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Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment among faculty members

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Abstract

This study explores the intricate relationship between job satisfaction, organizational commitment, and moonlighting intentions among faculty members within an academic setting. Moonlighting, or engaging in secondary employment, has gained prominence due to its potential impact on an individual's performance, commitment, and overall organizational dynamics. In this context, the study investigates whether organizational commitment plays a mediating role in the association between job satisfaction and moonlighting intentions. The research employs a quantitative approach, utilizing a structured questionnaire to gather data from a sample of faculty members across various academic institutions. Validated scales are used to measure constructs such as job satisfaction, organizational commitment, and moonlighting intentions. A total of 161faculty members of different universities of Raipur were administered by Partial Least Square Structural Equational Modelling (PLS – SEM) in Smart PLS version 3.3.2.The findings of the study are expected to contribute to the understanding of how job satisfaction influences faculty members' intentions to engage in moonlighting activities. Additionally, the potential mediating effect of organizational commitment will shed light on the underlying mechanisms through which job satisfaction may indirectly impact moonlighting intentions. The implications of this study are two-fold. Firstly, academic institutions and administrators can benefit from insights into the factors that contribute to moonlighting intentions among faculty members. By addressing job satisfaction and fostering higher levels of organizational commitment, institutions may be able to mitigate moonlighting tendencies and enhance faculty engagement. Secondly, the study adds to the existing body of literature on organizational behavior, particularly in the academic context, by uncovering the complex interplay between job satisfaction, organizational commitment, and moonlighting intentions.

Key words:*Moonlighting intentions, Organisational commitment, job satisfaction*

Introduction

Moonlighting, the practice of engaging in additional employment alongside one's primary job, has become a prevalent phenomenon in today's workforce. This phenomenon is particularly relevant among faculty members in educational institutions, where the demands of teaching, research, and service often coexist with opportunities for supplementary income through consulting, private tutoring, or freelance work. Understanding the factors that influence moonlighting intentions among faculty members is of critical importance for both individual job satisfaction and organizational management.

One crucial determinant of moonlighting intentions among faculty members is job satisfaction. Job satisfaction represents an individual's contentment with their current job and is a key factor influencing their work-related attitudes and behaviors. When faculty members experience high levels of job satisfaction, they are more likely to be engaged, motivated, and committed to their primary teaching and research responsibilities. However, when job satisfaction is low, they may seek additional employment opportunities to compensate for perceived shortcomings in their primary positions.

This research aims to explore the relationship between job satisfaction and moonlighting intentions among faculty members and investigate the potential mediating effect of organizational commitment. Organizational commitment reflects an individual's emotional attachment to, identification with, and involvement in their employing organization. High levels of organizational commitment can deter employees from engaging in moonlighting activities, as they feel a stronger sense of loyalty and dedication to their primary employer.

This study hypothesizes that job satisfaction is negatively associated with moonlighting intentions among faculty members, implying that higher job satisfaction should reduce the likelihood of seeking additional employment. Furthermore, it is postulated that organizational commitment mediates the relationship between job satisfaction and moonlighting intentions. In other words, faculty members who are more satisfied with their primary jobs are expected to exhibit stronger organizational

commitment, which, in turn, should reduce their intentions to engage in moonlighting activities.

This research contributes to the existing literature on faculty members' work-related behaviors by shedding light on the interplay between job satisfaction, organizational commitment, and moonlighting intentions. It offers insights into the factors that influence faculty members' decisions regarding moonlighting and highlights the role of organizational commitment as a potential mechanism through which job satisfaction impacts moonlighting intentions. Findings from this study may provide educational institutions and policymakers with valuable information for designing strategies to enhance faculty job satisfaction, reduce moonlighting tendencies, and foster greater commitment among faculty members to their primary roles.

Background and Hypothesis Development

Employees have been regarded as the most important stake-holders of any organization. They can be the game changers for the success or failure of their firms as they affect and are affected by the organizational set-up (Azim, 2016). The relationship between an employee and his/her corresponding organization has beenseen as a form of social exchange for a significant period of time(Blau, 1964). Social Exchange Theory (SET) is the most widely used theoretical agenda for explaining the relationship between the perception of organizational provisions and employees' behavioural reactions to them (Cropanzano & Mitchell, 2005; Hogg & Terry,2000; Molm & Cook, 1995; Ashforth & Mael, 1989; Blau, 1964).According to SET, social behavior of individuals is mostly the result of the exchange process between two individuals or an individual and his/her organization. This exchange is referred to as the reciprocity of behavior (Konovsky & Pugh, 1994).It has been witnessed that when employees have stronger intentions to search for alternative jobs,there is a considerable effect of leaving the current employment(Holland, 1992; Griffeth et al., 2000; Steel & Griffeth, 1989).

As in this virtual industry 4.0, moonlighting and skill-based gig working is going to be the new normal demanding a great deal of platform and crowd-working (De Stefano, 2015). This would also be very much evident in the current and post pandemic virtual working.

Job satisfaction and moonlighting

Job satisfaction refers to "the subjective well-being at work"(Judge and Klinger, 2008) Generally, job satisfaction refers to one's satisfaction from his/her job related factors. The employees always want to have addition in their income if they are not offered robust performance and promotion policies in their primary jobs. They also see it as an alternative to increase job satisfaction. Double job-bing here provides them with that opportunity to earn extra and increase their job satisfaction. This indicates that people who do moon lighting strive for greater job satisfaction that they could not relish in their primary jobs (Ara and Akbar ,2016).Ronan et al. (1977) have done a study to find out relationship of moonlighting to job dissatisfaction in Police officers. He has claimed that the subjects of his study do multi-jobbing because they do notget the job satisfaction, they think they deserve as law enforcement officers. The results have revealed that job-enrichment incentivescan prove to be much beneficial in alleviating the job dissatisfactionin the police officials. This implies that police officers do moonlight to increase or enjoy job satisfaction in their secondary jobs. Voydan off and Kelly (1984) have investigated about the determinants of work-related family problems among employed parents and researched about its various dynamics including moonlighting and job satisfaction. The results reveal that the parents whodo multi-jobbing are simultaneously striving for job satisfaction and work-life balance for the family. Here, job satisfaction inter-plays between moonlighting, self-satisfaction and time for family commitments that is important for a healthy life. Santangelo and Lester (1985) have stated that moonlighting behavior and demographic variables do not relate significantly to job-dissatisfaction, rather psychological variables like locus of control and stress were found to be more strongly correlated to job dissatisfaction. Their study implies that a direct alliance may or may not exist between job satisfaction level and moonlighting habits of the employees. Most of the reviews about the association of moonlighting and job satisfaction suggest that most of the employees go for moonlighting for gaining that job satisfaction in their secondary jobs, which they could not achieve in their primary jobs.

H1: Job Satisfaction has a positive and significant effect on Organizational Commitment.

H3: Job Satisfaction has a positive and significant effect on Moonlighting Intentions.

Organisational commitment and moonlighting

Organizational commitment as "the relative strength of an individual's identification with and involvement in the organization" Mowday et al. (1979).Ashwini et al. (2017)investigated various factors forcing the workforce to practice moonlighting and concluded that in absence of proactive retention benefits to the committed employees who are experienced & loyal, their organizational commitment is lost and they go for secondary job holding to pursue their personal ambitions.Jamall (1986) has studied the personal, social & organizational consequences of moonlighting among the blue-collar workers. The analysis of the study infers about workers' organizational commitment 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.

H3: Organizational Commitment has a positive and significant impact on Moonlighting Intentions.

The mediating role of organisational commitment

Tett and Meyer (1993) firstly conceptualized and investigated the mediation models placing the organizational commitment as mediator between job satisfaction and withdrawal cognition(including all the levels of withdrawal which also includes alter-native employment searching and practicing i.e. moonlighting).The reason behind is significant rise of online gig working and moonlighting in virtual work-arrangements in the current scenarios of industry 4.0 (De Stefano,2015).

H4: Organizational Commitment subtends a mediating effect between Job satisfaction and Moonlighting Intentions

Conceptual Framework

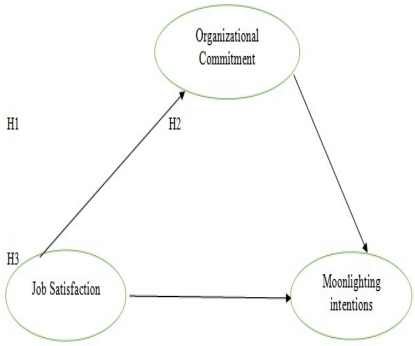

Figure 1: Conceptual model

Research methodology

This study has used a survey questionnaire to collect data from respondents. The seven items

were used to measured construct Jobsatisfaction, four items were used to measure Organisational commitment and seven items were used to measure moonlighting intentions. The origins of each of these items has been summarized in Table 1.

Construct	Reference		Item
Job satisfaction (JS)	Brayfield and Rothe(1951)	JS1	My Job is usually interesting enough to keep me away from getting bored
		JS 2	I enjoy my work more than my leisure time
		JS 3	I feel fairly satisfied with my job
		JS4	I feel that I am happier in my work than most other people
		JS5	Most days I am enthusiastic about my work
		JS6	I like my job better than the average worker does
		JS7	I feel real enjoyment in my work
Organizational Commitment (OC)	Mowday et al. (1979)	OC1	I would be very happy to spend the rest of my career with this department
		OC2	This organization deserves my loyalty
		OC3	This department has a great deal of personal meaning for me
		OC4	I owe a great deal to my organization
Moonlighting Intentions (MLI)	Seema and Sachdeva (2020)	MLI1	How often have you considered having a second job apart from your regular occupation
		MLI2	How frequently do you scan newspapers/employment websites in search of part time job opportunities?
		MLI3	How often do you dream about getting another job with your primary job, which would collectively suit your personal needs?
		MLI4	How likely you would accept another job along with primary job at a desired compensation level, should it be offered to you?
		MLI5	How often you consider pursuing your hobby/passion other than the professional career to make extra money?
		MLI6	How often you think of taking another job with high growth?
		MLI7	Have you ever registered on online platforms for taking up second jobs along with your present job?

Table 1: Items identified from Literature Review

The study was conducted in the Raipur city of Chhattisgarh . Sampling technique used for this study is Random Sampling. The population for the research was the members who using the fitness app. The data was collected from 195 respondents out of which 161 were used for further purpose. Structural Questionnaire was used for the purpose of research. Measurement scales of the research model constructs were adopted from previous related studies. Questionnaire was divided into 2 parts. The first part covered the demographic profile of the respondents whereas the second one was related to factors affecting the job on moonlighting intentions.The data was collected from those who were specifically interested to voluntarily talk on the research topic. Five point Likert scale was used for measuring the factors ranging from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Pilot testing of the questionnaire was done on 55 respondents before proceeding for the further research. The results 55 respondents were acceptable. Hence, the researcher proceeded for the further research.

Assessment result of Measurement model

The assessment of the measurement model is done using PLS -SEM technique. The process begins with checking the reliability of the item which is done factor loading. The item score of

the items were above 0.7. For checking the internal consistency of the construct, the composite reliability is evaluated which is above 0.7 representing a good internal reliability of the model. Another check of reliability is Cronbach's alpha value which above 0.7 shows good reliability, Hair et.al., (2017). The convergent validity is checked through the composite reliability and average variance explained. The results of AVE are above 0.5 which is required for validity (Hair et al, 2017). Table 3 represents the results of assessment model.

Items	Indicator loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
JS1	0.697				
JS2	0.838				
JS3	0.800				
JS4	0.803				
JS5	0.772				
JS6	0.735				
JS7	0.897				
		0.768	0.776	0.851	0.588
OC1	0.766				
OC2	0.715				
OC3	0.891				
OC4	0.635				
		0.705	0.711	0.836	0.631
MLI1	0.785				
MLI2	0.657				
MLI3	0.784				
MLI4	0.894				
MLI5	0.775				
MLI6	0.877				
MLI7	0.556				
		0.701	0.701	0.833	0.624

	JS	OC	MLI
JS			
OC	0.515		

Discriminant Validity -Fornell Larcker criterion

Fornell and Larcker (1981) in their studies mentioned that if the square root of AVE is higher than the correlation coefficients there is a discriminant validity. The results of the Table 3 exhibits that criteria for discriminant validity is achieved.

Table 3: Discriminant Validity -Fornell Larcker criterion

	JS	OC	MLI
JS	**0.817**		
OC	0.434	**0.818**	
MLI	0.449	0.348	**0.818**

Source: Author's Calculation

Discriminant Validity- HTMT Criterion

Heterotrait Monotrait Ratio (HTMT) criterion to check discriminant validity is also used. HTMT is contemporary technique developed by Henseler, Ringle and Sarstedt (2015). The studies of Kline,(2011) suggest the values obtained by HTMT ratio should be below 0.85. Table 4 exhibits the results are below 0.85.

Table 4:Discriminant Validity- HTMT Criterion

MLI	0.455	0.572	

Source: Author's Calculation

Structural Model Assessment

After the measurement model has been successfully validated, the structural model can be analysed. The absence or presence of multicollinearity issue is in the model is checked through the variance inflation factor (VIF). Table 5 represents that all the values of construct range between 1.353 to 3.31 (Diamantopoulus and Sigouw,(2006).Thus, it is predicted that there is no multicollinearity issues in the model. The hypotheses are tested through Bootstrapping analysis with sample size of 5000.

Table 5: Inner VIF values of model

	JS	OC	MLI
JS1	1.549		
JS 2	1.705		
JS 3	1.358		
JS 4	1.423		
JS5	1.342		
JS6	1.531		
JS7	1.460		
OC 1		1.832	
OC 2		1.773	
OC3		1.522	
OC 4		1.363	
MLI1			1.695
MLI 2			1.405
MLI 3			1.606
MLI 4			1.322
MLI5			1.443
MLI6			1.576
MLI7			1.279

Source: Author's Calculation

Structural Model

After examining for any collinearity issues in the inner model, the importance and relevance of the path coefficients, which lies between -1 to +1 by following the bootstrapping process with 5000 subsamples in PLS Algorithm is done. Firstly, with regards to the path coefficient significance, both direct relationship (despite the introduction of mediating variable) between the major constructs and indirect were assessed. Figure 2 represents the path analysis for one such bootstrap sample.(Atul Shiva,Sumit Narula, Shashi K. Shahi,2020)

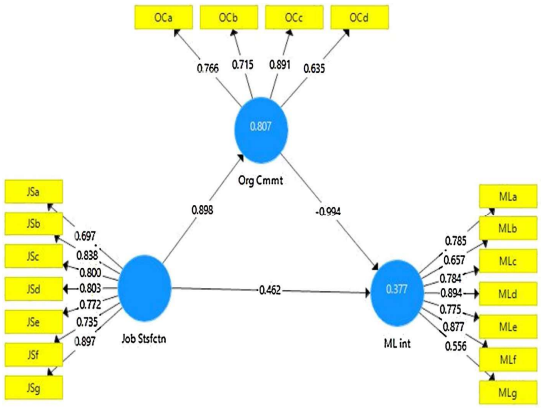

Figure 2: Results of Assessment of Structural model

Table 6: Structural model assessment

Hypothesis	Path Relationships	Original sample	Sample mean(M)	t-values	Confidence interval (Bias Corrected) 2.5%	Confidence interval (Bias Corrected) 97.5%	P values	Decisions
H1	Job satisfaction ->Organizational Commitment	0.487	0.484	4.015	0.207	0.697	0.001	Supported
H2	Organizational commitment ->Moonlighting intentions	0.633	0.644	12.915	0.521	0.716	0.000	Supported
H3	Job satisfaction->Moonlighting intentions	0.251	0.262	2.476	0.042	0.430	0.013	Supported

Source: Author's calculation4

The result from the table shows that Job satisfaction play vital role in Organizational commitment (β=0.487, p<0.001) thus supports H1. The second important feature revealed from the result states that Organizational commitment is the most prominent factor which positively influence Moonlighting intentions (β=0.633, p<0.001) thus supports H2. Next the faculty members under study exhibits that Job satisfaction experienced by them leads to adopt Moonlighting intentions (β=0.251, p<0.001) thus supports H3.

Direct, Indirect and Total effects

To calculate the direct effects, the significance of the path coefficients has been measured based on the t-value and the bias-corrected confidence interval using the bootstrap resampling approach. From figure 3 it can be stated that in the absence of mediator, Job satisfaction has a negative and considerable impact on Moonlighting Intentions with the figure of 43.6 % in negative. This implies that when one increases, the other may decrease significantly. A significant direct effect of endogenous construct on the exogenous construct is evident to proceed further.

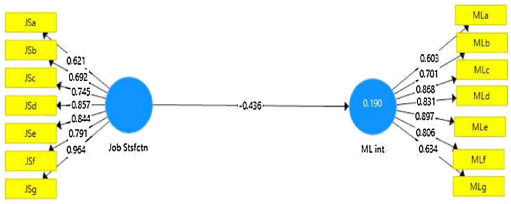

Figure 3: Direct relationship between Independent variable and Dependent variable in absence of mediator

Indirect effect exhibits the mediator. Bootstrap resampling method was used to assess the mediation as suggested by the study of Hayes and Scharkow (2013) it is the best assessment approach. The results suggested the indirect effect of habit which confirms a significant mediating role of habit on continued usage intention of mobile health app users.

Table 7: Indirect effect of Job satisfaction on Moonlighting intentions

	Job Satisfaction	Moonlighting intentions
Job Satisfaction		-0.893

Source: Author's calculation

The total effect of continued usage intention and continued usage behaviour was checked. Findings of Hair et al., 2017; Rasoolimanesh, Jaafar, Badarulzaman, & Ramayah, 2015 emphasize the significance of assessing total effects when certain success factors impact on a dependent variable among some direct and indirect effects. Total effects have been assessed using the t-value and bias-corrected confidence interval using the bootstrap resampling approach. The results indicate that continued usage intention have a significant effect on continued usage behaviour.

Table 8: Total effects of Job satisfaction on Moonlighting intentions

Organizational Commitmentintentions	Moonlighting	
Job Satisfaction	0.898	-0.431
Organizational Commitment		-0.994

Further in the study the type of mediation was analysed through Variance accounted for (VAF). The amount of indirect effect determines whether no/partial/full mediation takes place. Mediation effects (Direct effects + Indirect Effects= Total Effects) . VAF is calculated by dividing the indirect effect from the total effect.

Table 9: Mediation extent assessment

Particulars	Specifications		
VAF value	0<VAF<0.2	0.2<=VAF<=0.80	VAF>0.80
Recommendations	No mediation	Partial mediation	Full mediation
Calculated VAF values			2.048

In the study The VAF is 2.048 which reports that the value is greater than 0.8 that is case of full mediation. Hence it can be concluded from the results that organizational commitment fully mediates between job satisfaction and moonlighting intentions supporting H4.

Conclusions

The relationships of job attitudes with withdrawal cognitions of the employees leading to turnover have been studied since the March and Simon (1958) turnover model and the relation-ship between moonlighting (a withdrawal cognition) and turnover also captures a significant share of literature. But the empirical evidence of job satisfaction and organizational commitment with moonlighting is found meagre and calls for focused investigations in the light of virtual work-arrangements enabling online moonlighting and platform working in the industry4.0.Even though modern organizational science researchers have been studying moonlighting intentions of faculty members keeping in mind their much discussed pecuniary motives and demographic characteristics, the present study may be a significant attempt to understand the other two non-pecuniary triggers of moonlighting intentions' in an empirical approach. Four Hypotheses have been tested in this study for estimating all the associations between the three latent constructs job

satisfaction, organizational commitment and moonlighting intentions of faculty members of selected organizations of Raipur city. It can be concluded that PLS –SEM supported all of them. In addition, it can be inferred that organizational commitment poses a full mediating effect between job satisfaction &moonlighting intentions while job satisfaction reflects a very high positive influence on the construct organizational commitment that in turn shows a much considerable inversely proportionate relationship with moonlighting intentions. These conclusions draw the attention of the strategy builders of the organizations towards arising behavioural correlate of the workforce i.e., intention to moon-light in absence of appropriate measures or antecedents to increase job satisfaction and organizational commitment. The same is evident in both the literature review and the findings of the present study. The negative associations in the findings point towards the inversely proportional relationships. Also, during the current pan-demic time, workforce is bound to look for alternative mechanisms of generating secondary sources of income to secure their livelihoods through paid microworks or mini gigs in case of suddenlay-off, so moonlighting through platform working during the frequent lockdowns is being seen as an amusing economic safety cushion by the faculty members.

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