

**Review Article**

**MOONLIGHTING INTENTIONS OF I.T. PROFESSIONALS:  
IMPACT OF ORGANIZATIONAL COMMITMENT AND ENTREPRENEURIAL MOTIVATION**

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**Received: 10.11.2019**

**Revised: 21.12.2019**

**Accepted: 23.01.2020**

**Abstract**

Moonlighting or double-jobbing is significantly on a rise in the current scenario of exclusive platform working specifically in Information Technology (I.T.) sector due to the widely prevailing flexible and alternative work-arrangements in this domain. There may be many purposes of moonlighting by the employees but financial strain is the most discussed and studied motive in the accessed literature. Non-pecuniary reasons are either meagrely discussed or theoretically studied. This paper aims to empirically study the association of 2 non-pecuniary drivers of 'Moonlighting Intentions' of IT professionals. In order to test the statistical and substantive significance, primary data from 162 IT professionals has been collected through reliability tested scales and analyzed using SPSS 22.0 and Smartpls 3.0 software for structural equation modelling. Purposive sampling is used to draw the sample from the target population. The findings show that Organizational Commitment and Entrepreneurial Motivation play a very pivotal role in triggering the moonlighting intentions of the workforce. Two hypothesis have been tested in the present study and PLS-SEM supported both of them.

**Keywords:** Moonlighting Intentions, Organizational Commitment, Entrepreneurial motivation, Platform Working, Gig Working.

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DOI: <http://dx.doi.org/10.31838/jcr.07.02.38>

**INTRODUCTION**

Moonlighting, also termed as double or multiple jobholding along with one's primary occupation, is on a significant rise in the era of Industry 4.0 wherein every job is connected through internet platforms. Information Technology sector is the most affected sector by Industry 4.0 as it's being disrupted in all domains and suffering various outbreaks like technology obsolescence, decreasing human capital requirements and what not. The proliferation of Internet Companies and their employee-friendly work practices has given phenomenal rise to the employees' moonlighting practices.

Shishko et al., 1976 define moonlighting as a situation where an individual maintains primary employment and engages in additional work for pay. Recently this definition has been modified and worked out as working for a second job additional to the primary job, which is done either at the cost of primary job working hours or in the free time after that (Yamini et al., 2016). This moonlighting practice is done by the employees for a variety of motives which may give rise to several kinds of conflicts of interests between employees and employers. The role of HR function here is to work towards creating a win-win situation between employees and the management and aim for both the individual and organisational growth.

Different populace may possess a variety of motives behind moonlighting and these motives guide about the nature of their multijobbing practices i.e. persistent or transitory. Persistent moonlighters mostly practice moonlighting for some predecided particular benefits and don't aspire to transform or diversify their occupations through moonlighting but transitory moonlighters shift careers into the secondary employments after gaining skills from them (Sangwan, 2014).

Moonlighting or double-job holding is an age old practice in both the developing and developed economies. Most employees practice moonlighting for pecuniary benefits but non-pecuniary priorities arisen through the modern lifestyle also persuade a

person towards it. Moonlighting has increased recently and specifically in Information Technology (IT) industry and has become its important labor market phenomenon because of the worklife balance initiatives being provided by this industry to its workforce (Ashwini et.al., 2017).

In the light of digitalisation and the rise of the shadow economy, conventional occupational arrangements are being compromised with some very contemporary jobs like freelancing, work on-call, labor leasing, outsourcing and subcontracting and new forms of work from home. Increasing instability in the job markets in IT sector are pushing the employees towards hedging against uncertainties and securing a stable income through modern jobbing ways (Pouliakas, 2017). Moonlighting through smart crowd sourcing platforms is one such strategy wherein workforce is trying for maintaining both the employment and financial security. The establishment of digitalisation has led to mushrooming of different online platforms providing opportunities for multiple job holdings due to its very nature of offering flexi jobs, most significantly the crowdwork and its other similar types of rewarded or unrewarded work (Pouliakas, 2017).

And, this double or multiple jobholding practice is initiated by the working class from partial moonlighting and slowly & gradually transformed into 'Full Moonlighting' depending upon the person's motives. Partial or quarter moonlighting is considered to be happening when a few hours are spent on the second job after an employee has wind up one's first job/duty. But when the individual increases the moonlighting hours, it can be converted into half moonlighting by spending at least 50 percent of his total working hours in the secondary job. And finally when the individual has taken a final call to shift his career from primary to secondary job, (s)he would dedicate all his/her working time into the secondary job or the entrepreneurship venture and tends to stay on the primary occupation only to consider it as a shock absorber in case the venture fails to deliver expected results (Sangwan, 2014).

So, this paper aims to explore about the Moonlighting Intentions of people working in IT Industry. Ashwini et al., 2017 have studied the moonlighting intentions of middle level employees of selected I.T. companies. They have investigated various factors forcing the workforce to practice moonlighting. In the present study, authors attempt to study two non-pecuniary motives behind the Moonlighting Intentions i.e. Organizational Commitment and Entrepreneurial Motivation and their impacts on Moonlighting Intentions.

### LITERATURE REVIEW

The review of literature has been divided into two parts with respect to the variables under investigation for the present study. These include Organizational Commitment and Entrepreneurial Motivation.

#### Organisational Commitment and Moonlighting

Jamall, 1986 has studied the personal, social & organizational consequences of moonlighting among the blue collar workers. The analysis of the study figures out about organizational commitment and suggests that non-moonlighters showed much higher organizational commitment than moonlighters. This means that while working on secondary jobs, the moonlighters tend to be less committed towards their primary organizations.

Khatri et al., 2014 have conducted a study of organizational commitment and moonlighting practices of small & medium enterprises (SME) employees in the Delhi-NCR region and found out that organizational commitment and loyalty is definitely impacted upon if people do moonlighting for making extra income which is very much common in SME. They have also analysed the difference in the perception of organizational commitment by both the genders in the moonlighting employees but found no significant difference.

Ashwini et al., 2017 have studied the moonlighting intentions of middle level employees of selected I.T. companies. They have investigated various factors forcing the workforce to practice moonlighting and concluded that in absence of proactive retention benefits to the loyal employees who are experienced too, they lose organizational commitment and go for secondary jobholding to pursue their personal ambitions.

All the reviewed studies related to Organizational Commitment and moonlighting practices suggest that if the organizations do not make provisions for appropriate retention and recognition benefits, employees tend to lose organizational commitment irrespective of their demographic backgrounds and tend to hold secondary or multiple jobholdings.

#### Entrepreneurial Motivation and Moonlighting

Block et al., 2016 investigate the transition of moonlighters from part time entrepreneurs to full time entrepreneurs. In their study they have discussed various types of motives behind transition to full time entrepreneurship. They have stated that the common motivation behind doing moonlighting is supplementing income or achieving social recognition which in turn is negatively associated with transition behaviour (moonlighting/ part time entrepreneurship to full time entrepreneurship) whereas the motivation to achieve independence or self realization is positively associated with transition behaviour (moonlighting/ part time entrepreneurship to full time entrepreneurship).

Mcmullen et al., 2008 has studied entrepreneurial motivation in service industries and has stated that public accounting firms serve as unintended incubators for professionals as they exhibit

ability to establish their ventures for new businesses by moonlighting.

The reviewed studies regarding entrepreneurial motivation behind moonlighting suggest that a variety of industries require extensive moonlighting by the proprietors before initiating their own ventures in order to gain requisite risk handling skills and expertise.

### Objectives of the study

This study undertakes to achieve the following objectives:

1. To measure the Impact of Organizational Commitment on Moonlighting Intentions of I.T. professionals.
2. To study the Impact of Entrepreneurial motivation on Moonlighting Intentions of I.T. professionals.

### RESEARCH DESIGN

Based on the objectives and literature review, following hypotheses were proposed by the researchers:

- H1: Organizational Commitment has a significant impact on moonlighting intentions.  
H2: Entrepreneurial Motivation has a significant impact on entrepreneurial motivation.

Figure 1 shows the hypothesized research framework made by the researcher on the basis of review of literature where 'Org Commitment' denotes Organizational Commitment and 'Ent Motivation' denotes Entrepreneurial Motivation.

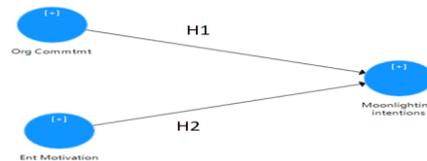


Figure 1: Conceptual model

### Research Instruments

Items Adapted from Standardized scales were used to measure Organizational Commitment and Entrepreneurial Motivation.

The Standardized scale used for adapting items for Organizational Commitment was Organizational Commitment Questionnaire (OCQ) developed by Mowday et al., 1979. The test-retest reliability as reported by the author is 0.75. Three items were found having suitable loadings and retained for this study.

The Standardized scale used for adapting items for Entrepreneurial motivation was developed by Vijaya et al., 1998. The item-total correlation came out as 0.52, significant at 0.05 level. This meant a moderately fair discrimination between the items. The alpha coefficient was calculated to find out the internal consistency of the items on the scale. It was found to be 0.84 which indicated that the internal consistency was quite high. Only 2 Items were found having suitable loadings and retained for this study.

Moonlighting Intentions scale was developed by interviewing fifteen volunteer IT professionals who showed intentions to moonlight. Initially, the scale comprised of 11 items. It was subjected to reliability and validity test before placing it for final

data collection of the study and a total of 6 items out of 11 were found having suitable loadings and retained for the study.

**Population, Sample size and Data collection**

The sample comprises of IT professionals in the area of Chandigarh tricity & N.C.R. regions. A total of 255 questionnaires were distributed to the IT professionals in both these areas out of which 162 deemed fit for the study after discarding the incomplete ones.

There exist a variety of opinions on deciding about the minimum sample size for an empirical study to be undertaken using PLS-SEM due to its benefaction provided under the given conditions of non-normality and its greater flexibility to work for small and medium sample sizes. So, for this study, having 3 latent constructs, the following scholastic thoughts can aid in estimation of the required minimum sample size.

Widely used in PLS-SEM for minimum sample size estimation is the procedure of 10 times thumb rule method (Hair et al., 2011), which assumes that the sample size should be greater than 10 times the maximum number of links in an inner or outer model pointing at any latent construct in the model. This process would calculate the sample size in this study as 10 multiply by 2 (maximum arrows pointing towards a latent construct) equals to 20. While this method is simple to apply but may sometimes lead to unsound estimations (Goodhue et al., 2012).

Next and one of the most recent and acceptable method is the 'Inverse Square Root Method'. This method assumes that the path coefficient refers to a true effect that exists at the population level. Based on the propositions of this method, the minimum sample size is estimated as the smallest positive integer that satisfies the proposed equation= ROUNDUP((2.486/bmin)<sup>2</sup>,0), where bmin is the name of a cell that stores the value of |β|min. It is mostly recommended for PLS-SEM users who actually are not methodological researchers, that they should use this method for estimation of minimum sample size. It would generate fairly accurate estimates with both the normal and non- normal datasets. The estimations using this method would always be a slightly larger than the true required minimum sample sizes (Kock et al., 2018). So, according to this method, the minimum sample size estimation for the present study comes out to be 59. This sample size also meets another minimum sample adequacy proposal (Westland, 2010).

Hence, the sample size used in this study i.e. 162 is fairly greater than the minimum sample size estimation of all the three above mentioned and prevalent methods for PLS-SEM.

The data has been collected during one to one interactions with selected IT professionals at their convenient timings, after arranging prior appointments with them. Purposive sampling has been used to select and collect data from the respondents who specifically belong to the target population of the present study and were interested to converse voluntarily regarding their behavioral correlates with this research. The entire dataset did not contain any missing value.

**Data Analysis**

To analyze the hypothesized model framed by the researcher, Partial Least Squares (PLS) Analysis with SmartPLS3.0 software was used. For executing the structural equation modelling (SEM), two stage analytical procedures are typically recommended i.e. testing the measurement model and after that, examining the structural model for comprehending the results. The measurement model comprises of three reflective latent constructs. PLS is a well established technique to estimate the absolute path-coefficients in the structural models and is being widely used and accepted in HRM and OB studies recently because of its unique capability to model latent constructs under the conditions of non-normality and small to medium sample sizes (Hair et al.,2013).

**RESULTS & DISCUSSION**

**Outer Measurement Model**

While examining the outer model for assessing the validity and reliability of all the reflective constructs, it needs to be tested for convergent validity first. It is assessed through mapping all the factor loadings, Composite Reliability(CR) and Average Variance Extracted (AVE).

After removing the low outer loadings, three items in Organizational Commitment construct, two in Entrepreneurial Motivation construct and six in Moonlighting Intentions scale were finalized for the present study. In all these items, all the outer loadings exceeded the required minimum value of 0.7 which is fairly fit for a SEM model (Chin et al., 2008). Table 1 below shows the outer loadings of all constructs of the study :

**Table 1: Outer Loadings of all the three reflective latent constructs**

Organizational Commitment	Outer Loadings	Entrepreneurial Motivation	Outer Loadings	Moonlighting Intentions	Outer Loadings
OC3	0.688	EM4	0.843	MI1	0.740
				MI2	0.718
OC12	0.682			MI3	0.730
OC16	0.872	EM6	0.762	MI4	0.883
				MI6	0.734
				MI7	0.825

Source: Data Processed

**Table 1.1: Items Adapted from Organizational Commitment Scale**

Organizational Commitment	Outer Loadings
OC3- I would be very happy to spend the rest of my career with this department.	0.688
OC12- This Organization deserves my loyalty	0.682
OC16- This department has a great deal of personal meaning for me.	0.872

Source: Data Processed

**Table 1.2: Items Adapted from Entrepreneurial Motivation Scale**

Entrepreneurial Motivation	Outer Loadings
EM4- I want to be a businessman to make my family rich.	0.843
EM6- I want to be a businessman to be an employer, never an employee.	0.762

Source: Data Processed

**Table 1.3: Items retained for Moonlighting Intentions Scale**

Moonlighting Intentions	Outer Loadings
MI1- How Often have you considered having a second job apart from your regular occupation (Never to Always)?	0.740
MI2- How frequently do you scan newspapers/employment websites in search of part time job opportunities?	0.718
MI3- How often do you dream about getting another job with your primary job, which would collectively suit your personal needs?	0.730
MI4- How likely you to accept another job along with primary job at a desired compensation level, should it be offered to you?	0.883
MI6- How often you consider pursuing your hobby/passion other than the professional career to make extra money?	0.734
MI7- How often you think of taking another job with high growth?	0.825

Source: Data Processed

As mentioned earlier, after removing the low values once, almost all of the loadings exceeded the value of 0.7 which is considered as fairly fit for the model (Chin et al., 2008). When examining the Composite reliability (CR) values, one can see that all of them

exceeded the required recommended value of 0.5 (Hair et al., 2013). Table 2 below shows the construct reliability, validity and AVE values:

**Table 2: Reliability and Validity for constructs:**

	Cronbach Alpha	rho_A	Composite Reliability	Average Variance Extracted
Entrepreneurial Motivation	0.782	0.788	0.784	0.646
Moonlighting Intentions	0.900	0.903	0.899	0.599
Organizational Commitment	0.789	0.809	0.795	0.567

Source: Data Processed

Second step is to investigate and ascertain the Discriminant validity, which reflects the extent to which the measures are not a reflection of some other variables under consideration for the

ongoing study. This can be indicated by the low correlations between the measure of interest and the measures of other latent constructs.

**Table 3: Discriminant Validity for constructs:**

	Entrepreneurial Motivation	Moonlighting Intentions	Organizational Commitment
Entrepreneurial Motivation	0.804		
Moonlighting Intentions	0.664	0.774	
Organizational Commitment	-0.394	-0.624	0.753

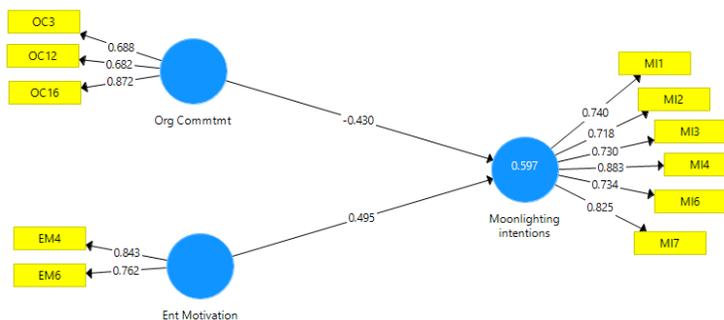
Source: Data Processed

Now, it can be inferred that all the three latent constructs are reliable and valid enough in the outer measurement model to proceed for the study.

**Structural Model**

After validation of the outer model, the inner model, which is also termed as structural model, is examined for mapping the relationships between the constructs under study. For this purpose, R<sup>2</sup> and beta in the inner model are ascertained. Once

the R<sup>2</sup> and the corresponding beta values are seen in the recommended values bracket, the corresponding T-Statistics taken through bootstrapping procedure with a resample of at least 5000 is generally to be assessed (Hair et al., 2013). So, first of all, the relationships between the latent variables should be examined. Figure 2 depicts the structural equation model developed after execution of structural equation modeling in the software of all the latent constructs under-study.



**Figure 2: Assessing the Structural Equation Model**  
Source: Data Processed

When this SEM model is screened, one can infer that Organizational Commitment is negatively and significantly impacting the Moonlighting Intentions ( $\beta = -0.430$ ;  $p < 0.01$ ). A moderately strong negative relation reflects the inversely proportional relationship between Organizational Commitment and Moonlighting Intentions which infers that on increase of one, the second decreases proportionately.

Entrepreneurial Motivation is also very significantly and positively impacting the Moonlighting Intentions ( $\beta = 0.495$ ;  $p < 0.01$ ). Further, it can be seen that both the Organizational

commitment and Entrepreneurial Motivation are collectively explaining 59.7% of variance in Moonlighting Intentions ( $R^2 = 0.597$ ).

The R<sup>2</sup> value (0.597) exceeds the recommended value of 0.26 (as suggested by Cohen, 1992) and indicating a fairly substantial model. So, this model can be considered as a good inner model as well.

Further, Table 4 summarises the model fit indices and all the values meet the recommended minimum criteria of a good model.

**Table 4: Model Fit Indices**

	Saturated Model	Estimated Model
<b>SRMR</b>	0.065	0.065
<b>d_uls</b>	0.281	0.281
<b>d_g</b>	0.255	0.255
<b>Chi-Square</b>	90.307	90.307
<b>NFI</b>	0.824	0.824

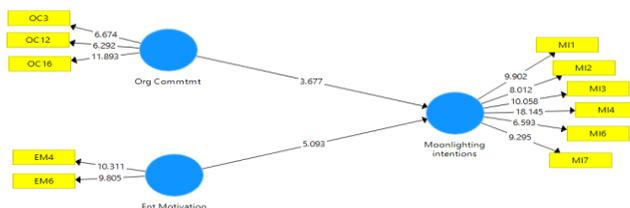
Source: Data Processed

So, considering both the mappings of outer measurement model and the inner structural model, it can be concluded that the model is fairly good to report and comprehend for further usage.

**Bootstrapped Model**

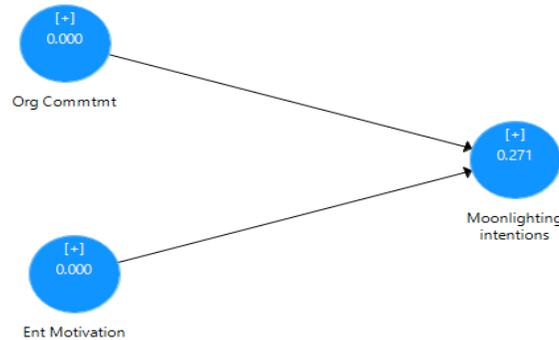
The bootstrapping procedure is used for evaluating the

significance of the hypothesis. In order to test the significance of the standardized path coefficients i.e. Beta values and T Statistics values, a bootstrapping procedure using 5000 subsamples with no sign changes is executed for the present study whose results have been presented in Table 5.



**Figure 3: Bootstrapped Model**  
Source: Data Processed

The Bootstrapped model also suggests a strong relationship between both the interlinkages i.e. Organizational Commitment & Moonlighting Intentions and Entrepreneurial Motivation & Moonlighting Intentions. Further the **effect sizes** have been assessed by F square values. The values below 0.02 suggest small effects, 0.02 to 0.15 depict medium effect and 0.15 to 0.35 and greater values infer large effects (Cohen, 1988). It can be seen in



**Figure 4: Predictive relevance of model through blindfolding**  
Source: Data Processed

In a SEM model, this  $Q^2$  value for a particular endogenous latent construct, must be greater than zero to claim itself as a predictor of endogenous latent construct (Tenenhaus et al.,2005). From Figure 4, it can be concluded that the value of  $Q^2$  is 0.271 which is

**Table 5** that H1 and H2 both have large effect sizes.

**Predictive Relevance of the Model ( $Q^2$ )**

This statistics is used to map the quality of the PLS path model and calculated using the procedures of blindfolding and cross-validated redundancy.

fairly high than the threshold limit and this value is supporting the adequacy of path model's predictive relevance for 'Moonlighting Intentions' construct.

**Table 5: Structural estimates (Hypothesis testing)**

Hypothesis	Standardized Beta	T-Statistics	Decision	F square	Effect Size
H1: OC	-0.430	3.677	Supported	0.387	Large
H2: EM	0.495	5.093	Supported	0.513	Large

(Note: Critical t-values for  $p < 0.05$ ) Source: Data Processed

Last but not the least, the hypothesis testing has been done and presented in Table 5 and this way both the substantive significance ( $f^2$ ) and statistical significance(p) have been reported collectively for better comprehension of statistical figures as p value shows only the significance of relationships and not their absolute size of effects.

**CONCLUSION**

Two hypothesis were tested in the present study to assess the impacts of Organizational Commitment and Entrepreneurial Motivation on the endogenous latent construct Moonlighting Intentions and both the hypothesis were supported by the results of this study. So, it can be concluded that Organizational Commitment is negatively and significantly impacting the Moonlighting Intentions. A moderately strong negative relation reflects the inversely proportional relationship between Organizational Commitment and Moonlighting Intentions which infers that on increase of one, the second decreases proportionately. Entrepreneurial Motivation is also very significantly and positively impacting the Moonlighting Intentions. Further, it is observed from the results of the study that both the Organizational Commitment and Entrepreneurial Motivation are collectively explaining 59.7% of variance in Moonlighting Intentions, which means that both these non-pecuniary motives contribute around 60% in triggering the moonlighting intentions of an individual.

This study was carried out on a limited number of IT

Professionals based on purposive sampling, so it is recommended to carefully comprehend the results before further generalization. Although contemporary researches are investigating the extrinsic motivations behind moonlighting intentions, so this study may be contributing in explaining the two non-pecuniary motives behind moonlighting intentions. Several mediators and moderators may be studied for further scope of this research.

Platform working is increasing everyday in the present gig economy, so it is advised for the organizations to look for robust policies for facilitating ethical Moonlighting in the best interest of its human capital management so that there can be a win-win situation between the employees and management.

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