**Minnesota Journal of Business Law and Entrepreneurship**

**Volume 2026, No. 1**

**ISSN: 1540-3270**

# Structural Change, Technology, and Moonlighting: The IT Professionals' Equation

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**Abstract**

Moonlighting, the practice of holding multiple jobs, has two primary motives (Becker, 1965): pecuniary (financial) and non-pecuniary (non-financial). This study examines how a third factor, "Work from Home," has gained significance as another primary factor for moonlighting in recent times due to changing economic conditions, the recent pandemic, and the nature of IT jobs. Our study employs a mixed-methods approach, combining in-depth interviews with 20 IT professionals and a survey of 168 IT professionals. After identifying the primary motives for moonlighting through a qualitative study, researchers employed Logistic Regression modeling in Python to validate their impact on the decision to pursue moonlighting. The findings highlight the pivotal role of work-from-home (WFH), followed by non-pecuniary motives playing a key role. IT professionals raise important questions about the ethical acceptance of moonlighting by current employers and its acceptance as a strategic HR policy by IT firms. Post-COVID, moonlighting has become a viable strategy for IT professionals to earn foreign currency, broadening their experience and exposure beyond geographical boundaries. On the other hand, the inclusion of moonlighting in HR strategy would help IT companies retain talented employees and indirectly benefit from the enhanced skills, experiences, and networks.

**Keywords:** Strategic HR policy, Moonlighting, Work from Home (WFH), IT professionals, Pandemic.

## 1 Introduction

"Moonlighting refers to the situation where the individual holds two or more jobs simultaneously" (Nunoo et al., 2018). It is frequently done to supplement income, but people also get into moonlighting to learn new skills, gain experience, or simply have something to do (Urwick & Kisa, 2014). The phrase **"moonlighting"** is said to have arisen in the nineteenth century, when persons who worked at night were known as "moonshiners" because they created illicit alcohol. Before the 1950s, the term **"multiple job holding (MJH)"** was used to denote moonlighting. While moonlighting refers to a person who works more than one job, scholarly definitions of moonlighting can range from quite liberal—"working more than one job at a time" (Allen, 1998), to rather restrictive "two separate jobs in two separate organizations and working under two separate supervisors" (Inness, Barling, & Turner, 2005).

Though the Covid-19 pandemic acted as a catalyst for moonlighting, the upward trend of moonlighting persisted in the post-pandemic period. In 2023, around 7.8 million US professionals held a secondary job, which increased from 7 million in just two years [1] (Bureau of Labour Statistics, Raju Vegesna, 2023). Though in most sectors, employees feel moonlighting is unethical, in IT sectors, around 43% of employees are favourable towards it [2] (November 2022).

The recent pandemic has encouraged people to take up moonlighting. The world economic GDP has fallen due to the socio-economic crisis in the post-pandemic period, making it the most severe slump since the 2009 recession. According to the World Bank (2021), millions of people could not manage their fundamental requirements in the post-COVID-19 period. Therefore, people started considering moonlighting as the best option to deal with their financial crisis, reduce their psychological stress & boredom, optimise utilization of their time, and enhance their social life after the pandemic (Khera and Jaggarwal, 2022). According to a recent report by Indeed India, one out of five employees in India is inclined towards side gigs alongside their current jobs [3] (January 2023).

Post-pandemic work-from-home (WFH) is a growing trend, and it is becoming increasingly common for people to moonlight while working from home [4] (Jaju, 2022). Our study has aimed to investigate the motives of Indian IT employees for moonlighting, especially to measure the impact of the WFH option on MJH. We have used Gary S. Becker's (1965) economic theory of allocation of time for this purpose. This theory posits that individuals determine the amount of time to be allocated to any job or activity depending on what type of reward he/she receives from that activity (which can be financial or non-financial). A study by Neumark and Wascher (2004) found that both pecuniary (financial) and non-pecuniary(non-financial) motives are important for moonlighting. However, earlier studies found that pecuniary motives are more important for moonlighting than non-pecuniary motives. There are several reasons why WFH makes moonlighting more feasible - WFH can help to improve work-life balance, which can make it easier for people to moonlight, WFH offers flexibility to work from different locations, saves commuting time to workplace and makes it easier to find a second job that is compatible with their primary job (Sudhir. A, et al., 2020) and fits with the saved time. MJH also helps to reduce stress among workers and to maintain a balance between two jobs (Piore M. J. 1975).

In India, though moonlighting is legal, regulations on working hours, intellectual property rights and tax obligations mentioned in the employment contract discourage employees from openly discussing their secondary job in the office. Industrial employment rules (1946-schedule I-B) prohibit employees from engaging in any job which has conflicting interests with the primary job. However, the higher level of expertise and niche skills of Indian IT professionals, the growing demand in the global market, higher pay packages, and the earning potential of foreign currencies influence many IT workers to engage in moonlighting. Some even argue that moonlighting helps in skill development, gaining expertise in the latest technologies, achieving international exposure, and building stronger people skills and networks. The prevailing tendency to take up another secondary job, high attrition level, and quiet quitting in the IT sector necessitates the primary employers to rethink the existing policies and reframe HR strategies on moonlighting. Concurrently, a comprehensive understanding of moonlighting behaviour has become a necessity for IT employers, HR recruiters and policymakers.

Though some studies have ventured to assess conceptually whether WFH has an impact on an individual's moonlighting intention, empirically, the idea was not tested. This current research has added WFH as another motive with pecuniary and non-pecuniary motives, as proposed by S. Becker (1965) and studied the impact through an integrated model. New HR policies should create a more congenial environment where employees will be encouraged to disclose their secondary jobs. A higher level of trust will prevent potential conflicts among employees and employers and will lead to higher job satisfaction and reduce attrition. With the prevailing scenario, understanding the moonlighting behaviour among IT professionals has become crucial. The extant literature offers little insight, and therefore, our study is formulated to answer the following research questions:

RQ1: What is the association of WFH on the moonlighting intentions of IT professions fused with Becker's Economic model?

RQ2: What role do current job satisfaction and employee demographics play in shaping their intention to moonlight?

The present study is structured by offering background literature on the emergence of moonlighting in the post-pandemic period and empirically the influence of WFH and SCM (Satisfaction with current employment) on moonlighting taking them as other components in Becker's economic model. The research design adopted a mixed method combining in-depth interviews of IT professionals and a quantitative survey method to understand why IT professionals are inclined toward moonlighting. Subsequently, the study was organized by research gap identification, hypotheses development, research methodology, data analysis and a general discussion based on the result. Finally, the study discussed theoretical and managerial implications, limitations & directions for future research and conclusion.

## 2 Literature Review

### 2.1. Theoretical Background for Moonlighting or Multiple Job-Holding

Moonlighting, also known as working in two jobs, part-time, an additional job, or multiple jobs, is a frequent practice among low-income earners whose primary goal is to make enough money to lift their families out of poverty (Betts, 2006). During each epidemic, people's propensity to take on part-time work increased significantly. Most moonlighting scenarios where a worker may need to adopt a moonlighting policy involve employees who have a primary job that is a full-time role and a secondary job that is a part-time position. Multiple jobs, sometimes known as "moonlighting," are a kind of odd employment in most economies. Digitalization facilitates the development of moonlighting which will further expand in future (Pouliakas et al., 2012). Additional paid employment is generally thought to be taken up to compensate for poor-quality features of the main job. Such job quality deficits may manifest as low income or an insufficient number of working hours to maintain the expected standard of living (Piasna A., et al., 2020) and people often compensate for the deficits through moonlighting.

### 2.2. Motives for Multiple Job-Holding

Pecuniary motivation refers to taking a second job to increase income when extra hours are not possible in the primary job (Heineck, 2009). Financial motives include debt repayment, savings, household expenses, and additional cash needs (Abdukadir, 1992). Non-pecuniary motives (NPM) involve skill development, career advancement, passion, varied experience, and social recognition. Personal motives such as job insecurity, delayed promotion, dissatisfaction, or excess free time also drive moonlighting (Baah-Boateng et al., 2013).

During Covid-19, reduced income and heightened job insecurity pushed many individuals toward moonlighting (Asravor, 2021). Higher job security reduces moonlighting likelihood by 3% (Nunoo et al., 2018). Digital platforms further enable multiple job holding (Congregado et al., 2022). IT professionals often moonlight within their domain (Bhamu et al., 2014), and low organizational commitment increases this tendency (Khatri et al., 2014; Preetha et al., 2017). Non-moonlighters generally show higher commitment than moonlighters (Jamall, 1986).

With rising hybrid work, employees seek secondary jobs to gain new skills (Pouliakas et al., 2022). Demographic factors such as age, gender, income, and designation also significantly influence moonlighting behaviour (Timothy & Nkwama, 2017).

### 2.3. Moonlighting in the Indian context

In India, moonlighting has a dual impact: it can increase income and experience but may also be seen as a contract violation leading to dismissal (Business Today, 2022). Employees often take second jobs for both financial and professional growth (Campion et al., 2022). Indian law does not clearly define dual employment; it is allowed only if the primary employer permits it or if the employment contract does not prohibit it (Jeswant & Sriramon, 2022).

Acceptance of moonlighting varies among HR professionals. A study in Pune found that employees who moonlighted maintained work–life balance and remained committed to their primary employer (Gaitonde et al., 2023), though some HR managers expressed concerns about reduced commitment. Policies also differ across

companies: Swiggy openly allows employees to take on external gigs, while Wipro's Chairman labelled moonlighting as "cheating" (Chandrakanth, 2022).

Experts suggest that evolving work norms may increasingly support contractual work with multiple employers, potentially benefiting both organizations and employees.

**2.4. Theoretical Aspects of Work from Home in the IT Sector**

Remote working was initially introduced as an optional perk in the last century and became more common in the early 2000s with advances in telecommuting technologies. During Covid-19, WFH transformed from a choice into a necessity. Many firms adopted remote arrangements to help employees manage work–home demands and protect their well-being (Kelliher & De Menezes, 2019). Gottlieb et al. (2020) noted that a significant share of managerial, professional, technical, and clerical roles could be performed from home, though this was less feasible for low- and medium-skilled manufacturing jobs. Continuous WFH, however, may negatively affect mental health and job performance (Raišiene et al., 2020).

In India, the pandemic reduced overall economic activity to 49–57%, raising concerns about job security and productivity (Gupta et al., 2022). A CIEL HR study reported that while 70% of IT/ITES firms operated fully remotely in 2022, only 17% continued with 100% WFH by January 2024. Most organizations now discourage full-time WFH and prefer hybrid models, as seen in companies like Tech Mahindra and Wipro (ET, 2024). Hybrid work blends remote and in-office arrangements (Aroles et al., 2019).

The Indian IT sector, employing 5.43 million people in 2023–24 (NASSCOM, 2024), has embraced flexible work due to the nature of IT jobs, global clients, and advancements in ICT. Approximately 20 lakh IT workers have already shifted to WFH, with a sustained rise in remote work opportunities in the post-Covid era (Dwivedi et al., 2020).

**2.5 Research Gap Identified**

| S.No | Papers | Findings | Research Gap |
|---|---|---|---|
| 1. | "Theory of the Allocation of Time" (Gary S. Becker, 1965) | The theory states that "People choose how much time to spend on activities based on what type of reward they receive from those activities" (pecuniary or non-pecuniary) | This theory, while insightful for summarising individual decision-making but lacks considering economic changes and challenges that might have an impact on decision-making |
| 2. | A note on Income tax evasion (John H. Pencavel, 1979) | This paper studies the individual taxpayer's decision on whether and to what extent to evade taxes by deliberate underreporting of earnings. There is a trade-off between the pecuniary benefit versus the non-pecuniary risk of being caught and punished. | Though the paper covered the economic conditions by considering the changes in tax rates and the significant impact of evading tax, it failed to consider the psychological, social, and ethical dimensions of individuals while adopting a secondary job. |
| 3. | Multiple job holding working option for young people (Rebecca Osborne, Julie Warren J, 2006) | This paper focuses on young people who hold multiple jobs and identifies a variety of reasons, both financial and non-financial. Young people mostly found moonlighting as a positive experience. | This paper primarily focused on individuals of the young age group but ignored other age groups. |
| 4. | Is it all about money? An examination of the motives behind moonlighting (Heather Dickey, V. W., 2010) | This paper found that individuals hold a second job for either financial or non-pecuniary motives, with financial difficulties being the main reason for moonlighting. This is | This study emphasized more on pecuniary reasons. It collectively considered labour market experience to be the only non-pecuniary motive and ignored other non-pecuniary reasons. |

| | | | |
|---|---|---|---|
| | | especially true for employees in the early stages of adult life than individuals with more labour market experience for non-pecuniary reasons. | |
| 5. | Moonlighting Industry Perspective (Dr. A. Sathish Kumar) | In this book, the author has discussed that for employees moonlighting can be a great way to upskill themselves, learn new things, and grow in careers. However, it is important to be transparent with the current employer and avoid working for competitors. | It lacks how holding multiple remote jobs impacts factors beyond financial and personal development, such as work flexibility, mental health, and technology utilization. |
| 6. | Remote working new normal; 82% of employees prefer WFH [8] (Times of India, 2019) | A study by SCIKEY found that 82% of tech employees prefer working from home, and this trend is likely to continue as it gives them freedom and productivity. | This article focused on aspects such as freedom and productivity gained through WFH flexibility but couldn't cover how WFH motivates the decision to moonlight. |
| 7. | Multiple Jobholding: An Integrative Systematic Review and Future Research Agenda (Campion, E D, et al., 2020) | This paper says jobs that include more surface acting (e.g., service work) negatively affect workers. Thus employees from jobs involving surface acting tend to be involved in secondary jobs. | It only focused on critical factors (gender, work type, race, social class, nature of job etc.) of individuals that may be the potential reason for Moonlighting and did not talk much about the motivational factors which trigger the decision. |
| 8. | Moonlighting intentions of IT professionals: Impact of organizational commitment and entrepreneurial motivation (Seema & Sachdeva, 2020) | It was found that IT professionals who are more committed to their organizations and have a higher entrepreneurial motivation are more likely to have multiple jobs. | Though this paper spoke about the IT sector. They did not consider the work-from-home flexibility of employees and its impact on moonlighting |
| 9. | Remote Work Statistics & Trends: The Latest in Remote Work [9] (Jessica Howington, 2021) | 97% of workers want some form of remote work, with 65% wanting to work remotely full-time. | It did not prove whether moonlighting is also a reason for employees to demand full-time remote work. |
| 10. | An examination of employee motivations and practices in moonlighting during hybrid work cultures. (Gehlot, M. R., & Bhati, M. D., 2023) | This study discusses the motivations and practices of employees who moonlight during a hybrid work culture, as well as the potential impact on career development. | The effects of hybrid work cultures on employees' propensity to take on more jobs are discussed but do not focus on empirical findings. |

Table I – Relevant Research and the Gap

While previous research has examined various motivations for moonlighting, a key gap remains: limited attention to the combined effects of pecuniary and non-pecuniary factors. In today's evolving employment landscape—particularly in the IT sector—traditional motives have expanded to include the opportunity to work from home (WFH) (Preetha et al., 2017). As WFH reduces commuting time, employees may be more inclined to take up additional work. Discussions with IT employees indicate that job dissatisfaction, issues with the primary job (SCM), and WFH availability act as push factors for moonlighting.

Our study examines the influence of WFH, satisfaction with current employment (SCM), and demographic factors alongside pecuniary and non-pecuniary motives. Such an integrated exploration of motivational dimensions is largely missing from the existing literature.

## 3 Research Methodology

We used a mixed-method approach combining qualitative and quantitative techniques, to study the impact of various motives on the employees' decision to engage in moonlighting. To gain a deeper understanding of the diverse motivations influencing IT employees' decision to engage or not in moonlighting, the researchers conducted in-depth interviews with 20 IT professionals from entry-level, mid-level and senior levels encompassing both moonlighters and non-moonlighters. In the next phase of quantitative analysis, the researchers incorporated all the major variables identified in the qualitative study into a structured questionnaire and conducted a primary survey to develop the logistic model. The data was collected using a judgemental sampling technique from 170 IT professionals. Both SPSS and Python were used for data analysis.

### 3.1 Proposed Model

This research aims to bridge this gap by investigating the intricate interplay of pecuniary (PCM), non-pecuniary motivations (NPM), work-from-home factor (WFH), Satisfaction with Current employment (SCM) and demographic factors in influencing professionals' decisions to engage in moonlighting activities within the IT sector. By analyzing these combined motivations, we seek to provide a nuanced understanding of the complex dynamics that drive individuals to allocate their time to secondary work commitments. The study intends to help HR professionals in formulating strategies for attracting and retaining talent in localized markets. The exploration of these interconnected dimensions will contribute to a more comprehensive understanding of the contemporary factors shaping professionals' decisions regarding secondary employment engagements and therefore, we propose the following model.

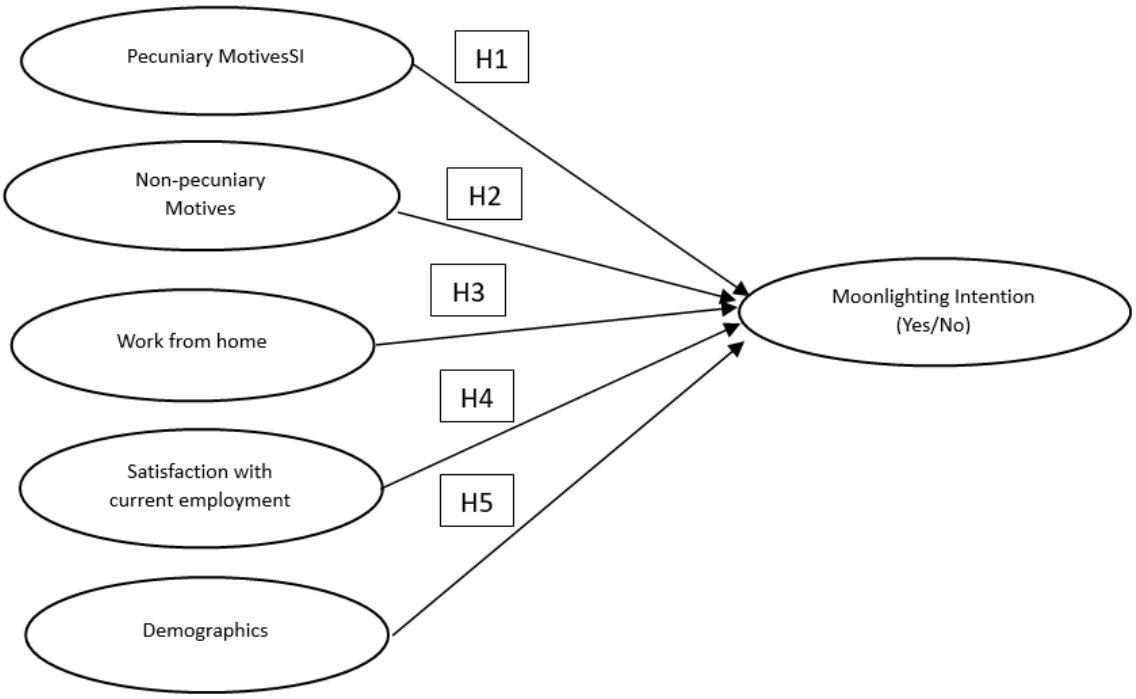


**Figure I - Proposed model**

### 3.2 Hypothesis Development

#### 3.2.1 Pecuniary motives

First of all, people take on second jobs when they are in dire need of money, even when the primary job's working hours are not flexible. This is driven by money (Kawakami, 2018). Holding many jobs can help reduce financial limitations, provide continuous work, and serve as a pathway for future professional advancement through gaining requisite career experience (Howley, P., 2014). According to the study Sakyi & Agomor, (2021) on higher education in Ghana, it was found that moonlighting serves as additional income to the lecturers. Another study by on Nigerian university mentioned that MJH has positive outcomes like monetary gains, job enrichment and networking and also negative consequences like excel workload and debilitating effects on individuals and primary institutions (Bakare, 2021).

Therefore, we propose,

**H1**: The presence of pecuniary motives (financial incentives) significantly increases the likelihood that an employee will engage in moonlighting.

#### 3.2.2 Non-pecuniary motives

Non-pecuniary benefits like skill development, recognition and opportunity for socialisation affect the decision to enter the off-farm labour market and once that decision is made, the amount of time spent working off-farm increases (Howley, P., 2014). As individuals progress in life, they increasingly become more likely to get a second job for its non-pecuniary aspects. People who want to switch to another industry also opt for moonlighting. In a nutshell, the various reasons for opting for MJH identified by researchers are - skill development, keeping oneself busy, career growth, personnel development, social recognition, gaining experiences etc (Dickey et al., 2015; Kawakami, 2019).

Therefore, we propose,

**H2**: The presence of non-pecuniary motives (non-financial incentives) significantly increases the likelihood that an employee will engage in moonlighting.

#### 3.2.3 Work from Home

Various IT companies were adopting work-from-home or work-from-anywhere policies as part of their work strategies. They made sure there was little to no disruption and provided employees with a variety of technological tools that allowed them to quickly adapt to the new work standard (Kolluru, M., et.al., 2021). In recent years we have seen an increase in the number of people holding multiple jobs which is attributed to WFH options offered by most IT companies (Shaji George, 2022).

Therefore, we propose,

**H3**: The presence of work-from-home opportunities significantly increases the likelihood that an employee will engage in moonlighting.

#### 3.2.4 Satisfaction with Current employment (SCM)

Based on a study in Ghana, Nunoo et al. (2018) identified that a higher level of job security prevents people from moonlighting. Satisfaction includes- commitment to the current job, loyalty, an opportunity to upskill and develop the career and earning opportunities. Employee dissatisfaction with their current employment acts as another influencer to pursue secondary jobs (Seema & Sachdeva, 2020). Several earlier studies confirmed that primary job hours negatively impact the moonlighting probabilities (Shishko and Rostker (1976); Paxson and Sicherman (1996); Baah et al., (2011) and Boateng et al., (2013). This indicates that available time due to WFH increases the probability of engaging in more than one job and vice versa.

Therefore, we propose,

**H4**: Satisfaction with current employment significantly diminishes the likelihood that an employee will engage in moonlighting.

### 3.2.5 Demographics

Demographics like age, gender, designation level and current income influence the likelihood of moonlighting. Employees at very extreme ages like at early working age and at last working age reduce their likelihood of moonlighting (Abdukadir, 1992). High income at the current job reduces the willingness to be involved in moonlighting (Allen, 1998), Krishnan (1990), Boateng et al., 2013). Males are more likely to moonlight than their female counterparts and workers with higher levels of education are associated with higher probabilities of moonlighting (Nunoo, et al., 2018). Multiple jobs holding have adverse effects on an individual family life (Bilal, et, al., 2016). Pouliakas et al (2022) stated that male, middle-aged, educated individuals tend to be more involved in gig work using online platforms as an intermediary for the secondary job.

Therefore, we propose,

**H5**: Demographics like age, gender, designation level and current income significantly influence the likelihood that an employee will engage in moonlighting.

## 4 Data Analysis

### 4.1 Qualitative Analysis

The in-depth interviews explored the intentions of IT employees to take up multiple jobs and discussed opportunities and benefits associated with moonlighting. They also delved into common practices regarding the disclosure of moonlighting activities to current employers and colleagues. Additionally, the discussions examined the impact of moonlighting on employees' commitment to their current jobs and its influence on their personal lives. Key themes identified from the discussions after content analysis are Moonlighting, Work from Home, Hybrid Work Models, Post-Covid-19, Financial Motives, Non-Financial Motives, Career Growth, Networking Opportunities, Upskilling, Ethical Dilemmas, Work-Life Balance, Job Satisfaction, and Layoffs.

**Keyword Frequency Analysis- The following table provides insights into the prevalence of these themes**

| Keywords highlighted | Frequency |
|---|---|
| Moonlighting | 150 |
| WFH | 130 |
| Hybrid | 20 |
| Financial motives | 85 |
| Improvement in standard of living | 30 |
| Career Growth | 30 |
| Networking opportunities | 30 |
| Upskilling | 40 |
| Ethical dilemma | 50 |
| Post Covid 19 | 120 |
| Disclose | 100 |
| Work life balance | 110 |
| Job Satisfaction | 60 |
| Layoff | 40 |

**Table II: Keyword Frequency Analysis**

### 4.2 Quantitative analysis

In the next phase of quantitative analysis, after initial coding, the data was checked for internal consistency and validity as a part of data cleaning procedures.

| Constructs | Items | Mean | SD | Factor Ldng | CR | AVE |
|---|---|---|---|---|---|---|
| **WFH (Benefits from Work From Home)** | V20_ml_opportunity | 3.10 | 1.450 | .849** | **0.967** | **0.790** |
| | V21_ml_suitable_option | 2.91 | 1.409 | .878** | | |
| | V22_ml_interest | 2.89 | 1.419 | .867** | | |
| | V23_ml_facilitate | 3.23 | 1.409 | .877** | | |
| | V24_extra_time | 2.99 | 1.384 | .925** | | |
| | V25_flexibility | 2.98 | 1.382 | .897** | | |
| | V26_high_energy_level | 2.98 | 1.351 | .927** | | |
| | V27_well being | 2.89 | 1.313 | .878** | | |
| **SCM (Satisfaction with current employment)** | V28_commitment | 3.99 | 1.081 | .776** | **0.898** | **0.641** |
| | V29_satisfaction | 3.72 | 1.198 | .935** | | |
| | V30_loyalty | 4.02 | 1.061 | .787** | | |
| | V31_upskill | 3.93 | 0.994 | .690** | | |
| | V32_earnings | 3.40 | 1.282 | .796** | | |
| **PCM (Pecuniary Motive)** | V42_additional_income | 3.33 | 1.412 | .910** | **0.961** | **0.7809** |
| | V43_debt | 3.02 | 1.416 | .753** | | |
| | V44_savings | 3.33 | 1.325 | .947** | | |
| | V45_surplus_income | 3.34 | 1.340 | .928** | | |
| | V46_funding_a_goal | 3.22 | 1.333 | .896** | | |
| | V47_cover_expenditure | 3.20 | 1.307 | .870** | | |
| | V48_standard_of_living | 3.32 | 1.355 | .868** | | |
| **NPM (Non Pecuniary motive)** | V49_pursuing_passion | 2.98 | 1.362 | .866** | **0.966** | **0.7809** |
| | V50_skill_development | 3.35 | 1.323 | .913** | | |
| | V51_personal_satisfaction | 3.04 | 1.351 | .907** | | |
| | V52_networking opportunity | 3.43 | 1.391 | .818** | | |
| | V53_personal_fulfillment | 3.02 | 1.384 | .912** | | |
| | V54_helping _others | 2.87 | 1.352 | .851** | | |
| | V55_intellectual Development | 3.19 | 1.331 | .936** | | |
| | V56_recognition | 3.14 | 1.254 | .860** | | |

**Table III: Results of EFA and CFA**

#### 4.2.1 Data cleaning and Principal Component Analysis

The data were initially checked for missing data and two observations were discarded for missing values. To avoid the curse of dimensionality, the researchers performed Exploratory Factor Analysis (EFA) and reduced the number of variables into four major constructs using SPSS. The total variance explained was 80.36%. Next, CFA was used to evaluate each scale's validity and reliability. The authors examined the conditions proposed by Fornell and Larcker (1981) in order to verify convergent validity. According to Table III, every CFA factor loading was statistically significant at $p < 0.05$. For every construct, the average variance extracted (AVE) was greater than 0.50. Every construct's indication has a critical value greater than 1.96. Consequently, each construct's convergent validity is proven (Byrne, 2016). In confirming the convergent validity, the authors evaluated the value of CR (Composite reliability) of the constructs and the values are above the threshold level of 0.7 (Fornell & Larcker, 1981). All items acquired a mean score of more than the mid-scale point of 2.5 (Table III).

The discriminant validity is stated in table IV

| | CR | AVE | MSV | MaxR(H) | WFH | NPM | PCM | SCM |
|---|---|---|---|---|---|---|---|---|
| **WFH** | 0.967 | 0.788 | 0.125 | 0.970 | **0.888** | | | |
| **NPM** | 0.966 | 0.781 | 0.564 | 0.970 | 0.354*** | **0.884** | | |
| **PCM** | 0.961 | 0.781 | 0.564 | 0.969 | 0.351*** | 0.751*** | **0.884** | |
| **SCM** | 0.898 | 0.641 | 0.105 | 0.927 | -0.324*** | -0.239** | -0.223** | **0.801** |

**Table IV: Model Validity Measures**

#### 4.2.2 Logistic Regression Model

**Dependent Variable-** The dependent variable in our study is the intention of IT professionals to engage in moonlighting, should the opportunity arise. This was measured in a Likert scale, ranging from 1 to 5, where 1 indicates “least likely” and 5 represents “most likely”. The responses were coded as: scores 1,2,3 were categorized as 0 (no) while scores 4 and 5 were categorized as 1 (yes).

**Independent Variables-**The Logistic Regression model included several independent variables, namely PCM (Pecuniary motives), NPM (Non-pecuniary motives), WFH (Benefits from Working from home), SCM (Satisfaction with Current employment) and Age, Gender, Level of Employment, Annual Salary. Among these, WFH, NPM, PCM, and SCM are multi-item variables and their descriptions, validity and reliability are given in Table III and IV. Other demographic variables are described in Table V.

| **Demographic details (n = 168)** | | **Number of responses** | **Percentage** |
|---|---|---|---|
| Gender | Male | 100 | 59.5% |
| | Female | 68 | 40.5% |
| Age | 21 – 25 | 87 | 51.8% |
| | 26 – 35 | 46 | 27.4% |
| | 36 and above | 35 | 20.8% |
| Annual Salary (In lakh Rupees) | Below 6L | 74 | 44% |
| | 6L-12L | 42 | 25% |

| | | | |
|---|---|---|---|
| | 12L-18L | 15 | 9% |
| | 18L-24L | 10 | 6% |
| | Above 24L | 27 | 16% |
| Moonlighting Intention | Yes | 82 | 48.8% |
| | No | 86 | 51.2% |
| Level of Employment | Entry Level | 79 | 47.0% |
| | Mid-Level | 60 | 35.7% |
| | Senior Level | 29 | 17.2% |

**Table V: Demographic details of Respondents**

### 4.2.3 Result of Logistic Regression model

Generally, logistic regression is well suited for describing and testing hypotheses about relationships between a categorical outcome variable and one or more categorical or continuous predictor variables (Peng, 2002).

#### 4.2.3.1 Accuracy score

```
df2['Intention to moonlight'].value_counts(normalize=True)
```

```
0    0.511905
1    0.488095
Name: Intention to moonlight, dtype: float64
```

```
#df2["1. Age"] = df2["1. Age"].astype('category').cat.codes
#df2["2. Gender"] = df2["2. Gender"].astype('category').cat.codes
#df2["4. Level of Employment"] = df2["4. Level of Employment"].astype('category').cat.codes
#df2["6. Annual Salary"] = df2["6. Annual Salary"].astype('category').cat.codes
```

```
X2=df2.drop('Intention to moonlight',axis=1)
```

```
y2=df2.pop('Intention to moonlight')
```

```
from sklearn.linear_model import LogisticRegression
```

```
lr2=LogisticRegression()
```

```
lr2.fit(X2, y2)
```

```
LogisticRegression
LogisticRegression()
```

```
lr2.score(X2, y2)
```

```
0.8571428571428571
```

**Figure II - Accuracy score and the Logistic Regression Model**

The total number of correct predictions is derived from the sum of true positives and true negatives (Patnana, D. S., et., al., 2020). The model performed relatively well with an accuracy score of 85.7% which is a good classification accuracy rate.

. **4.2.3.2 Confusion Matrix and Classification report**

```
from sklearn.metrics import confusion_matrix, classification_report
```

```
conf_matrix2 = confusion_matrix(y2, y_pred2)
```

```
conf_matrix2
```

```
array([[71, 15],
       [ 9, 73]], dtype=int64)
```

```
print(classification_report(y2, y_pred2))
```

```
              precision    recall  f1-score   support

           0       0.89      0.83      0.86        86
           1       0.83      0.89      0.86        82

    accuracy                           0.86       168
   macro avg       0.86      0.86      0.86       168
weighted avg       0.86      0.86      0.86       168
```

**Figure III – Confusion Matrix and Classification Report**

The Confusion matrix reveals that the model correctly classified 71 respondents as not willing to engage in moonlighting (True Negative) and 73 as willing to engage in moonlighting (True Positive). However, there were 24 misclassifications, comprising 9 False negatives and 15 false positives. The F1 score, the harmonic mean of precision and recall, is a useful metric as it penalizes extreme values of either. This F1 score is asymmetric and depends on the designation of positive and negative classes (Steven A. Hicks, 2018). In our study, the F1 score is 0.86 which is considered sufficiently robust for prediction in a business scenario.

**4.2.3.2 ROC Curve and AUC Score**

The ROC curve is a graphical plot that illustrates the diagnostic ability of a binary classifier system as its discrimination threshold is varied. The ROC curve is created by plotting the true positive rate against the false positive rate at various threshold settings (Sri Ranjitha Ponnuru, 2020). The AUC is widely used to measure the accuracy of diagnostic tests. The closer the ROC curve is to the upper left corner of the graph, the higher the accuracy of the test because in the upper left corner, the sensitivity = 1 and the false positive rate = 0 (specificity = 1). The ideal ROC curve thus has an AUC = 1.0 ( (Nahm, 2022)).

**AUC Score:** 0.95, shows the model has done a good job.

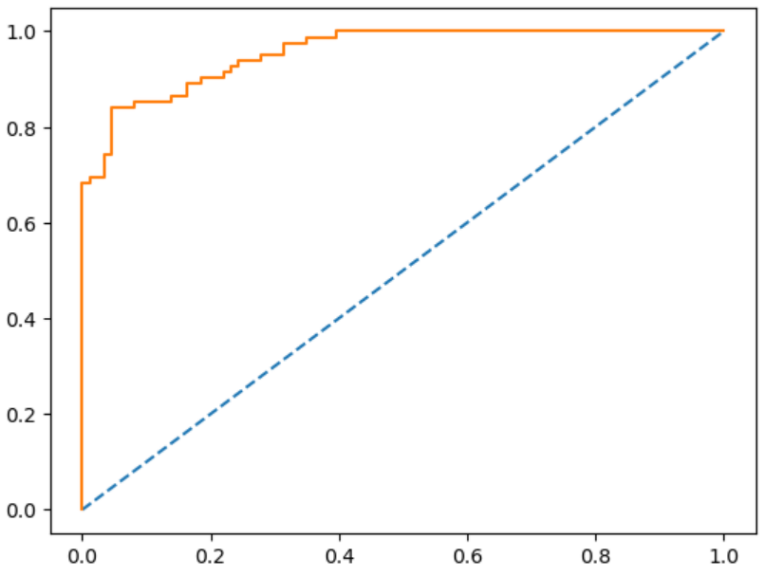


**Figure IV - ROC curve**

### 4.3 Logistic Regression- intercept and coefficients

**The coefficients are**

```
lr2.coef_
```

```
array([[-0.18238445,  0.2594408 , -0.27759688,  0.28875787, -0.25221719,
         2.86673393,  0.35899769,  0.10022315, -0.63898315]])
```

```
lr2.intercept_
```

```
array([0.04048123])
```

```
df2.columns
```

```
Index(['1. Age', '2. Gender_Male', 'Gender_Female', '4. Level of Employment',
       '6. Annual Salary', 'WFH', 'NPM', 'PCM', 'SCM'],
      dtype='object')
```

**LR intercept** [-0.0404]

| Independent variables | Regression coefficients |
|---|---|
| **Age** | **-0.182** |
| Gender_Male | 0.259 |
| Gender_Female | -0.277 |
| Level of employment | 0.288 |
| Annual Salary | -0.252 |
| WFH | 2.866 |
| NPM | 0.358 |
| PCM | 0.100 |
| SCM | -0.638 |

**Table VI - Regression Coefficients of Independent Variables in the LR model**

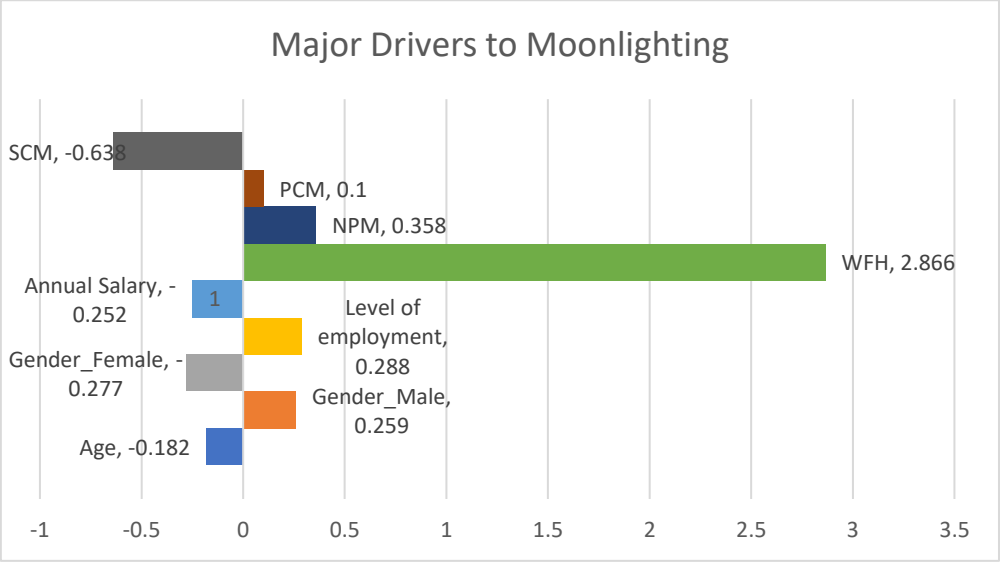


**Figure V Major Drivers to Moonlighting**

#### 4.3.1 Impact of Variables on Moonlighting Intention

The table VI shows that the most significant contributor to the intention to engage in moonlighting is WFH (Work from Home), with a coefficient of 2.866. WFH encompasses various benefits of remote work, such as flexibility, the ability to moonlight from a home setup, higher energy levels, additional available time, and increased interest and eventually, IT professionals working from home exhibit a strong inclination toward moonlighting. The second most significant motivator for IT professionals to engage in a secondary job is their satisfaction with current employment (SCM). The beta coefficient for SCM is -0.638, indicating that the likelihood of engaging in moonlighting increases among employees with low job satisfaction, while it decreases for those who are satisfied with their current roles. SCM encompasses items like job satisfaction, opportunity to upskill and earning potential at current role, and commitment and loyalty towards current job.

An intriguing finding from our study reveals that for IT professionals, non-pecuniary motives (NPM) have a significantly greater impact on the intention to moonlight, with a beta coefficient of 0.358, compared to pecuniary motives (PCM), which have a beta coefficient of 0.100. This indicates that IT professionals place higher value on non-pecuniary factors such as skill development, recognition, networking opportunities, personal fulfilment, and intellectual growth. These aspects serve as strong motivators for moonlighting, especially when their current employment fails to provide such benefits.

On the other hand, pecuniary motives (PCM), which include factors like additional income, debt repayment, savings, funding specific goals, mitigating expenses, or maintaining a standard of living, have a relatively lower influence on moonlighting. This is likely because IT jobs are generally well-compensated, reducing the urgency of financial motivations. A study on the lecturers involved in moonlighting claimed that moonlighting helps them to secure their future from uncertainty, enhance their network globally and nationally and help in personal development and academic ranking (Adebisi, O.S. 2019).

Male employees are more likely to engage in a secondary job, whereas the trend is reversed for female employees. This is reflected in the coefficients, with a positive value of 0.259 for males and a negative value of -0.277 for females. This finding is particularly relevant in the Indian context, where women often juggle dual roles—managing both work and household responsibilities.

Our study also indicates that the propensity to take up a secondary job increases with the level of employment, as evidenced by a beta coefficient of 0.288. In contrast, salary has a negative relationship with moonlighting, with a beta coefficient of -0.252, suggesting that employees with higher salaries are less likely to engage in moonlighting.

Additionally, age is inversely related to the decision to moonlight, with a beta coefficient of -0.182. This aligns with the findings of R. Osborne (2006), which suggest that younger employees are more likely to take up a secondary job compared to their older counterparts.

## 5 Discussion on Findings and Conclusion

Multiple job holding is influenced by a complex interplay of factors, with work-from-home (WFH) emerging as a key influencer (Bamberry L, 2011). During the COVID-19 pandemic, governments mandated WFH to prevent the spread of infection, which highlighted its advantages in enhancing work-life balance and enabling multitasking among employees (Mustajab D, 2020). In the post-pandemic era, most IT companies have opted to continue with hybrid or remote work models for two primary reasons: the digital nature of their work and the global client base operating across multiple time zones. The pandemic brought significant uncertainty to the IT job market, where employees faced challenges such as job losses and reduced earnings. Additionally, rapid technological advancements, especially AI integration**,** have created a persistent challenge of job insecurity among IT professionals. As a result, many employees began exploring secondary job opportunities, utilizing the time saved due to remote work. This trend has continued even in the post-COVID era, as IT professionals seek greater financial stability and career resilience. In recent years, there has been a significant rise in the number of individuals moonlighting, largely due to work-from-home (WFH) opportunities provided by many IT companies

(Shaji George, 2022). The demand for niche technical expertise is rising in the global job market, yet there remains a significant shortage of IT skills, which directly or indirectly create many job opportunities for IT professionals.

In the Indian IT industry, moonlighting is not legally accepted, and most employers believe it reduces productivity due to the added workload. They also fear potential risks, such as loss of trade secrets and technological exclusivity. Typically, a person chooses to moonlight without disclosing their decision to the employer of their primary job (Md Sabron et al., 2023). This is because working two or more jobs at once can lead to role conflicts amongst coworkers (Obermaier et al., 2015) and can have a bad impact on organizational performance (Ologunde et al., 2013). Moreover, moonlighters also had higher intents to quit their principal jobs (Rispel et al., 2014).

However, IT professionals hold a different perspective. They argue that secondary jobs, taken up during the extra time saved through WFH, help them enhance their technical skills, business acumen, and even offer opportunities to earn in foreign currency.

Given this contrast in viewpoints, most IT professionals choose not to disclose their engagement in moonlighting. This highlights the growing need for a deeper study to understand the motivations behind moonlighting in the IT sector.

Our study confirms that work-from-home (WFH) is a major driver of moonlighting, with a Beta coefficient of 2.86—significantly higher than any other influencing factor. Additionally, IT professionals show a strong preference for continuing both WFH and multiple job holdings in the future. This trend further fuels the already alarming attrition rate of 25% in the IT sector—significantly higher than any other industry—making it a crucial concern for organizations to address. A key takeaway from our study is that IT firms need to rethink their HR policies regarding secondary employment. Instead of outright restrictions, companies should consider structured guidelines that allow moonlighting under clear terms. Embracing a more transparent and open work culture, where employees can discuss their secondary roles and integrate newly acquired skills into their primary jobs, can be highly beneficial.

This approach not only enhances job satisfaction among IT professionals but also helps retain talent, ultimately creating a win-win situation for both employees and employers. Our study reveals that satisfaction with current employment is the second most significant negative influencer of moonlighting, which indicates that higher job satisfaction reduces the likelihood of engaging in secondary employment. Working in a second job, outside normal business hours, tends to take place due to job insecurity, urge to earn more income and dissatisfaction (Khaitharath, 2021). Therefore, enhancing job satisfaction could be a key strategy for mitigating moonlighting tendencies, as supported by our findings.

Another significant finding of our study is the empirical validation of Gary S. Becker's (1965) economic theory of time allocation within the Indian IT sector. Our research reveals that non-pecuniary motives (NPM) serve as a stronger driver of moonlighting than pecuniary motives (PCM)—a surprising insight, as secondary employment is typically associated with financial incentives. PCM includes factors such as additional income, debt repayment, savings, and improving the standard of living. Individual holds a second job mostly for increased financial commitments and pecuniary motive acted as a main reason for moonlighting, especially in the early stages of adult life (Heather Dickey, 2010). However, most IT professionals, whose salaries are substantially higher than those in other sectors, report financial satisfaction, reducing the urgency for moonlighting purely for monetary reasons.

In contrast, NPM—which encompasses pursuing passions or hobbies, networking opportunities, skill development, and intellectual stimulation—has emerged as the primary motivator for IT professionals engaging in moonlighting. This finding highlights a shifting work culture, where personal and professional growth often outweigh direct financial gains.

Men are more inclined to take up secondary jobs, largely due to traditional gender roles and cultural norms in India, which often place additional responsibilities on women. Additionally, our study finds that age and current salary have a negative impact on moonlighting intentions, suggesting that older professionals and those with higher earnings are less likely to engage in secondary employment.

HR Strategies in IT sector should focus on talent retention by recognizing the appeal of remote work and creating a supportive environment. To prevent talent loss, fostering a culture that values employee well-being and offers monetary benefits, growth opportunities becomes essential. Adapting HR frameworks to accommodate the dynamic interplay between global and local needs becomes a strategic imperative. Leveraging the study's insights, HR managers can shape agile HR strategies, tailored to accommodate the diverse and evolving needs of a glocal workforce. These strategies would focus on enhancing employee satisfaction, fostering engagement, and provide enough pecuniary benefits in an increasingly fluid and globalized work environment.

## 6 Limitations and Future scope

This study is applicable to IT sector only, which questions the generalizability of the findings. This study can be extended when organisations shift to a complete on-site mode of working a couple of years down the lane to explore the different motivational factors apart from traditional pecuniary and non-pecuniary which drive employees' moonlighting intentions given dynamic economic conditions and increasing needs in a competitive job market

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