

## The Moonlighting Intention in Indonesian Public Community College Employee: A Perceived Threat Moderated Mediation Model

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### Article Info

#### Keywords:

Job Satisfaction;  
Organizational  
Commitment; Moonlighting  
Intention; Perceived COVID-  
19 Threats; Perceived  
Financial Threats

Submission : 21 May 2024

Revised: 11 June 2024

Accepted: 12 June 2024

DOI:

<https://doi.org/10.22515/relevance.v7i1.9053>



### Abstract

This study headed to probe the moonlighting intentions (MI) empirically from non-monetary factors, including job satisfaction (JS) through the mediation of organizational commitment (OC) and the moderation role of perceived COVID-19 threats (PCT) and perceived financial threats (PFT) during the pandemic. The study accustomed quantitative methods with a survey and a cross-sectional design. This study gathered data from 81 employees at Community College (AK-Tekstil Solo) and analyzed it using SMART PLS. This study discovered that job satisfaction majorly impacts organizational commitment and moonlighting intentions. Organizational commitment negatively influences moonlighting intentions due to its indirect-only (full mediation) relationships with job satisfaction. PCT and PFT did not play a moderating role, but they did diminish the effect sizes between constructs. The results of this study confirmed the substantial non-monetary facets of moonlighting intentions. This research contributes to the development of theory by validating the relationships that it draws from social exchange theory, and the novelty is the introduction of moderating variables in terms of threat aspects perceived during the pandemic, PCT, and PFT. The relevance of the research findings provides some practical implications and valuable insights for managers of formal educational institutions in the environmental condition that may change at any time without certainty.

### Introduction

The issue of moonlighting has grown like a problem for human resource management (HRM) receptions that it calls for various strategic actions to guarantee that workers carry out their duties efficiently while assisting them with chances for personal growth and progression (Seema, Choudhary, & Saini, 2021). The behavior has numerous names and definitions (Sakyi & Agomor, 2020), e.g., dual practice and multiple job holding. Many studies assert that moonlighting is a widespread practice in the nation's widespread zone and advanced tuition institutes in countless nations (Ashmore & Gilson,

2015). According to Ghana (2014), the civil service and parastatal (employee organizations that a country's government owns) account for around 46 percent of employees who become moonlighters, which is due to extremely high levels of employment flexibility (Nunoo, Darfor, Koomson, & Arthur, 2018). In the studies on moonlighting within several public sectors that have been researched, medical personnel in public health (Ashmore & Gilson, 2015), Parliament (Hurka, Daniel, & Obholzer, 2018), educators in universities (Sakyi & Agomor, 2020), and senior high schools (Koomson, Afful, & Villano, 2017). Because of this, moonlighting has become a prominent phenomenon in the labor market (Ashwini, Mirthula, & Preetha, 2017). Public sector businesses, like public colleges, require additional attention since they offer significant amounts of flexibility regarding work hours, and there have been no investigations into moonlighting intentions among college employees, especially in Indonesia.

The most intensely cited justification for moonlighting is the monetary aspect. However, non-monetary priorities created by contemporary lifestyles can also influence someone to take on dual practice at once (Seema et al., 2021). Several researchers identify non-monetary factors influencing moonlighting as job satisfaction (Santangelo & Lester, 1985; Seema et al., 2021) and organizational commitment (Seema & Sachdeva, 2020; Seema et al., 2021). Most people moonlight to find the job satisfaction they could not achieve in their regular occupations, and employees are more likely to moonlight because employees compromise with organizational commitment (Seema et al., 2021). Businesses face a massive obstacle of unprecedented dimensions that requires them to enter and actively manage uncharted territory. The COVID-19 pandemic has made managing human resources (HRM) exceptionally challenging (Carnevale & Hatak, 2020), and it has consequences in various business areas because it risks a reduction in global social and economic activities, apart from health. The perceived financial threats arise from increasing expenses consumed many aspects (Gonella et al., 2022; Filimonau et al., 2021; Guo et al., 2021; Singh et al., 2022) amid the COVID-19 pandemic of period influence various responses from employees. Indonesia is also affected by increased consumption (Indonesia Central Agency on Statistics, 2020) and yearly average energy consumption (Surahman, Hartono, Setyowati, & Jurizat, 2022). Objection behavior toward perceived financial threats can moderate people's efforts to improve their financial situation because increasing economic well-being is attempted by individuals at all levels of financial status (Marjanovic, Fiksenbaum, & Greenglass, 2018). Additional sources of income are an alternative to changing consumption patterns for individuals experiencing financial threats and acute economic difficulties (Adamus & Grežo, 2021).

A research finding by Asravor (2021) reveals that the COVID-19 pandemic has increased moonlighting to overcome financial challenges in the face of COVID-19. Lack of organizational commitment is one factor that forces employees to dual practice where there is less organizational commitment to moonlighters (Seema et al., 2021; Jamal, 1986). The desired behavior of employees in the pursuit of long-term job satisfaction to benefit their association with management is an essential basis for increasing organizational commitment (Westover, Westover, & Westover, 2010; Yao, Qiu, & Wei, 2019). Therefore, scholars Meyer, Stanley, Herscovitch, and Topolnytsky (2002) assert that employee job satisfaction is a precursor of organizational commitment (Yao et al., 2019). Job satisfaction has a favorable impact on organizational commitment. Instead, it is reversed and quite large with the aftereffect of moonlighting (Seema et al., 2021). Therefore, employees who

are pleased with their jobs will reduce their behavioral intentions toward dual practice because they are committed to organizations. Employees will survive longer because they are satisfied with their work compared to those who are unhappy (Ruiz-Palomo, León-Gómez, & García-Lopera, 2020). The influence of job satisfaction is foreseen to be moderated by employees' perceived COVID-19 threats (PCT) during COVID-19 on organizational commitment. Damage to psychological and subjective threats due to changes in the environment and daily routines are the impacts of natural disasters (Cheng & Kao, 2022). Lifestyles of individuals and health have a crash on their mental and emotional changes amid the COVID-19 pandemic (Murakami, Takebayashi, Ono, Kubota, & Tsubokura, 2020; Park, Hight, Bufquin, de Souza Meira, & Back, 2021; Cheng & Kao, 2022).

According to social exchange theory, minimizing harm in an organization is a core premise of employee behavior, promoting a win-win outcome through resource exchange (Cao et al., 2023; Cropanzano et al., 2003; Cosmides, 1989; Homans, 1958). The Model Attitudes and Alternatives Model (AAM) of Withdrawal Cognitions further analyzes turnover as the result of discontent in the broad sense and its linked determinants (that go along with looking for an option job and wanting to dual practices) as well as the potential resultants (March & Simon, 1958; Seema et al., 2021). Moreover, fear of illness and financial threats that affect emotions that impact work psychology is a realistic estimate. The results of the negative correlation between the perceived COVID-19 threats exert a major effect on job satisfaction whenever a disaster occurs. This means that job satisfaction decreases with perceived threats (Cheng & Kao, 2022). Employee satisfaction with basic psychological needs is an essential factor in higher levels of commitment (Meyer & Maltin, 2010; Rodriguez, Litt, & Stewart, 2020), and provisions that can boost individual employee job satisfaction should be increased (Lin, Jang, & Roberts, 2018; Rodriguez et al., 2020). There is a research gap due to the moderation of perceived threats to employees amid the COVID-19 pandemic, which can increase moonlighting intentions. Therefore, this study contemplates probing the role of non-monetary encouragement of moonlighting intentions (Y), postures of employees, involve organizational commitment (M) besides job satisfaction (X). Moreover, this study encloses a moderating effect, including perceived COVID-19 (W1) together with financial threats (W2). Lastly, the outcomes of this research also support the concern of policymakers to build employee retention strategies for organizations to increase organizational commitment and job satisfaction and strategies for adapting to the ambiguity of sudden changes in socioeconomic conditions during disasters.

## **Review of Literature**

### ***Social Exchange Theory***

Social exchange theory is profoundly significant models of social interaction includes four components: trust, the principle of reciprocity, commitment, and authority (Benitez, Ayala, & Frank, 2022) in the disciplines of social science and one of the theoretical and empirical advancements is the extending of their study to the investigation of complementarity (Cook, 2015) that elaborate if someone does not value sustaining a relationship, or is untrustworthy and lacks faith in others to carry through with the reward, the balance will shift toward predicting a lower value on every social exchange

(Jonason & Middleton, 2015). Literature Agreeing with Social Exchange Theory, when workers experience high job satisfaction as a result of more benefits provided by their company, they demonstrate high organizational commitment and lean toward escaping or reducing their plans for a distinct business or group, i.e., moonlighting, as well as their plans to vacate the job (Blau, 1964; Seema et al., 2021).

### *Attitudes and Alternatives Model (AAM)*

The second eloquent conjectural foundation underpinning the study is the Attitudes and Alternatives Model (AAM), which has two major categories of variables for foreseeing, i.e., job satisfaction and organizational commitment as work attitudes and the facilitation of migration within job opportunities, which is lighted on perceived option job possibilities and the connected activity of job seek, i.e. moonlighting (Seema et al., 2021). Research by A. Cohen & Freund (2005) on withdrawal cognition and making it an endogenous variable rather than actual turnover is strengthened by arguing that intention to leave is a better presage of factual turnover than the attitude measure (Krausz, Koslowsky, Shalom, & Elyakim, 1995). A scholar, Parasuraman (1989), states that intentions, in this case, a form of withdrawal cognition (A. Cohen & Freund, 2005), play a substantial part in mediating attitudes and turnover, and they are the most direct predictor of actual turnover. The literature review consisted of three parts associated with non-monetary factors: moonlighting intentions influenced by job satisfaction and organizational commitment, and the two parts moderating factors of PCT and PFT.

### *Moonlighting Intentions*

Moonlighting, when a worker has one or more jobs simultaneously, is an essential mechanism for adjusting energy expended at work (Auray, Fuller, & Vandenbroucke, 2021). The term moonlighting is a general term for multi-job holding. Moonlighting is various kinds of work done simultaneously (Nunoo et al., 2018) for the organization and independent work with permission or not from the organization (Bin Md Sabron et al., 2017) to get an imbalance (Campion et al., 2020) the form of monetary and non-monetary imbalances (Diksha & Jaggarwal, 2021). The intention is an exclusive way used in decisions to act (Robbins & Judge, 2017) that bridges achieving the desired goals (Kinicki & Fugate, 2018). The drive for behavior comes from awareness and attention guided by the mind, which receives the intended signals. Attitudes and behavior plans are changed by intentions (Kinicki & Fugate, 2018). Hence, moonlighting intentions are an affective evaluation of subjective attitudes and norms with monetary or non-monetary goals that encourage having a job other than the key during the main post or the time after. The driving antecedents for moonlighting intentions are monetary encouragement, which reflects receptive alignment between work and money, and non-monetary, such as attitudes toward work for career development and psychological fulfillment (Campion et al., 2020).

### *Hypothesis Development*

#### *Job Satisfaction on Moonlighting Intentions*

Job satisfaction characterizes a person's temporal judgment (Landy & Conte, 2013) such as sense or moods (Nurcahyono, Wibowo, & Kristiana, 2020) of work regarding

whether or not he enjoys it, as well as the surrounding variables (McShane & Von Glinow, 2018) such as employment qualities or even job supervision (Takemura, 2014). Non-monetary elements of work attitudes, such as job satisfaction, can influence moonlighting behavior. Scholars Seema et al. (2021) found that job satisfaction significantly influences moonlighting intentions. A study by Champion et al. (2020) postulates the driving of dual practice for the psychological fulfillment category because work can fulfill personal needs (Hackman & Oldham, 1976; Wrzesniewski, LoBuglio, Dutton, & Berg, 2013), get attention and fulfill competence desires that one job cannot achieve (Caza et al., 2018), jobs for personal satisfaction in work and daily life (Diksha and Jaggarwal (2021) and opportunities to satisfy employee self-esteem (Ara & Akbar, 2016). Therefore, it may be concluded from prior studies for the first hypotheses:

Hypothesis 1: Job Satisfaction reflects a substantial influence on Moonlighting Intentions.

#### *Organizational Commitment's Role in Mediation*

Organizational commitment is the active components' readiness to put out meaningful efforts in completing work where employees represent the organization and commitment to (Kinicki & Fugate, 2016) its objectives (Scandura, 2019) in the name of the group and their urge to persist with the entity in the long term (Wagner & Hollenbeck, 2020). Attitudes toward employee work, like job satisfaction, influence organizational commitment (Ruiz-Palomo et al., 2020), which tend to withdraw from the organization or even leave it (Rajabi, Boles, Brashear Alejandro, & Sarin, 2021) or cause an intention to stay in the organization (Bell & Sheridan, 2020). However, in the sequence of withdrawing employee cognition, turnover intentions or still being a member of the organization are only the second last step after moonlighting intentions and moonlighting, which is an essential initial thought to survive in the entity (Seema et al., 2021). Research on organizational commitment is indicative of moonlighting intentions (Jamal, 1986; Khatri & Khushboo, 2014; Ashwini et al., 2017) and moonlighting intentions (Seema & Sachdeva, 2020; Seema et al., 2021) conclude that part-time practices and even moonlighting intentions will decrease if employee organizational commitment increases. Scholars Tett and Meyer (1993) first identified that organizational commitment mediates the interconnectedness of job satisfaction besides the cognition model of employees, then moonlighting intentions (Seema et al., 2021). Therefore, this study's hypotheses are filed as follows:

Hypothesis 2: Job satisfaction greatly influences organizational commitment.

Hypothesis 3: Organizational commitment greatly influences moonlighting intentions

Hypothesis 4: Organizational commitment mediates interconnectedness between job satisfaction and moonlighting intentions

#### *The Moderating Role of Perceived COVID-19 and Financial Threats*

Organizational commitment is the active components' readiness to put out meaningful Organizational anxiety levels increase concerning perceived threats (Berenbaum, Thompson, & Bredemeier, 2007; Paredes, Apaolaza, Fernandez-Robin, Hartmann, & Yañez-Martinez, 2021). Uncertainty about how COVID-19 causes undesirable adverse effects on life is an individual's impression of peril in COVID-19

(Paredes et al., 2021). Dread by the appearance of a danger harms individual inner vigor (Usher, Durkin, & Bhullar, 2020; Killgore, Taylor, Cloonan, & Dailey, 2020; Lima et al., 2020; Garfin, Silver, & Holman, 2020; Paredes et al., 2021) and the personal economic loss effect i.e., perceived health threats and financial instability (Gruber et al., 2021; McLaughlin, Rosen, Kasperek, & Rodman, 2022) due to the consequences of COVID-19 (Nisa et al., 2021; Funkhouser, Klemballa, & Shankman, 2022). Severe anxiety about work, financial stability, and worry about fulfilling needs are reactions caused by COVID-19 (Mann, Krueger, & Vohs, 2020; Tull et al., 2020; Adamus & Grežo, 2021). Financial threats are worrying and tense uncertainties regarding current and future financial conditions (Fiksenbaum, Marjanovic, & Greenglass, 2017), which cause a stressful reaction to situations that are getting worse (Marjanovic et al., 2015). The perceived threat perception is taken into consideration in this study because individuals under the threat of COVID-19 will feel anxious about the perceived threat (Krupić, Žuro, & Corr, 2021; Paredes et al., 2021; Cheng & Kao, 2022). Research on perceptions of disaster threats that can influence employees' behavior and attitudes is rarely done (Toker, Laurence & Fried, 2015; De Clercq, Haq, & Azeem, 2017; Cheng & Kao, 2022). Research on voluntary employee behavior in organizations, life satisfaction, and mental trauma associated with organizational loyalty increased during the pandemic (Yan et al., 2021; Park et al., 2021; Cheng & Kao, 2022). In fact, during COVID-19, the attitudes and behaviors of employees can be affected by the perceived risk of disease threats (Vu, Vo-Thanh, Nguyen, Nguyen, & Chi, 2022).

The perceived COVID-19 threats are assessed by the thoughts and sensibilities of threat, fear, and stress due to COVID-19 (Cheng & Kao, 2022). In addition to having detrimental hospitable and cognitive impacts (Dubey et al., 2020), aspects of the global economy and monetary demands (Ali, Alam, & Rizvi, 2020; Bavel et al., 2020; Shanaev, Shuraeva, & Ghimire, 2020) are additionally hampered by the circumstance of COVID-19 outbreak prevention measures (Adamus & Grežo, 2021). This probe also explores whether the perceived COVID-19 threats moderate the interconnectedness between job satisfaction beside organizational commitment and whether perceived financial threats may act as a moderator in the indirect or direct effects of organizational commitment and job satisfaction interconnectedness moonlighting intentions. Consequently, hypotheses are postulated as follows:

Hypothesis 5: The perceived COVID-19 threats moderate the interconnectedness between job satisfaction beside organizational commitment.

Hypothesis 6: The perceived financial threats moderate the association between organizational commitment beside moonlighting intentions.

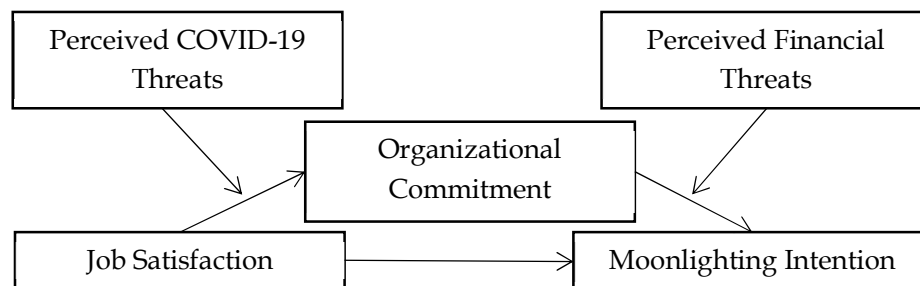


Figure 1. Research framework

## Research Method

This probe employs quantitative methods to investigate the association between measurable entities by statistical techniques (Creswell & Creswell, 2018) and a non-experimental cross-sectional survey design that seeks information and collects data from a selected group of the total bow population at one moment in time (Sreejesh, Mohapatra, & Anusree, 2014; Leavy, 2017; Creswell & Creswell, 2018). This study uses factor loading  $> 0.70$ , which is the goal of any factor analysis because it can adequately define the structure (Hair, Black, Babin, & Anderson, 2019). In agreement with the samples' size guidelines for discovering significant factor loadings (Hair, Black, Babin, and Anderson, 2014; Hair et al., 2019), for factor loadings with metrics and thresholds  $> 0.7$ , the required sample size is 60 samples. According to metrics and thresholds, this study's sample size is the entire population of AK-Tekstil Solo employees, a total of 81 people, which has employees with civil servant status and white and blue collar contract status. Overall, employees do not have a significant difference in financial well-being.

This study uses primary data, so it uses a questionnaire because it can offer the benefits of standard and open responses and is inexpensive, capable, accurate, and easy to complete (Cohen et al., 2018). The questionnaire holds demographic facts about the respondents, including gender, age, member experience, employment status, and education. It was made by G-Form and sent by WhatsApp. Variable measurements had a 5 (five) points Likert scale (1 = powerfully disagree until 5 = powerfully agree) (Sreejesh et al., 2014; Cohen et al., 2018). The instrument is divided into the following five sections: job satisfaction (JS) is assessed using three items from Bowling & Hammond (2008) and used by Goetz & Wald (2022), Lu (2019), Abouraia & Othman (2017), which have a composite reliability of 0.942. The organizational commitment indicators are assessed by Meyer et al. (1993) and used by Bell and Sheridan (2020) and Li et al. (2021), which have Cronbach's  $\alpha$  is 0.72. The moonlighting intentions Indicator uses an instrument adapted from Seema and Sachdeva (2020) and used by Seema et al. (2021), which coincides with seven items and has a Cronbach's  $\alpha$  of 0.913. The perceived COVID-19 threats indicator uses an instrument adapted from Conway et al. (2020), which is used by Rodriguez et al. (2020) and Cheng and Kao (2022), which coincides with three items that have a Cronbach's  $\alpha$  of 0,91. Analysis techniques evaluate the structural equation model (SEM) by Smart PLS by Smart PLS Series 3.2.9 software to test validity, reliability, and hypothesis testing. The SEM method can enable structural modeling and simultaneous estimation of complex relationships between several independent and dependent variables (Hair et al., 2021). SEM may explain the more effectively by accounting for direct and indirect effects (Hair, Hult, Ringle, & Sarstedt, 2017). This exploration uses a reflective measurement model, where the arrow's edict or causality points from the entity to the indeks (Hair et al., 2017). Because the hypothesis was evaluated with these indicators, the direction of the construct causality that underpins the latent entities of JS (X), OC (M), and MI (Y) employs a reflective measurement model.

## Results

The characteristic demographics of 81 respondents show that 72.28% of the respondents are male, and 27.20% are female. More than half of those polled are between the ages of 26–35 years (55.6%) and have experience as members of organizations for 1–5

years (54.3%); most of their work is civil (65.4%); and their highest level of education is undergraduate (39.5%). The data exhibits that the bulk of respondents belong to the civil servant array established in terms of income.

### Algorithm-PLS Result for Reflective Measurement Model Evaluation

The reliability and validity indeks was measured by evaluating the reflective measurement model (Hair et al., 2021), including indeks reliability ( $>0.708/0.40-0.70$  with  $AVE \geq 0.50$ ) and internal consistency reliability (0.70-0.95). Convergent validity ( $AVE \geq 0.50$ ) and the discriminant validity appraisal ( $HTMT < 0.9$ ) were utilized for the indeks validity appraisal (Hair et al., 2017; Hair, Howard, & Nitzl, 2020).

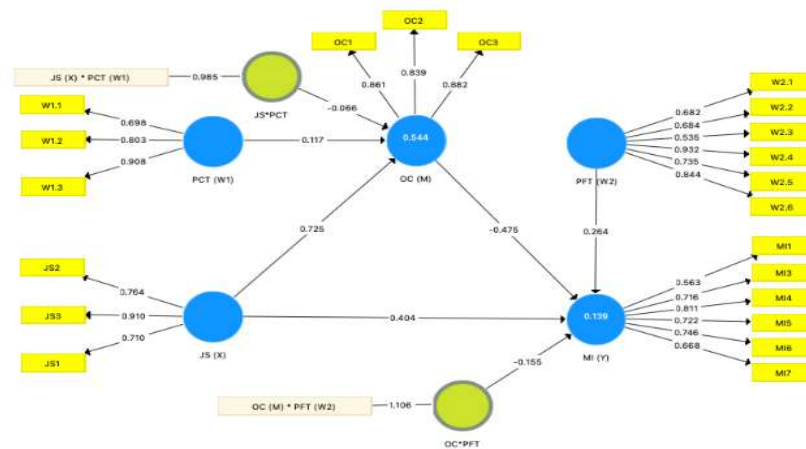


Figure 2. Result of the PLS algorithm

Source: Data Prepared (2024)

The most loading factor is  $> 0.708$ , and several items are below 0.708. However, there is one variable with an  $AVE$  less than 0.5, which is moonlighting intention. After deleting the MI2 item, the results of all variables satisfying the  $AVE > 0.5$  were obtained. As a result, it can be deemed an excellent external model. The composite reliability value ranges from 0.840-0.896. It signifies that all variables in the study (0.80-0.90) meet the recommended reliability rank. The study model's  $HTMT < 0.9$  (0.09-0.9) adds substantial evidence of the discriminant validity for the path model construct. All measurement model findings demonstrate good outer models.

### Bootstrapping and Blindfolding-PLS Result for Structural Equation Model (SEM)

The measurement process begins with collinearity evaluation ( $VIF$ ), followed by endogenous  $R^2$  values,  $f^2$  index (effect size),  $Q^2$  indeks (predictive relevance), and hypothesis testing of structural path coefficients ( $T$ -Test) (Hair, Hult, Ringle, & Sarstedt, 2022).



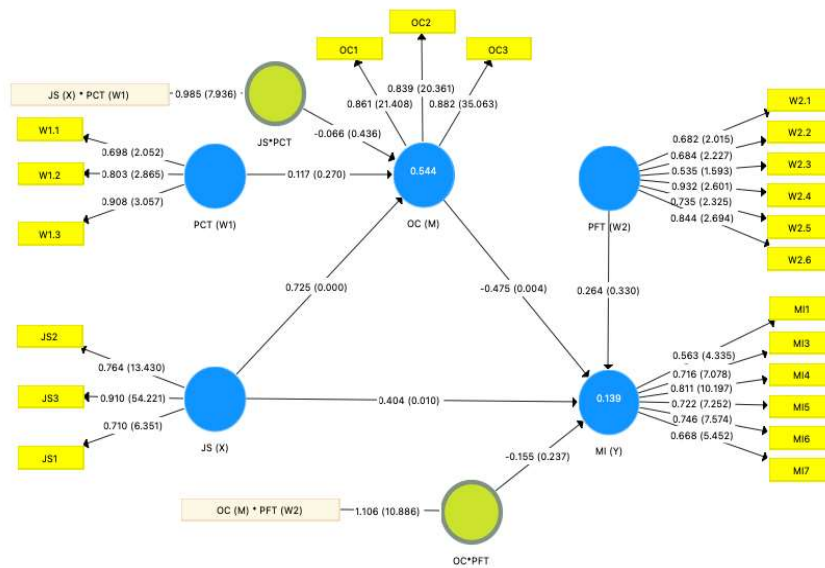


Figure 3. Result of the PLS algorithm

Source: Data Prepared (2024)

### Collinearity Evaluation of Structural Models

The potential collinearity problems were examined through structural model regression using guidelines ( $VIF < 3$ ) (Hair et al., 2021) because the substantial similarity of predictor construction formations could bias the standard errors and estimated values. The PLS evaluation (bootstrapping) exhibits all  $VIF$  values  $< 3$ . As a result, collinearity amid predictor entities is not a severe concern of models, and the results report may be examined further.

### Evaluation of $R^2$ Value (R square) of Endogenous Variables

The measure of predictive power in explaining the model of each endogenous construct that describes the variation is depicted by the ( $R^2$ ) using guidelines (0.75:major; 0.50: middle; and 0.25: minor) (Hair et al., 2021). The PLS products (bootstrapping) exhibit the  $R^2$  MI (0.139) with weak criteria. It shows that 13.9% of the variable MI can be influenced by the variables JS and OC and the PCT and PFT moderation, while the  $R^2$  value of OC (0.544) has major criteria. It shows that the JS and the role of PCT moderation can influence 54.4% of the OC variable.

### Evaluation of Effect Size ( $f^2$ )

The  $f^2$  value rates the prophetic ability of each independent latent entity in the model in the model, using guidelines ( $> 0.020.15$ : slight;  $0.15-0.35$ : middle;  $> 0.35$ : great;  $< 0.02$ : no effect) (Cohen, 1988; Hair et al., 2017). The PLS results (bootstrapping) effect size ( $f^2$ ) shows the  $f^2$  from the independent latent variable JS on the OC of 1.151 (great), while the independent latent variable, as well as the mediating OC on the MI, is 0.097 (slight). The  $f^2$  of the JS on the MI is 0.088 (slight).

### Evaluation of Predictive Relevance Value ( $Q^2$ )

The  $Q^2 > 0.25$ : middle and  $0.50$ : great prophetic pertinence from the models' PLS-SEM (Hair et al., 2020). PLS results (blindfolding) exhibit that  $Q^2$  of the two endogenous latent variables is  $0.374$ ;  $0.053 > 0.000$ . These findings unequivocally validate the model's prophetic applicability to endogenous latent parameters.

### *Evaluation Hypothesis Testing of Structural Path Coefficients (T-test)*

This study used a significance level of  $5\%$ . The most frequently utilized crucial value for two (2)-tailed tests (inferred from the normal distribution) is  $1.96$ . It means that the  $p$ -value  $< 0.05$  in sequence for the association beneath examination to be meaningful (Hair et al., 2017). The results of hypothesis testing are presented in Table 1.

Table 1. Path Coefficients (T-test)

Association	Coefficient	T-statistic	p-value	( $p < 0,05$ )
JS->MI (H1)	0.404	2.583	0.010	Yes
JS->OC (H2)	0.725	11.427	0.000	Yes
OC->MI (H3)	-0.475	2.902	0.004	Yes
JS*PCT->OC (H5)	-0.066	0.780	0.436	No
OC*PFT->MI (H6)	-0.155	1.183	0.270	No

Source: Data Prepared (2024)

The statistical evidence presented here is sufficient to prove the hypothesis ( $H1$ ) that JS is majorly influencing MI, as well as the hypothesis ( $H2$ ) that JS is majorly influencing OC. However, an inversely proportional relationship is depicted between OC and in Hypothesis ( $H3$ ). Further, statistical evidence from both moderating variables (PCT and PFT) does not support hypotheses ( $H5$ ) and ( $H6$ ). This statistical value explains that PCT has no function in moderating the association between JS and OC, and PFT has no role in moderating the association between OC and MI. However, a negative coefficient value means that PCT and PFT weaken the effect between endogenous and exogenous constructs insignificantly.

### *The Mediation Analysis*

The mediating effect size was calculated as the  $VAF$ /Variance Accounted For (Hair et al., 2017) (indirect effect divided by the total effect). The indirect effect's potency is  $(\beta_1 * \beta_2$  or  $(0.725 * 0.475) = -0.345$ , where the total effect is  $0.59$ , and the indirect effect is  $-0.345$ . Furthermore, the  $VAF$  in this study is  $-0.345/0.059 = 5.84$ . The next step is to assess the type of mediation (full:  $VAF > 0.8$ , partial:  $0.2 > VAF$  and  $VAF < 0.8$ , small/no mediation:  $VAF > 0$  and  $VAF < 0.2$ ), mentioning the recommendations (Hair et al., 2017). The calculation rulings indicate that, as hypothesized in  $H4$ , OC fully mediates the interconnect between JS and MI. The statistical evidence of a mediating effect supports  $H4$ . In mediation analysis, full mediation refers to a circumstance in which the direct effect is not substantial, but the mediator's effect is substantial. As a result, the link between an exogenous beside an endogenous latent component can be fully established by the mediator, also known as an indirect-only mediation. It indicates that the research mediator acquiesces with the proposed conjectural framework and represents the best-case synopsis (Hair et al., 2017).

### *The Moderation Analysis*

Two interconnected latent variables, then influenced by the power or even the directive of the association by a construct that contributes to heterogeneity in the data, referred to as the moderator construct, will result in a moderating effect (Hair et al., 2021). The PLS results (bootstrapping) for the moderating effect size ( $f^2$ ) describe the effect sizes of PCT (0.009) and PFT (0.024). Referring to the recommendations (Kenny, 2018; Hair et al., 2021) regarding general guidelines for assessing moderation (0.005: slight, 0.01: medium, and 0.025: great), it may be concluded that the effect of the moderating PCT and PFT is medium.

### **Discussion**

Empirical evidence from this study to investigate six hypotheses that were explored to gauge all associations among non-monetary triggers, i.e., work attitudes (particularly job satisfaction and organizational commitment) connect moonlighting intentions by including moderating effects (perceived COVID-19 and financial threats), was taken for a better understanding of moonlighting intentions during conditions of high uncertainty, such as during a pandemic.

### *Theoretical Implications*

It is possible to deduce that the PLS-SEM results support three non-monetary factors, but the two moderating variables (perceived threats) are not promoted. Sufficient job satisfaction influences moonlighting intentions positively. The rulings support the probe Seema et al. (2021) handled, claiming a major positive effect from the two constructs. Systematic review research by Campion et al. (2020) also reviews the psychological fulfillment in side jobs and is strongly linked to job satisfaction (Caza et al., 2018; Diksha & Jaggarwal, 2021), which is not found in the main job (Ara & Akbar, 2016), so that the rank of job satisfaction influences moonlighting intentions. In addition, it is possible to deduce that organizational commitment is proven to have a major negative effect on moonlighting intentions by fully mediating job satisfaction connected to moonlighting intentions. The high rank of organizational commitment is because of the positive influence of job satisfaction, which fully mediates and negatively affects moonlighting intentions. The consequences of these hypotheses support research findings by Ruiz-Palomo et al. (2020) and Yao et al. (2019) that job satisfaction increases organizational commitment and is in line with a probe that explains organizational commitment as an antecedent of dual practices Seema & Sachdeva (2020). The findings also support the probe handled by Seema et al. (2021), which discovered that full mediation of organizational commitment impacts association job satisfaction besides moonlighting intentions.

Empirical results show that the perceived COVID-19 threats do not participate in the association's moderation between the two constructs of job satisfaction beside organizational commitment. Nonetheless, employees feel that the moderate threats from COVID-19 can reduce job satisfaction, weakening its effect on organizational commitment, even though the perceived COVID-19 threats do not play a significant moderating role. However, the effects can weaken the relationship between the two. It is consistent with a statement by Vu et al. (2022), which claims that the threats of illness

employees feel during COVID-19 can affect attitudes and behavior and are negatively interrelated with job satisfaction (Cheng & Kao, 2022). Meanwhile, perceived financial threats do not participate in the association's moderation between the two constructs of organizational commitment besides moonlighting intentions. However, employees feel the moderate financial threats during the COVID pandemic, which can reduce organizational commitment, thereby weakening their influence on moonlighting intentions, even though the perceived financial threats felt during the pandemic are not playing a significant moderating role. However, the effects can weaken the relationship between the two. It is under a research statement by Fiksenbaum et al. (2017), which claims that financial threats are related to the desire to change, job search, and psychological stress. Research by Gifford et al. (2022) explains that continued uncertainty triggers emotional stress and is a major cause of decreased employee commitment.

### ***Managerial Implications***

The research findings' relevance provides some practical implications and valuable insights for managers of formal educational institutions. It is evident from this study that non-monetary factors, which have a high level, are the key factors that might prevent employees' moonlighting intentions. Job satisfaction can favor organizational commitment and reduce the likelihood of moonlighting intentions. Some threats have a mild effect on health conditions and alterations in the workplace, which can reduce job satisfaction. Financial threats weaken organizational commitment, thereby increasing moonlighting intentions. Organizations must consider these results and implement preventive strategies and policies to narrow the moonlighting intentions. Overall, this probe furnishes much-needed discernment into how employees perceive the job in stints of their job satisfaction besides organizational commitment, together with moonlighting intentions in this era where the uncertainty of global economic conditions changes in an organization might happen at every moment.

### ***Limitations and Further Research Directions***

The outlook of this study is restricted to the education business, where data collection is from a limited sample of public college employees. Future studies should increase the number of respondents and choose other industries with varied core businesses or even other educational organizations such as private colleges, which may have different policies in human resource management, as a comparison to achieve good generalizability to a larger population and may provide outcomes that differ from those of the prevailing study. Additionally, to selecting other workplaces as research core, other human resource strategies such as job enrichment and job variety can be included as another moderation to increase employee engagement and gain a comprehensive and holistic understanding of reducing moonlighting intentions.

### **Conclusion**

Moonlighting intentions among employees is a phenomenon that is starting to occur frequently in the workplace environment. This research contributes to the development of theory by validating the relationships that it draws from social exchange theory and the novelty of this study testing the introduction of moderating variables in terms of threat aspects perceived during the pandemic, perceived COVID-19 threats, and perceived

financial threats. This study's findings have ramifications from a managerial perspective for practical purposes and are increasingly essential to organizations in a globalized world. Organizations increasingly deal with social-economic, health-related, and technological environmental conditions that may change without certainty, resulting in monetary and non-monetary workforce problems.

The findings signify that job satisfaction majorly impacts organizational commitment and moonlighting intentions. Organizational commitment negatively influences moonlighting intentions due to its indirect-only (full mediation) relationships with job satisfaction. Another fascinating discovery from our research was that perceived COVID-19 threats, and perceived financial threats did not play a moderating role, but they still did diminish the effect sizes between constructs. Our study gives theoretically advised knowledge that allows managers to improve job satisfaction to further improve organizational commitment, so reduce moonlighting intentions.

**Appendix:** Supplementary data for this paper is able to accessible

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