

How Moonlighting affects Job Performance? A Case from India

Ms. Aparna Arora¹

Research Scholar, Institute of Management, Commerce and Economics, Shri Ramswaroop
Memorial University, Barabanki, India

email: ap.aroraa@gmail.com

Mob No 7007860136

Dr. Nidhi Shukla² (Corresponding Author)

Associate Professor, Institute of Management, Commerce and Economics, Shri
Ramswaroop Memorial University, Barabanki, India

email: nidhi.imce@srmu.ac.in

Mob No 8317021937

Dr. Rajlaxmi Srivastava³

Associate Professor, Faculty of Commerce and Management, United University, Prayagraj,
India.

Email: rajlaxmi.srivastava@uniteduniversity.edu.in

Abstract

The present research paper has been aimed to explore impact of moonlighting on the job performance of the employees working in Zomato, an Indian multinational restaurant aggregator and food delivery company. The sample include 296 responses from the employees residing in the state of Uttar Pradesh, India. A total of six facets of moonlighting have been identified including financial, psychological, motivational, social, organisational, and environmental facets. Primarily, the scales, developed to assess these facets, have been examined for statistical suitability through the test of normality, reliability, dimensionality, and structural validity. Further, multiple regression analysis approach has been employed to explore impact of the six facets of moonlighting on the job performance of the employees of Zomato. The results have indicated significant impact of financial, motivational, and social facets on the performance of the employees. While psychological, organizational, and environmental are not noticed to exhibit significant on the performance of the employees.

Keywords: financial, moonlighting, motivational, performance, social

Introduction

Engagement of employees in additional employment outside the primary employment has gained immense attention during the recent times. Specified as moonlighting, the indulgence of employees in income earning avenues other than the regular employment has been noticed by many of the business organizations in the contemporary environment (Bhati, 2022). Many individuals take second employment option to supplement their regular income (Gulati, 2023). While some indulges in other work to pursue their passion (Times of India, 2022). Although the concept of moonlighting is not novel instead its concept dates back to the year 1957 when the term moonlighting came into existence from the term moonlighter used for the employee who takes up the second job after the completion of regular work hours usually at night (Time, 1957). But for many decades, the concept of moonlight remains in dark shadows with minimal considerations by researchers and the corporate world. But the outbreak of pandemic has resulted into substantial consideration to moonlighting by both researchers and business organizations as unprecedented rise has been noticed in the evidence of moonlighting (Arora, 2022). During the recent past, the statement has been given by Swiggy, the food-tech platform, wherein, the employed workforce has been allowed to take up additional work has led to the emergence of big debate (Singh. 2022). After this statement, Rishad Premji, chairman of Wipro tweeted moonlighting as cheating (Phandis, 2022). Likewise, many others have called moonlighting unethical since it leads to breach in the contractual obligation (Simhan, 2022). While some are supporting it as one of the fair options for the underpaid jobs and professions (George and Geroge, 2022). Another set of belief explains that the trend of moonlighting is resulted from the 'Work from Home' culture noticed during the pandemic (Jaju, 2022). All this ignited active research into the dynamics of moonlighting and various research attempts have been taken in different research contexts which includes relationship of moonlighting with job satisfaction (Seema et al., 2021; Ara and Akbar, 2016), employee engagement (Peng et al., 2021), organizational commitment (Khatri and Khushboo, 2014), etc. Some research attempts are focused on reviewing the status of moonlighting in some sector like IT sector (Nikam et al., 2023; George and George, 2022) and educational set up (Brown et al., 2015; Parham and Gordon, 2011). An insight into such research evidence has indicated that no substantial research work has been undertaken to explore factors moonlighting on the job performance of employees in the Indian context.

Therefore, the present research work aimed to explore impact of moonlighting on the job performance of the employees working in Zomato, an Indian multinational restaurant aggregator and food delivery company. Further to the best of the knowledge of the researcher, none of the research attempts of this kind has been undertaken focusing on employees in the state of Uttar Pradesh, India. Thus, the present study has focused on the employees of Zomato residing in the state of Uttar Pradesh, India.

Review of Literature

Jafferson and Nithya (2023) carried out qualitative research attempt to ascertain impact of moonlighting on work performance. Descriptive statistics has been utilized to explore the factors leading to moonlighting which includes self, job, family, and organization. Further, dedication towards work and financial need of employees has been found to trigger the need of moonlighting among employees and the same exhibit adverse impact on their work performance.

Considering the sample of employees working in small scale industries in the city of Hyderabad, Jahangir and Tahseen (2023) have framed out an empirical attempt. The study has highlighted that the sampled employees were being paid with low salaries thereby making it difficult for them to meet their requirements comprising of paying bills, loans, Thus, they opt for moonlighting. It has been highlighted that moonlighting cannot be avoided in such cases, neither it can remain undercover since employees work of shift basis. Thus, the study has suggested to allow moonlighting with some contractual considerations.

Kalra et al. (2023) studied impact of moonlighting on the productivity through a case study presented at the International Criminal Court. It has been highlighted that the outbreak of pandemic has resulted into the loss of jobs for many. Also, increasing number of employees have to face pay-cuts, which makes it difficult for the employees to meet their requirements. Thus, they started taking up additional employment to supplement their regular income. The concluding remarks has highlighted the need of a comprehensive policy on moonlighting to safeguard interest of employees as well as the business organizations.

Thamilselvan et al. (2022) has attempted to identify effects of moonlighting on the performance of students enrolled for various undergraduate and postgraduate courses in Chennai, India. The results of 199 postgraduate students and 217 graduate students have shown no significant difference in the effects of moonlighting among students but common

among all the sampled students. The significant impact of moonlighting includes lack of concentration, low energy levels and enhanced stress levels.

With a sample of 393 academic staff and 348 medical doctors, Adelugba et al. (2022) have examined impact of moonlighting on job retention. The results of analysis of variances have indicated that moonlighting exhibit positive impact on employee retention. Moonlighting was noticed to be relatively more in case of academic staff than the sampled doctors with underlying factor, namely, blocked promotion, job autonomy, skill diversity and additional source of income.

Okiko (2020) took the sample of 366 full-time teachers in an empirical research attempt. The aim of such attempt is to study role of moonlighting in the relationship between compensation and job design on job performance and work-life balance. The sampled teachers are involved in moonlighting once in a week. The relationship between job design and job performance is found to be mediated by moonlighting. But no significant direct relationship has been found between moonlighting and job performance.

In different settings, Md Sabron et al. (2017) has studied moonlighting with reference to female staff of the public hospitals. The results were based on 229 females staff, and it has been found that moonlighting moderates impact of self-efficacy on work performance of the sampled staff. Moreover, moonlighting was also noticed to affect behaviour as well as work performance directly.

Timothy and Nkwama (2017) considered data of 313 primary school teachers to find out determinants of moonlighting and its impact on their performance at school. It has been revealed that male teachers are more indulged in moonlighting than the female colleagues. Also, age has been found to impact the practice of moonlighting directly, that is, as the age of the teachers progresses, the practice of moonlighting was noticed to be more. Besides, marital status and number of family members have shown no significant relationship with moonlighting.

Ara and Akbar (2016) have conducted study aiming to explore impact of moonlighting on performance of teaching staff of university. The sample includes 533 respondents including Assistant Professors, Associate Professors, Professors and Lecturers in Pakistan. The study identified four factors responsible for moonlighting which includes additional income, skill

diversity, blocked promotion, and job autonomy. All the four factors have shown significant impact on performance of the sampled employees.

Mulokozi (2015) focused on secondary school teachers to explore relationship between moonlighting and their performance at the schools. The sample of 205 teachers has been considered from the region of Dar es Salaam, Tanzania. Descriptive statistics has been employed to explore the factors accounting for moonlighting and the factors include high cost of living, underpaid job, promising business opportunity, lack of incentives, extended family, less lectures to take, more demand of teachers, pressure from the societal circle and introduction of dual sessions. These factors are found to affect work performance of the sampled teachers.

Summing up, the review of the extensive literature has revealed scant of relevant literature focusing on impact of moonlighting on the performance of employees. However, to the best of the knowledge, none of the study of such kind has been undertaken with reference to employees in case of Uttar Pradesh which is the state with highest population and highest employed population as per the 'India Skills Report 2023'.

Research Methodology

The present research work intended to explore impact of moonlighting on the job performance of the employed workforce in the state of Uttar Pradesh, India. Specifically, the present study has targeted to consider employees of Zomato, an Indian multinational restaurant aggregator and food delivery company working in four of the districts of Uttar Pradesh including Kanpur, Allahabad, Varanasi, and Lucknow. The employed workforce in organizations like Zomato have relatively lower salary, thereby making more inclined towards moonlighting for supplementing their income and such employees usually take the additional employment after the working hours of the primary employment (Bhushan, 2022). Accordingly, a total of 254 sampling units have been contacted which includes marketing executives and delivery boys working with Zomato. To accomplish this, multiple modes have been adopted including visit to the regional offices of Zomato in each of the four aforementioned districts and delivery boys are also approached through convenience sampling approach, that is, at roadsides or waiting outside the restaurant or hotel for the order. For some responses, snowball sampling approach has also been utilized. The questionnaire has been distributed to 310 employees while 296 responses have been received

and out of such responses, 42 responses have been excluded from the sizable data owing to issues like half-filled responses or duplicated responses. This leads to the responses rate of 81.9 per cent.

Finalization of the Questionnaire

The responses of the sampled employees have been collected through structured self-administered questionnaire. Segmented into two parts, the first part of the questionnaire asks for demographic profile of the employees, that is, age, gender, income, work experience, city of residence and hours of moonlighting. Here, it is pertinent to mention that each and every employee has been asked about moonlighting and questionnaire has been forwarded to only those employees who have agreed to follow the said practice for extra income. The Questionnaire was filled anonymously by the employees to keep their identities confidential and strictly for the research work.

The next part of the questionnaire includes six factors, namely, financial factor, psychological factor, motivational factor, social factor, organizational factor, and environmental factor with number of factors equals to 3, 4, 5, 3, 4 and 3, respectively. The development of the scales assessing these items is based on the research work done by Jahangir and Tahseen (2023); Jafferson and Nithya (2023); Adelugba et al. (2022); Thamilselvan et al. (2022); Okiko (2020); Timothy and Nkwama (2017); and Ara and Akbar (2016). The responses have been gathered on five point-Likert scale ranging from 1 to 5, wherein 1 indicates 'strongly disagree' and 5 indicates 'strongly agree'. Further, self-assessment scale for job performance has also been considered. This said scale is the short version of the self-assessment scale of job performance developed by Andrade et al. (2020). This scale has shown adequate level of reliability and validity. Further, all the scales have been forwarded with the statement 'Please rate the statements in context of your primary employment, that is, Zomato'.

Profile of the Sampled Employees

Majority of the sampled employees (81.5 per cent) are male employees and more than 40 per cent are below the age of 25 years. 63 per cent of the employees have work experience ranging from 5 to 10 years; and half of the sampled employees earn monthly personal income of less than INR 15000. More than 60 per cent of the sampled employee have responded that they do extra work for 2 to 4 hours after their regular shift with Zomato.

Empirical Analysis and Discussion

Statistical Aptness of the Data

Preliminary, statistical suitability of the data has been examined through the tests of normality, reliability, dimensional and structural validity for the six developed factors (financial, psychological, motivational, social, organizational, and environmental). In this regard, the recommendations given by Hair et al. (2012; and 2010) have been considered. Normality assumption has been examined through the values of standard deviation, skewness, and kurtosis. The recommendations states that the values of standard deviation should range from 0.5to 1.5; and the values of skewness and kurtosis should be less than 3 and 7, respectively.

Table 1. Normality Statistics of the Data

Factor	Measures	SD	Sk	Kt
Financial Factor	F1	0.86	-0.73	-0.04
	F2	0.89	-0.76	-0.15
	F3	1.06	-1.13	0.15
Psychological Factor	P1	1.70	-0.76	-0.26
	P2	0.51	-0.86	-0.16
	P3	1.02	-0.78	-0.39
	P4	1.32	-0.99	-0.45
Motivational Factor	M1	0.01	-0.85	-0.17
	M2	0.98	-0.80	-0.25
	M3	1.22	-0.79	-0.23
	M4	1.13	-0.90	0.04
	M5	1.14	-0.84	-0.06
Social Factor	S1	1.17	-0.94	0.13
	S2	1.15	-0.27	-1.03
	S3	1.12	-0.21	-1.03
Organizational Factor	O1	1.42	-0.21	-1.26
	O2	1.25	-0.25	-1.11
	O3	1.31	-0.32	-1.03
	O4	1.45	-0.56	-1.08
Environmental Factor	E1	0.97	0.59	-0.75
	E2	0.89	-0.51	-0.87
	E3	0.85	-0.54	-0.82

Note: Author's Calculation

Further, the internal consistency of the data has been examined through Cronbach alpha statistics with ‘*if item deleted criterion*’. This criterion states that the items for which the value of Cronbach alpha is more than the composite Cronbach value should be dropped from the scale (Hair et al., 2012). With this criterion, the values of Cronbach alpha value have been examined and the results have been shown in the Table 2.

Table 2. Results of Cronbach Alpha Statistics

Factor	Cronbach Alpha Value	
	Before Modifications	After Modifications
Financial Factor	0.86	0.86
Psychological Factor	0.75	0.81
Motivational Factor	0.82	0.82
Social Factor	0.79	0.79
Organizational Factor	0.65	0.74
Environmental Factor	0.80	0.80

Note: Author’s Calculation

The values of Cronbach alpha are noticed to be 0.86, 0.75, 0.82, 0.79, 0.65 and 0.80 in case of financial, psychological, motivational, social, organizational, and environmental factors, respectively. All these values are above the prescribed minimum value of 0.70 (Bujang et al., 2018; and Hair et al., 2012). However, in case of psychological and organizational factor, one measure each from both the factors have shown Cronbach alpha value of more than the composite value of 0.75 and 0.65, respectively. The ‘*if item deleted criterion*’ has shown the value of P4 and O4 equals to 0.81 and 0.74 and this value is greater than 0.75 and 0.65 (refer column ‘*Before Modifications*’ in the Table 2). Thus, the said measures have been dropped from the respective scales for improving internal consistency of both the factors. Besides these measures, no other measure has been identified as a candidate for deletion.

Next, the results of Exploratory Factor Analysis (EFA) have been examined for examining factor structure of all the six factors. The EFA technique has been documented as one of the effective techniques to extract factors without much loss of information (Hair et al., 2012). Within the EFA framework, principal component analysis at varimax rotation has been employed to compute the results. In this regard, the values of KMO statistics and Bartlett’s

test of sphericity are found to establish data adequacy as the values meet the recommendations made by Hair et al. (2012). The values of communalities are also found to be above 0.50, that is the minimum acceptable value. Further, the latent root criterion has yielded single factor solution for all the six factors with eign value more than 1 in single case only. Also, the values of factor loadings have been examined with the minimum recommended value of 0.50.

Table 3. Results of Factor Loadings

Factor	Measures	F1	F2	F3	F4	F5	F6
Financial	F1	0.61					
	F2	0.69					
	F3	0.72					
Psychological	P1		0.82				
	P2		0.78				
	P3		0.77				
Motivational	M1			0.67			
	M2			0.70			
	M3			0.68			
	M4			0.65			
	M5			0.66			
Social	S1				0.60		
	S2				0.71		
	S3				0.72		
Organizational	O1					0.66	
	O2					0.62	
	O3					0.65	
Environmental	E1						0.70
	E2						0.75
	E3						0.69

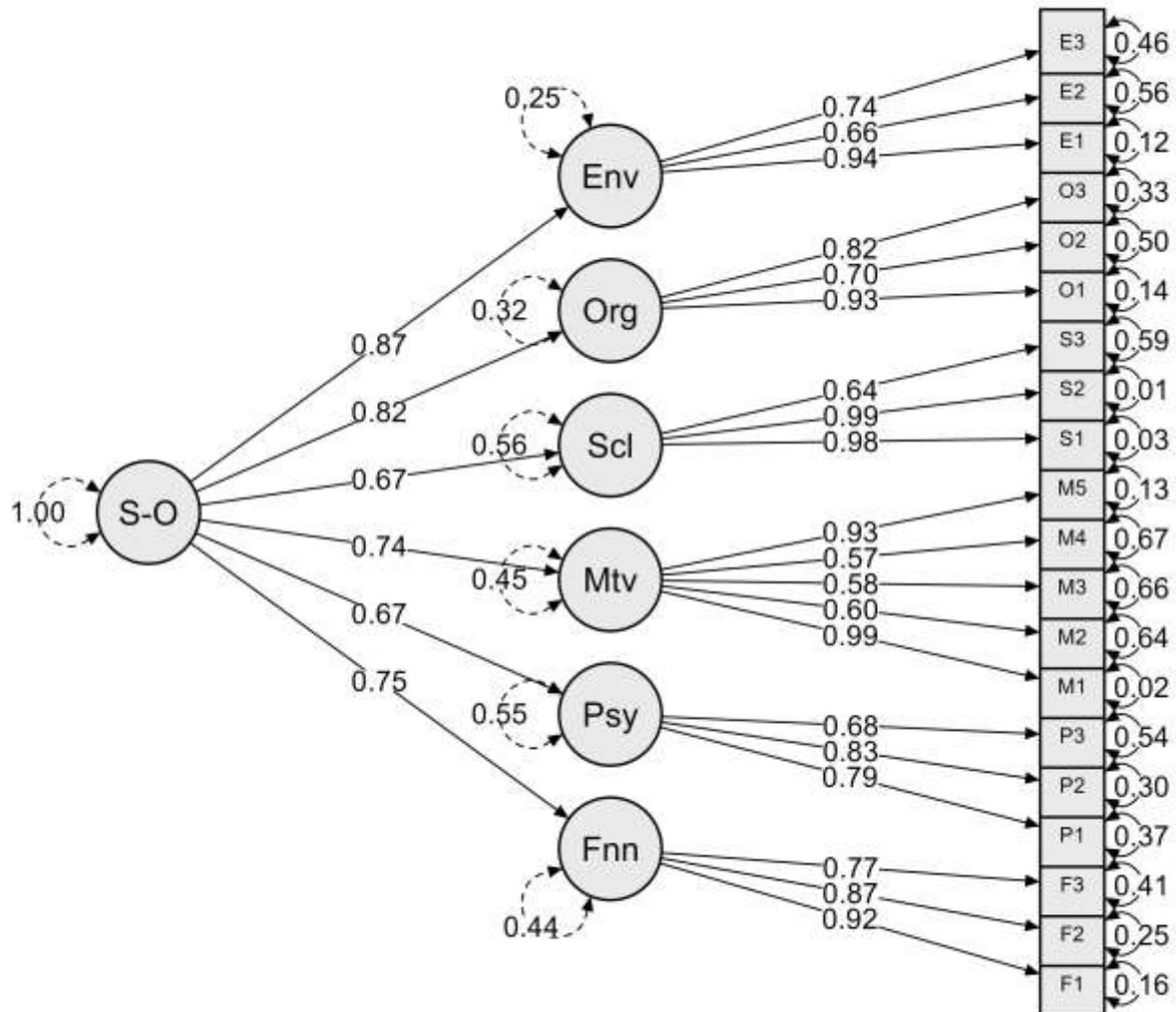
Note: Author's Calculation

As shown in the Table 3, the values of factor loadings are also noticed to be more than 0.50 in case of all the measures the respective construct. This reflects that the measures represent substantial variance in the respective construct.

Moving further, structural validity of the constructs have also been examined through confirmatory factor analysis (CFA) approach with maximum likelihood estimation. In this

regard, values of parameter estimates (factor loadings) and model fit indices have been examined.

Figure 1. Standardized Coefficient of Six-Factor Structure for the Moonlighting Model



Note: Output of CFA for Moonlighting on JASP 018.0.0

Fnn- financial; Psy = psychological; Mtv= motivational; Scl = social; Org = organizational; Env = environmental; S-o is second order factor = moonlighting

The six-factor structure of the moonlighting model (refer Figure 1) has shown that the factor loadings of all the measures, assessing financial, psychological, motivational, social, organizations, environmental factors, are noticed to be above the minimum criterion value of 0.50 (Hair et al., 2012). The values shown in the Figure 1 are the standardized parameter values which is nothing but the factor loading values in the CFA framework and these values are said to be at least 0.50 to reflect that the measures represent 50 per cent of the underlying construct. Further, all the six factors have been shown positive relationship with the second-

order factor, that is, moonlighting (named as S-0 in the Figure 1). These values are also noticed to be above the minimum criterion value of 0.50. This signifies that the construct of moonlighting has been significantly represented by all the six factors, that is, financial, psychological, motivational, social, organizations, environmental. To support these results, values of model fit indices have also been examined.

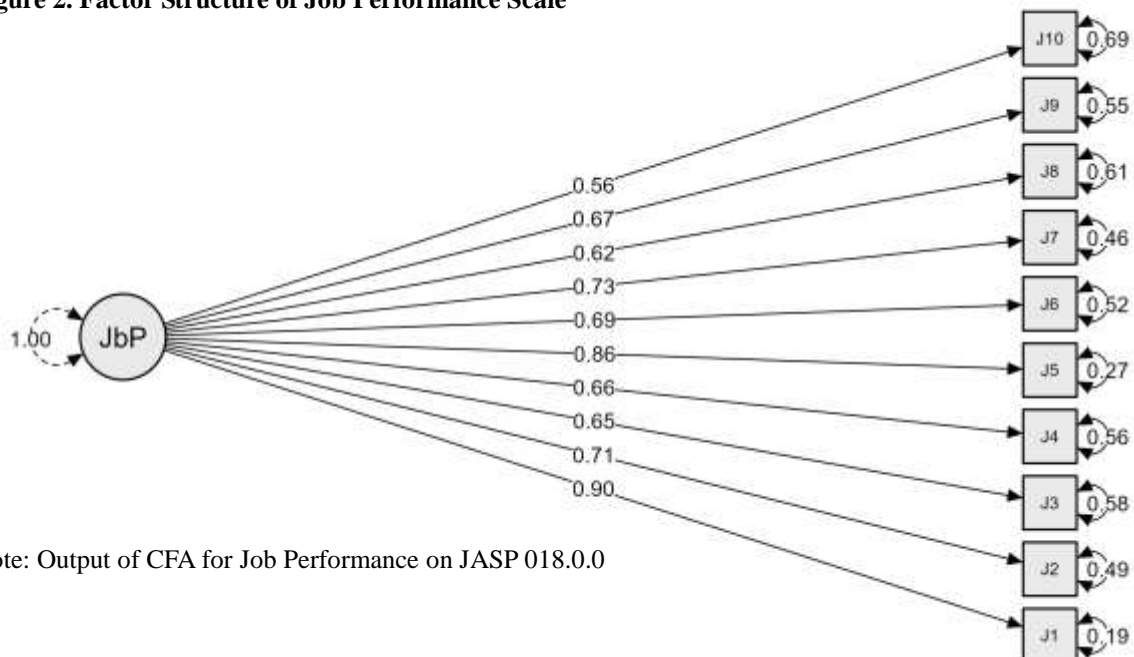
Table 4. Results of Model Fit Indices

Goodness of Fit Statistics	Measurement Model	Referential Values
CMIN (χ^2/df)	4.906	<5
RMSEA	0.046	<0.06
GFI	0.854	> 0.850
AGFI	0.811	> 0.80
CFI	0.905	> 0.90

Note: df = Degrees of Freedom; χ^2 = Chi-square; RMSEA = Root Mean Square Residual; GFI = Goodness of Fit Index; AGFI = Adjusted Goodness of Fit Index; CFI = Comparative Fit Index.

The values of model fitness indices have established statistical fitness of the six-factor structure model of moonlighting. As shown in the Table 4, The values of CMIN, RMSEA, GFI, AGFI and CFI conform with the referential values suggested by Hair et al. (2012), thereby, reflecting model fitness. Further, the structural validity of the job performance scale has been examined. The present study has considered shote version of Self-assessment job performance scale validated by Andrade et al. (2020). Thus, the structural validity of the said scale has been examined in the present context.

Figure 2. Factor Structure of Job Performance Scale



Note: Output of CFA for Job Performance on JASP 018.0.0

JbP = job performance

As shown in the Figure 2, the factor loadings are noticed to be above the minimum criterion of 0.50 in case of all the ten measures assessing job performance. This confirms validity of the self-assessment job performance scale in the present context. Further, the values of model fit indices are noticed to be 4029, 0.056, 0.865, 0.848 and 0.901 in case of CMIN, RMSEA, GFI, AGFI and CFI, respectively. All these values comply with the referential values, thereby, confirming statistical fitness of the job performance model. Summarizing the above discussion, all the scales have shown requisite level of statistical suitability and makes the data statistically acceptable for employing multiple regression analysis. Accordingly, the results of multiple regression analysis have been computed.

Based on the review of the literature, following hypothesis have been framed.

H₀₁: Financial Factor has no impact on the job performance of the employees.

H₀₂: Psychological Factor has no impact on the job performance of the employees.

H₀₃: Motivational Factor has no impact on the job performance of the employees.

H₀₄: Social Factor has no impact on the job performance of the employees.

H₀₅: Organizational Factor has no impact on the job performance of the employees.

H₀₆: Environmental Factor has no impact on the job performance of the employees.

To test the hypothesis, regression equation includes:

Job Performance = f (financial, psychological, motivational, social, organizational, environmental)

$$\text{Job Performance} = \beta_0 + \beta_1\text{financial} + \beta_2\text{psychological} + \beta_3\text{motivational} + \beta_4\text{social} + \beta_5\text{organizational} + \beta_6\text{environmental}$$

Here,

β_0 is the constant term,

β_1 is the coefficient value depicting impact of financial factor on job performance,

β_2 is the coefficient value depicting impact of psychological factor on job performance,

β_3 is the coefficient value depicting impact of motivational factor on job performance,

β_4 is the coefficient value depicting impact of social factor on job performance,

β_5 is the coefficient value depicting impact of organizational factor on job performance,

β_6 is the coefficient value depicting impact of environmental factor on job performance,

Accordingly, the results of the regression analysis have been shown in the Table 5.

Table 5. Results of Multiple Regression Analysis

Variables	Coefficients [@]	t-Value
Constant	0.490	44.517**
Financial	0.505	9.011**
Psychological	0.027	0.477
Motivational	0.340	6.061**
Social	0.766	13.665**
Organizational	0.066	1.174
Environmental	0.034	0.603
F- Ratio	32.886**	
R Square	0.658	
Adjusted R Square	0.638	

Note: ** significant at 1 per cent level of significance

[@] items have been inversely coded in a way that higher value depicts lower impact of the factors

At the outset, F-ratio has been examined to ensure model fitness. The said value comes out to be 32.886 ($p < 0.01$) which reflects model fitness in the present case. Further, the values of adjusted R square have been examined. The value of 0.638 has indicated that the regression model substantially explains the variability in the data. Further, the t-values comes out to be statistically significant in case of constant (44.517; $p < 0.01$), financial (9.011; $p < 0.01$), motivational (60.061; $p < 0.01$) and social (13.665; $p < 0.01$). While the t-values are not statistically significant in case of psychological, organizational, and environmental factors. This shows that job performance is statistically associated with financial, motivational, and social facets of moonlighting and not with psychological, organizational, and environmental factors. Thus, H_{01} , H_{03} and H_{04} have rejected and H_{02} , H_{05} and H_{06} have been accepted.

All the coefficient values are noticed to be positive. Here, it is imperative to reflect that some of the items (such as, *Employee manage liquid funds to meet expenses; My employment is insecure*, etc.) have been inversely coded in such a way that higher values indicate less concern about the considered (financial, psychological, motivational, social, organizational, environmental) factors and vice-versa.

The positive coefficient value, in case of constant (0.490), indicates that the job performance of employees is affected by the factors other than the six facets of moonlighting considered in the present composition. There might be other reasons outside the scope of the present

composition. Further, the positive coefficient values, in case of financial, motivational, and social factors indicates positive relationship of these factors with the job performance of the sampled employees. The positive coefficient value, depicting relationship between financial factor and job performance (0.505 as shown in the Table 5), reflects that when the moonlighting alternative opted by the employees is not induced by financial concern, their job performance tends to be effective and vice-versa. When employees consider that their income (from primary employment) is not sufficient to meet their requirements, they chose moonlighting and this affects their performance at the primary workplace. When income from the primary employment is not sufficient for the employees, they take additional job usually after the completing of the working hours of the primary employment. But working of extended hours in both employments require more efforts as well as energy and thus, employees may not be able to work with higher energy levels at the primary place of employment, thereby, affecting their performance at the primary workplace. These results are in corroboration with the findings of Jahangir and Tahseen (2023); Kalra et al. (2023); and Adelugba et al. (2022).

Further, motivational factor has also shown positive impact on job performance of the sampled employees. The motivation inventory has been coded in the way that higher score of motivation indicates lower level of motivation at primary workplace. The statements (such as, *perks and incentives at primary workplace motivated me; I can come up with new ideas for completing my work*, etc.) have been inversely coded. With this into consideration, the positive coefficient value indicates that moonlighting decisions, inspired by lack of motivation at the primary place of employment, exhibit inverse impact on the performance of the sampled employees at primary employment and vice-versa.

The third imperative predictor of job performance highlighted in the present study is social factor. This indicates that the decision of moonlighting by the employees is shaped by the social facets, that is, belief of individuals in the societal setup of the employees. The positive coefficient value (0.7665; refer Table 5) indicates that the decision of moonlighting led by the social factor exhibit adverse impact on the job performance of the sampled employees. For instance, when friends, family members, etc. do not consider the primary place of work worthy or reputed, employee chose for moonlighting other job and this has adverse impact on their performance at the primary place of work, that is, Zomato.

However, the statistically insignificant results, in case of psychological, organizational, and environmental factors, reflects that the job performance of the sampled employees is not affected by their moonlighting practice if such practice is induced by psychological, organizational, and environmental factors.

Conclusion, Recommendations and Way Ahead

To the best of the knowledge, the present research attempt is first of its kind to include various facets accounting for moonlighting and its impact on job performance. The present study is pioneer in including social, motivational, psychological, and environmental facets in a single empirical research attempt. The results of the study will be fruitful for the organizations offering primary employment and wanted to remove or reduce moonlighting among the employed workforces. For such organizations, the results of the study have shown that the performance of the employees can be improved by targeting financial, motivational, and social factors. Thus, attempts should be made to adlib these facets. In this regard, one of the suggestions is to include some kind of income security if the employee worked as per the expected performance. If possible, more elements in compensation can be added with to add monetary benefits for the employees. Further, considerable attempts should be made to identify motivation level of employees and then, actions should be taken to enhance motivation level of the employees. One of the suggestions is to add name, picture, and details of the high performers in the customer-interface applications so as to give recognition. But this should be done regionally, that is, name and details of the star performer should be visible to customers of a particular area. Another suggestion is to compensatory offs with full day salary to the star performers in order to recognize the performance of such employees. Further, social factor has also been identified as significant predictor of job performance. This indicates the need to frame positive reputation of the organization among the customers so that the employee will get requisite support from their family members, etc. for working in the primary place of employment.

Further, the result of the present study also facilitates the organizations offering additional or part-time employment to frame the strategies to strengthen financial, motivational, and social factor so as to attract efficient workforce.

However, the results of the present study should be generalized with some considerations. The present composition is based on the employees of Zomato. Thus, the results of the

present study should be utilized cautiously for the employees in other organizations of same industry or different industry. Also, the present study has included the employees of the state of Uttar Pradesh. Thus, the results of the present study can be validated for the employees in the other states of the Indian nation. Moreover, the future research attempts can also consider socio-economic profile of the sampled employees and other factors like personality of the employees in the regression model or in the study focused on the dynamics of moonlighting and job performance. Doing so will add more useful insights in the dynamics of moonlighting and job performance.

References

- Adelugba, I. A., Babalola, E. G., Alase, P. O., Ogunsanwo, O. F., & Busayo, T. O. (2022). Effect of moonlighting on job retention between academic staff and medical doctors in southwest Nigeria. *Journal of Management Information and Decision Sciences*, 25(6), 1-10.
- Andrade, E. G. S. A., Queiroga, F., & Valentini, F. (2020). Short version of self-assessment scale of job performance. *Annals of Psychology*, 36(3), 543-552.
- Ara, K., & Akbar, A. (2016). A study of impact of moonlighting practices on job satisfaction of the University Teachers. *Bulleting of Education and Research*, 38(1), 101-116.
- Arora, A. (2022). Buzzfix: How moonlighting and quiet quitting have gained momentum in post-pandemic world. *News 18*. <https://www.news18.com/news/buzz/buzzfix-how-moonlighting-and-quiet-quitting-have-gained-momentum-in-post-pandemic-world-5967067.html>.
- Bhati, D. (2022). Almost 10 per cent of Indian IT workers moonlight, IT giants start crackdown. *India Today*. <https://www.indiatoday.in/technology/news/story/almost-10-percent-of-indian-it-workers-moonlight-it-giants-start-crackdown-2289255-2022-10-25>.
- Bhusha, R. (2022). Moonlighting is the future of work; why not normalise it: Swiggy HR head. *The Economic Times*. <https://economictimes.indiatimes.com/tech/startups/moonlighting-is-the-future-of-work-why-not-normalise-it-swiggy-hr-head/articleshow/93561818.cms?from=mdr>
- Brown, S., Sullivan, S. L., & Maninger, B. (2015). Moonlighting and morale: The impact on educators who moonlight and how classroom teaching suffers. *The Journal of Multidisciplinary Graduate Research*, 1(8), 1-17.

- Bujang, M. A., Omar, E. D., Baharum, N. A. (2018). A review on sample size determination for Cronbach's alpha test: A simple guide for researchers. *The Malaysian Journal of Medicinal Sciences*, 25(6), 85-99.
- George, A. S., & George, A. S. H. (2022). A review of moonlighting in the IT sector and its impact. *Partners Universal International Research Journal*, 1(3), 64-73.
- Gulati, M. (2023). Analysis of various aspects of moonlighting. *Journal of Business Theory and Practice*, 11(1), 32-42.
- Hair, J. f., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2012). *Multivariate Data Analysis*. Pearson Education inc. Publisher, Taj Express, New Delhi.
- Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis (7th ed.)*. Upper Saddle River, New Jersey: Pearson Educational International.
- India Skills Report 2023. (2023). https://do3n1uzkew47z.cloudfront.net/siteassets/pdf/ISR_Report_2023.pdf.
- Jafferson, D. W., & Nithya, A. R. (2023). Effect of moonlighting on work-life balance and its impact on job performance. *European Chemical Bulletin*, 12(5), 1269-1280.
- Jahangir, Y., & Tahseen, M. (2023). A study on issues of work life balance of moonlighting employees of select small companies in Hyderabad city, od Telangana State. *Social Science Journal*, 13(2), 3870-3881.
- Jaju, A. (2022). Dealing with employee moonlighting in the times of remote working. *The Economic Times*. <https://economictimes.indiatimes.com/small-biz/hr-leadership/people/dealing-with-employee-moonlighting-in-the-times-of-remote-working/articleshow/89054095.cms?from=mdr>.
- Kalra, D., Pattanaik, U., Alias, V. P., & Showkat, O. (2023). Moonlighting and employee productivity. *International Journal of Research Publication and Reviews*, 4(3), 2495-2502.
- Khatri, P., & Khusboo. (2014). A study of organizational commitment and moonlighting practices of SME employees in Delhi-NCR. *Global Journal of Finance and Management*, 6(6), 535-544.
- Ms Sabron, M. Z. B., Hassim, A. B. A., & Ahmad, Y. B. (2017). The moderating effects of moonlighting on the relationship between self-efficacy and job performance among female staff at Klang Valley public hospitals. *International Journal for Studies on Children, Women, Elderly and Disabled*, 2 (June), 100-107.

- Mulokozi, C. (2015). Teacher's moonlighting and its impact on their job performance in Dares Salaam region secondary schools. <https://core.ac.uk/download/pdf/44684694.pdf>.
- Nikam, R., Tripathy, L. K., & Lahoti, Y. (2023). Concept of moonlighting and its causes and impact on organizations. *European Chemical Bulletin*, 12(10), 2707-2721.
- Okiko, L. (2020). Mediating effects of moonlighting in the relationship between job design and compensation on job performance and work-life balance in selected universities in East Africa: Basis for proposed policies in moonlighting. Adventist University of the Philippines ProQuest Dissertations Publishing. <https://www.proquest.com/openview/4cc4532bc613810aab497b678ccce71e/1?cbl=51922&dis=y&pq-origsite=gscholar&parentSessionId=GbR8RWJrqZm63EYkAglR2liPdJVjVPKlhZ%2FvKLW9C70%3D>.
- Parham, J. N., & Gordon, S. P. (2011). Moonlighting: a harsh reality for many teachers: a poor salary and working conditions, taken together, may drive teachers to temporary periods of moonlighting followed by a departure from the teaching profession. *Phi Delta Kappan*, 92(5), 47.
- Peng, Z., Wang, Q., & Wang, S. (2021). Work engagement of employees in moonlighting: A moderated mediation model from a boundaryless career perspective. *Frontiers in Psychology*, 12, 693547. doi: 10.3389/fpsyg.2021.693547.
- Phandis, S. (2022). Wipro chairman Rishad Premji calls moonlighting 'cheating'. *Times of India*. <https://timesofindia.indiatimes.com/business/india-business/wipro-chairman-calls-moonlighting-cheating/articleshow/93697377.cms>.
- Seema., Choudhary, V., & Saini, G. (2021). Effect of job satisfaction on moonlighting intentions: Mediating effects of organizational commitment. *European Research on Management and Business Economics*, 27(1), 100137. <https://www.sciencedirect.com/science/article/pii/S2444883420303181>.
- Simhan, T. E. R. (2022). Unethical practice: Moonlighting is unethical, employees bound by contract, says Rajeev Chandrasekhar. *The Hindy Business Line*. <https://www.thehindubusinessline.com/info-tech/moonlighting-is-unethical-employees-bound-by-contract-says-rajeev-chandrasekhar/article65954859.ece>.

Singha, R. (2022). Explained Swiggy's moonlighting policy that allows staff to take up gigs beyond regular job. *Indian Express*. <https://indianexpress.com/article/explained/explained-economics/explained-swiggys-moonlighting-policy-gigs-beyond-regular-job-8108919/>.

Thamilselvan, R., Govindarajan, A., Siddardha, T. V., Mahendra, P. N., Kandregula, J. S., & Srinadh, V. (2022). Effect of moonlighting among students -An investigative study. *Neuro Quantology*, 20(8), 266-270.

Time. (1957). Moonlighting. <https://content.time.com/time/subscriber/article/0,33009,862656,00.html>.

Times of India. (2022). What does it mean when you moonlight? <https://timesofindia.indiatimes.com/education/news/what-does-it-mean-when-you-moonlight/articleshow/94399792.cms>.

Timothy, V. L., & Nkwama, S. (2017). Moonlighting among teachers in urban Tanzania: A survey of public primary schools in Ilala District. *Cogent Education*, 4(1), 1334434.