010), The occurrence of holding multiple jobs, also known as moonlighting, has been thoroughly examined in labor economics, where scholars concentrate on its frequency, reasons, and consequences. Current literature recognizes two main reasons for moonlighting: financial (monetary) and non-financial (nonmonetary). Economic pressures frequently give rise to financial motives, including inadequate wages in main jobs, family financial responsibilities, or unforeseen costs. Conversely, nonpecuniary motives encompass skill diversification, career progression, or personal satisfaction.

The present research extends this basis by empirically examining the reasons for moonlighting, indicating that financial challenges and greater household responsibilities are primary factors, especially among younger people. Additionally people with greater labor market experience tend to engage in moonlighting for financial motivations. This research adds to the existing literature by highlighting the influence of life stage and work experience on moonlighting behavior, providing a detailed insight into the reasons and ways individuals take on multiple jobs. These insights are essential for policymakers and organizations trying to tackle the challenges and opportunities linked to moonlighting in changing labor markets.

William Baah. et al. (2013), Moonlighting, or holding several jobs, has come to be a notable trend in the labor market, reflecting changing economic circumstances and workforce dynamics. In Ghana, the practice became prominent during the economic reforms of the late 20th century, especially among public sector employees who encountered job losses from retrenchment and privatization. These employees frequently turned to side jobs to lessen the financial burden and uphold their quality of life. Even though it is common, the factors and traits of moonlighting in Ghana are still not thoroughly investigated.

This research tackles this void by utilizing probit regression analysis on information gathered from national household surveys carried out in 1998/99 and 2005/06. The results indicate that personal and household traits, geographical factors, and labor market elements—like personal income and time invested in the main job—considerably affect the choice to participate in moonlighting. Although financial incentives serve as a major factor, the research also points out that reduced working hours in the primary job are significant, indicating that moonlighting might be a sign of noticeable or time-related underemployment. These findings correspond with existing literature on moonlighting, underscoring its function as a financial adjustment strategy and a sign of inefficiencies in the labor market. This study contributes to a better comprehension of moonlighting in Ghana by offering empirical evidence on its determinants and the implications for labor market policies in developing countries.

Michelle Engelbrecht PHD. et al. (2019), This research is the inaugural investigation into the emotional wellness and job involvement of nurses taking on extra shifts in private hospitals in South Africa, filling a void in current studies. Although previous research has indicated significant emotional exhaustion and burnout rates among South African nurses, this study revealed that nurses with moonlighting jobs showed a low likelihood of burnout, high levels of compassion satisfaction, and robust work engagement.

These beneficial results could be associated with the advantageous work environments in private hospitals. Nonetheless, nurses contemplating quitting the profession indicated greater emotional exhaustion and compassion fatigue, highlighting the necessity to focus on well-being to keep this vital workforce during South Africa's nursing crisis. The research also validated that low levels of burnout, high compassion satisfaction, and personal accomplishment are significant predictors of work engagement. These insights emphasize the significance of encouraging work settings in promoting nurse wellness and involvement.

Jean Kimmel. et al. (2002), Moonlighting, the act of having more than one job, constitutes an important and expanding portion of the workforce, but it is still inadequately studied in scholarly research. Current research highlights two main reasons for moonlighting: the failure to obtain adequate hours or earnings from a main job and the desire for non-financial rewards, like skill enhancement or personal satisfaction, that the main job does not provide. Utilizing information from the Survey of Income and Program Participation (SIPP), this research offers both descriptive and econometric insights into moonlighting practices, illuminating the profiles of individuals who engage in it and their motivations. The results indicate that financial limitations and nonpecuniary reasons both contribute to moonlighting, with restrictions from the main job being the more common reason. Furthermore, the research emphasizes that moonlighters, even while they hold full-time positions in their main job and part-time

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roles in a secondary job, frequently stay economically disadvantaged relative to the typical worker. These observations enhance the overall comprehension of moonlighting as a labor market occurrence, highlighting its function as both an economic requirement and a tactical decision for employees encountering limitations in their main job. The research highlights the necessity for additional studies to investigate the economic effects of moonlighting and its repercussions for labor market policies.

## RESEARCH METHODOLOGY

This research is descriptive by its type, where the researchers described the respondent's opinion as it is. The convenient sampling technique was adopted and the sample size is 60 respondents. From the review of literature we could found that very few research attempts were made to study about the job satisfaction and moon lighting aspects in non IT related industries. Hence we collected the data from graphic designers, consulting firm employees and other skilled based employees actively involved in moon lighting. Simple percentage analysis and ' t- test ' were applied to analyze the data.

## ANALYSIS AND INTERPRETATION

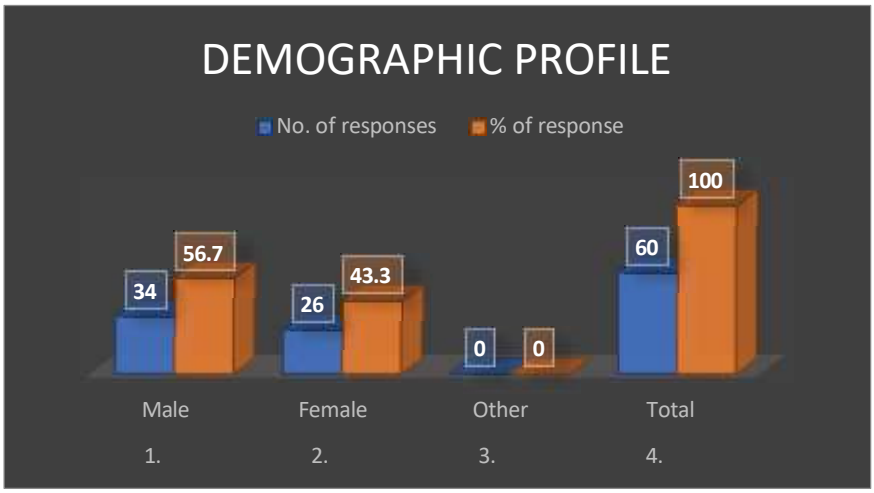
Data analysis has been done after careful editing, coding, and tabulation of data.

**Demographic profile of the responses**

**Table no. 1 – Table Showing Demographic Details of the respondents.**

| Sl. Number | Gender | No. of Responses | % of Response |
|---|---|---|---|
| 1. | Male | 34 | 56.70 |
| 2. | Female | 26 | 43.30 |
| 3. | Other | 0 | 0 |
| 4. | Total | 60 | 100 |

**Figure no. 1 – Figure showing data representation of demographic details of the respondents**.




**Male Workers:** The greater presence of males indicates that moonlighting might be more prevalent among male workers in non-IT industries.

This may stem from elements like increased financial obligations, a stronger readiness to accept extra tasks, or industry-specific patterns (for instance, men prevailing in Manufacturing or Retail).

**Women Workers:** The notable yet reduced representation of women could suggest obstacles to moonlighting, like difficulties with work-life balance (e.g., caregiving duties) or limited chances in specific industries. Conversely, women might be less inclined to disclose moonlighting because of social or cultural influences.

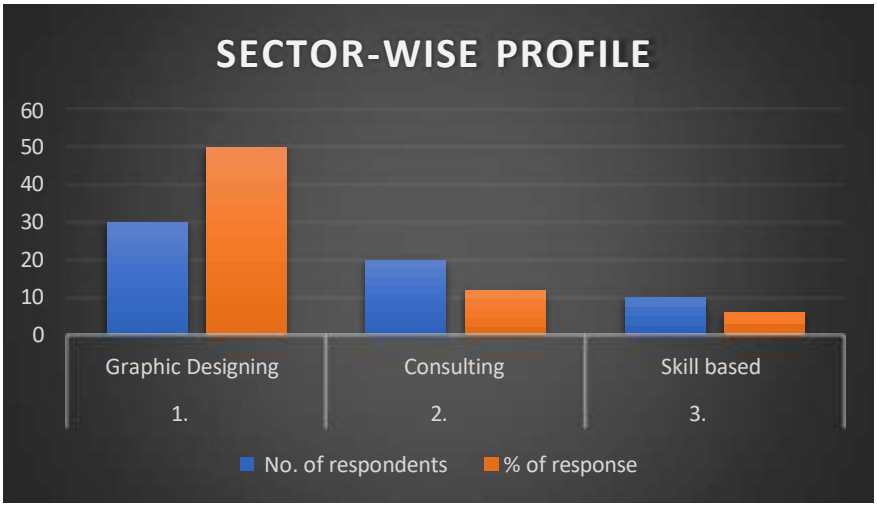
**Sector-Wise Profile of the Respondents**

**Table no. 2 – Table showing sector wise profile of the respondents.**

| Sl. Number | Sector | No. of respondents | % of response |
|---|---|---|---|
| 1. | Graphic Designing | 30 | 50 |
| 2. | Consulting | 20 | 12 |
| 3. | Skill based | 10 | 6 |

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**Figure no. 2 – Figure Showing Sector Wise Profile Representation.**




### a. Graphic Design Industry

**Elevated Moonlighting Frequency:** The prevalence of graphic designers in the research indicates that moonlighting is a frequent activity in this industry. This may result from the adaptability of freelance jobs and the capability to handle several clients at once.

**Employment Contentment**

The research ought to investigate if graphic designers experience greater job satisfaction from moonlighting in comparison to different industries. For instance, does the artistic aspect of the work result in increased satisfaction in secondary employment?

### b. Advisory Industry

**Mild Side Work Engagement:** The moderate presence of the consulting sector indicates that moonlighting might be rare, likely because of the rigorous requirements of main jobs. Nonetheless, individuals who engage in moonlighting might assume specialized or part-time consulting positions.

**Work Contentment:** The research should explore if taking on consulting roles offers extra satisfaction or worsens work-life balance difficulties.

### c. Skill Based

**Minimal Moonlighting Engagement:** The small number of skill-based workers indicates few opportunities or interest in taking on side jobs. This may result from the demanding physical or time-consuming aspects of skill-based jobs, allowing minimal opportunity for additional employment.

**Employment Contentment:** The research should investigate if skill-based employees who take on additional jobs gain better financial stability or higher job satisfaction.

**Result of t-test on Job Satisfaction While Moonlighting**

**Table No. 3 – Table Showing T-Test on Job Satisfaction While Moonlighting.**

| Job Satisfaction factors while Moonlighting | Gender | Mean | Standard deviation | t-value | p-value |
|---|---|---|---|---|---|
| **Nature of work** | Male | 2.4632 | 0.58105 | 1.389 | 0.170 |
| | Female | 2.2885 | 0.39174 | | |
| **Work Life Balance** | Male | 2.7574 | 0.64984 | 2.589 | 0.012 |
| | Female | 2.3077 | 0.67937 | | |
| **Supportive Environment** | Male | 3.2721 | 0.63773 | 6.844 | 0.000 |
| | Female | 2.3846 | 0.35518 | | |
| **Communication Support** | Male | 3.0074 | 0.62306 | 4.260 | 0.000 |
| | Female | 2.4519 | 0.38091 | | |
| **Additional Income** | Male | 2.1618 | 0.69053 | 2.600 | 0.012 |
| | Female | 1.7308 | 0.59128 | | |
| **Provides better career shift** | Male | 3.2588 | 0.67425 | 6.043 | 0.000 |
| | Female | 2.4462 | 0.35012 | | |

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The table show that male's responses have greater mean than female's responses. Hence, we can infer this as male employees have been realizing these benefits better than the female employees.

The p-value of independent two sample 't-test' value is less than the level of significance. It shows that there are significant differences in the opinion between male and female employees in terms of moonlighting factors.

## FINDINGS OF THE STUDY

The purpose of the current study, is to examine the factors job satisfaction while moonlighting among the non-IT professionals. Out of 60 responses, 34 of them were men and 26 of them were women. Out of 60 responses 30 of them were graphic designers, 20 of them were working for consulting firms while moonlighting and 10 of them were engaged with other skill-based job profile. The latent variable 'Job Satisfaction' has been discussed for this purpose with six variables, namely:

1. Nature of work
2. Work Life Balance
3. Supportive Environment
4. Communication support
5. Additional Income
6. Provides better career shift prospects.

The result of the analysis that the job satisfaction level of male non-IT employee is higher than the female counterparts. This reveals that the male respondents could focus more on moonlighting and getting the job satisfaction too. Whereas female employees who all are usually engaged with both personal and professional commitment found less satisfaction on moon lighting.

## CONCLUSION

The current study focuses on a sample of sixty moonlighting employees, which, although offering useful insights, might not completely represent the larger group of non-IT employees participating in moonlighting. An increased sample size in future research could improve the applicability of the results and facilitate a more thorough statistical examination. Furthermore, this research concentrates solely on three employee categories—Graphic Designing, Consulting, and Skill- based sectors—which, while enlightening, restricts the breadth of comprehending the varied experiences of moonlighting throughout different industries. Broadening the research to encompass a broader array of sectors, including Healthcare, Education, Retail, and Manufacturing, may produce more thorough and detailed outcomes. An analysis across various industries would allow researchers to uncover sector-specific trends, challenges, and opportunities associated with moonlighting, including variations in motivation, work-life balance, and job satisfaction. This wider perspective may also shed light on distinctive elements affecting moonlighting across various sectors, like the flexibility of Graphic Designing compared to the rigorous hours in Consulting or the physical limitations in Skill-based employment. Future research that includes a broader and more varied sample may offer enhanced insights into the dynamics of moonlighting,

assisting employers, policymakers, and employees in comprehending and tackling the challenges of managing multiple jobs. This broader approach would not only confirm the results of this study but also aid in creating more focused and efficient strategies to assist moonlighting workers in different industries.

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