



Moonlighting Intentions and Job Satisfaction: The Mediating Role of Workplace Support among Indian Legal Professionals

J. Bhavani ^{a,*}, W.S. Dathi Mol ^a

^a VIT Business School, Vellore Institute of Technology, Chennai, Tamil Nadu, India

* Corresponding author Email: bhavani.j@vit.ac.in

DOI: <https://doi.org/10.54392/ajir2638>

Received: 27-01-2026; Revised: 22-06-2026; Accepted: 08-07-2026; Published: 29-07-2026



Abstract: Background: This study examines the relationships among moonlighting intention, workplace support, and job satisfaction among legal professionals. The research specifically investigates the workplace support received by employees who engage in moonlighting while performing their professional duties. While previous studies have emphasized the financial motives for moonlighting, this study focuses on workplace conditions and the support employees receive within their work environment. Method: A snowball sampling technique was used to collect data from legal professionals in India who engage in moonlighting. A total of 310 respondents participated in the study. Structural equation modelling (SEM) was employed to examine the proposed relationships among the study variables. Key Results: The results reveal that moonlighting intention has a positive effect on job satisfaction, while workplace support positively influences employees' satisfaction with their work environment and partially mediates the relationship between moonlighting intention and job satisfaction. The findings suggest that supportive organizational environments may help employees manage the resource depletion associated with intentions to hold multiple jobs. Implications: The findings extend the conservation of resources (COR) theory perspective by identifying workplace support as a critical resource-conserving mechanism. The study also provides practical insights for organizations seeking to maintain employee well-being in resource-constrained contexts.

Keywords: COR Theory, Distress, Job Satisfaction, Legal Profession, Multiple Job Holding, Organizational Support, Secondary Job, Supportive Environments.

1. Introduction

Holding multiple jobs, undertaking an additional job, or performing another job alongside an individual's primary employment is becoming increasingly common in both developed and emerging nations (Sahu & Dutta, 2023; Behera *et al.*, 2023). Several studies have explored the economic rationales that trigger multiple jobholding, including lower real income, changes in business cycles, lack of employment security, and precautionary savings (Nunoo *et al.*, 2018). A growing body of research has examined the occurrence of multiple jobholding across professions, including teaching, medical practice, information technology, and the legal profession (Seema *et al.*, 2021). In many instances, employers discourage or prohibit employees from engaging in multiple jobholding, or moonlighting, because it may reduce performance, motivation, productivity, and commitment and may also result in data-security and confidentiality violations (Behera *et al.*, 2023; Sharma & Rautela, 2024).

A few studies have argued that organizational work-life balance policies may provide employees with sufficient time for side projects, while also highlighting that workers often take on several jobs to obtain financial benefits (Seema *et al.*, 2021; Singh *et al.*, 2023). Multiple jobholding has also been associated with the hybrid work environment that expanded during the COVID-19 pandemic (Akbaba & Aydin, 2023; Sahu & Dutta, 2023). In addition, researchers have shown that workers frequently use their primary occupations as a safety net while pursuing entrepreneurial endeavours or acquiring new skills (Akbaba & Aydin, 2023). However, the importance of unfavourable workplace conditions that may encourage people to hold several jobs is often overlooked, because most attention has focused on employees' financial needs and goals or on employee-friendly work practices. Shamsudin *et al.* (2023) and Lim *et al.* (2023) indicate that workplace support plays a critical role in employees' engagement, psychological



fulfilment, affective commitment, and well-being. Consequently, unfavourable conditions may cause employees to question the stability of their employment and consider taking on additional jobs.

According to [Seema *et al.* \(2021\)](#) and [Akbaba and Aydin \(2023\)](#), empirical evidence concerning the antecedents of different jobholding motives remains relatively limited and is narrowly focused on employee-level factors such as job satisfaction and organizational support. Although scholars and policymakers regard multiple jobholding as an important subject, relatively little comprehensive research has been conducted, and further knowledge about this phenomenon is required ([Bamberry & Campbell, 2012](#)). Debate continues regarding the ethics of holding multiple jobs, whether moonlighting represents a “plight or a pleasure,” and how organizations should balance their own interests with those of their employees ([Bamberry & Campbell, 2012](#); [Sahu & Dutta, 2023](#); [Singh *et al.*, 2023](#)). To advance this discussion, it is also necessary to examine unfavourable workplace conditions that may promote multiple jobholding by influencing employees' perceptions of psychological contract breach and job insecurity.

The objective of this study is to investigate how workplace support within the work environment affects employees' intentions to hold multiple jobs, referred to as moonlighting intention, using conservation of resources (COR) theory ([Hobfoll, 1989](#); [Hobfoll *et al.*, 2018](#)). The study also investigates the mediating function of workplace support in this relationship, which may reflect employee-level perceptions of job satisfaction and employment stability among legal professionals in India. According to [Hobfoll \(1989, p. 513\)](#), people strive to retain, protect, and build resources and are threatened by the potential or actual loss of valued resources. COR theorists further argue that human cognition has a strong, evolutionarily grounded tendency to assign greater weight to resource loss than to resource gain ([Hobfoll *et al.*, 2018, p. 104](#)). Within the COR framework, psychological and socio-emotional resources, such as supportive peers and supervisors and relational trust, are essential resources ([Ahmad & Kaleem, 2020](#); [Hobfoll, 1989](#)). Because detrimental conditions and interactions can substantially reduce cognitive and socio-emotional resources, resource depletion is generally viewed as more consequential than equivalent resource gains ([Bayighomog *et al.*, 2023](#); [Hobfoll *et al.*, 2018](#)).

Workplace favouritism, defined as biased treatment of close associates rather than fair treatment of all employees, is widespread in service-based work contexts, including legal-service settings, and can ultimately impede organizational performance and growth by reducing employee commitment and encouraging workplace withdrawal ([Karadal & Arasli, 2009](#); [Abubakar *et al.*, 2017](#); [Khalid *et al.*, 2022](#)). Employees' cynicism, distrust, and scepticism regarding the allocation of organizational resources, performance evaluations, and rewards may arise from perceived managerial partiality ([Abubakar *et al.*, 2017](#)). Because most employees are not beneficiaries of favouritism, organizations must retain and support these employees in order to achieve sustainable growth and success ([Arasli *et al.*, 2019](#)).

This study makes three important contributions. First, it offers a more thorough and nuanced understanding of the motives for holding multiple jobs. Although previous studies have described the prevalence and consequences of multiple jobholding, research on workplace conditions that encourage this behaviour remains limited. In addition, much of the previous research, including [Seema *et al.* \(2021\)](#), has treated multiple jobholding primarily as an individual choice or intention. Second, by examining workplace support as an underlying organizational resource, the study provides empirical evidence about how workplace conditions may shape moonlighting intention and explains how such support is associated with employees' job satisfaction. This analysis extends the literature beyond purely financial explanations and considers the organizational context within which employees make decisions about secondary employment.

Third, by using the Indian legal profession as the research setting, the study provides empirical evidence concerning the effects of workplace conditions in a non-Western context. Employees may encounter bullying, incivility, abusive supervision, and unethical behaviour from managers in cultures characterized by relatively high power distance and masculinity, such as India ([Hofstede, 2001](#)). Such unprofessional behaviour may continue unchecked when senior managers do not hold supervisors accountable for their actions. The overall aim of the study is therefore to answer the following research question: “How does moonlighting intention influence employees' job satisfaction through the mediating role of workplace support within the structural context of the Indian legal profession?”



2. Review of Literature

2.1 COR Theory

The study employs COR theory, which proposes that people strive to retain, protect, and build resources and that the potential or actual loss of valued resources is threatening to them (Hobfoll, 1989). The four principal elements of COR theory are the primacy of resource loss, resource investment, the gain paradox, and the desperation principle (Hobfoll, 1989; Hobfoll *et al.*, 2018). Based on these COR principles, the present study proposes that resource-related workplace conditions, including the availability or absence of workplace support, may influence employees' consideration of a second or multiple jobs. COR theory maintains that resource loss in conditions related to employment, tenure, and other valued domains is more salient and influential than resource gain of a comparable magnitude (Hobfoll *et al.*, 2018). Even relatively small losses within human systems, including social, economic, and institutional structures and processes connected to industry and society, may therefore have meaningful and persistent consequences for employees' attitudes and behaviour.

2.2 Moonlighting Intention

Moonlighting refers to employees undertaking additional work outside their regular working hours, frequently to earn supplementary income (Dickey *et al.*, 2011). Workers may be uncertain about the legal consequences and the implications of moonlighting for both themselves and their organizations. Although Indian law does not impose a universal prohibition on moonlighting, many organizations restrict the practice through employment contracts, conflict-of-interest provisions, or confidentiality requirements (Behera *et al.*, 2023). Employee moonlighting therefore involves performing two or more jobs during the same period, whereas moonlighting intention refers to an employee's inclination to engage in that practice. In today's dynamic economy, employee moonlighting has become increasingly prominent (Peng *et al.*, 2021). Existing research indicates that professional growth, employment opportunities, and financial need may motivate employee moonlighting (Sharma & Rautela, 2024). Employees who moonlight may benefit from increased income, progress toward personal goals, acquisition of new skills, and broader employment opportunities (Seema *et al.*, 2021). However, employee moonlighting may also create difficulties, including adverse effects on mental and physical health and increased work-family conflict (Magadley, 2021). For organizations, its principal negative consequences may include lower productivity, reduced organizational commitment, and diminished institutional capacity (Peng *et al.*, 2021).

2.3 Workplace Support

According to Pearce and Wang (2024), workplace treatment may encompass hiring, task-assignment, and promotion decisions, as well as preferential treatment or special privileges granted by senior management. Supportive treatment of employees includes benefits, procedural fairness, transparency, managerial assistance, and the overall work atmosphere. Workplace support, closely related to perceived organizational support, describes the extent to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986; Banerjee & Doshi, 2020). Such perceptions can substantially influence employee attitudes and behaviour, including commitment, loyalty, job satisfaction, perceptions of fairness, organizational citizenship behaviour, deviant behaviour, and intention to leave (Chambers *et al.*, 2023). Employees who engage in moonlighting often face increased role demands and resource pressures. To manage these challenges, they may become more attentive to organizational resources, including workplace-support practices. Consequently, employees with stronger moonlighting intentions may report greater awareness of workplace support when managing multiple job roles. In this study, workplace support is treated as an organizational resource that plays an intermediate role between moonlighting intention and job satisfaction among legal professionals.

2.4 Job Satisfaction

Job satisfaction is one of the most important concepts in organizational research and one of the most extensively studied topics in the discipline. It is commonly defined as a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences (Locke, 1976). According to COR theory, time, workplace support, and the skills required to meet work demands represent important employee resources; depletion of these resources may increase stress and dissatisfaction with the job (Nguyen *et al.*, 2020; Bon & Shire, 2022; Blanco-



Donoso *et al.*, 2025). Although job satisfaction has been studied extensively through the lens of COR theory, limited research has examined the relationship between job satisfaction and moonlighting intention among legal professionals in the Indian context. Job satisfaction reflects the extent of the discrepancy between what an individual needs, wants, or values from work and what the individual actually receives from it (Uraon & Kumarasamy, 2024). It also reflects an employee's multidimensional feelings about the organization and the job (Spector *et al.*, 2004). Researchers have developed a variety of instruments to measure job satisfaction and its attributes over the past several decades. For example, the Job Description Index identifies compensation, promotion, co-workers, supervision, and the work itself as major dimensions of job satisfaction; the present study instead employs the established Brayfield and Rothe (1951) job-satisfaction scale.

3. Hypotheses Development and Conceptual Framework

Overall job satisfaction has been identified as an important antecedent of employees' intention to leave their positions, and the relationship has generally been negative (Dodanwala & Santos, 2022). However, employees' productivity and job performance may also suffer when they become exhausted from working several jobs. Moonlighting may further create conflicts of interest, particularly when the secondary job is connected to, competes with, or closely resembles the employee's primary full-time work (Jamal, 2005). Other research has examined potential benefits when an employee's secondary employment differs from the primary job, with particular emphasis on increased income and broader experience. Based on the preceding theoretical and empirical discussion, the present study formulated four hypotheses. Figure 1 presents the proposed conceptual framework and illustrates the direct relationships among moonlighting intention, workplace support, and job satisfaction, together with the mediating pathway through workplace support.

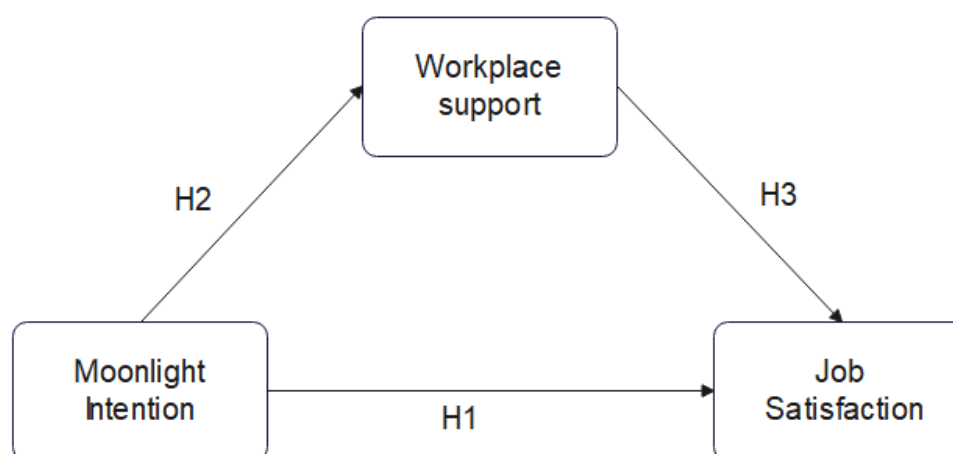


Figure 1. Conceptual Framework.

H1: There is a significant relationship between moonlighting intention and job satisfaction.

Numerous terms, including multiple jobholding, dual jobholding, second job, pluriactivity, additional income, double work, plural employment, side job, and supplemental employment, are used to describe moonlighting (Timothy & Nkwama, 2017). Betts (2006) defines moonlighting as an individual holding a second job, often part-time, while maintaining primary employment that is usually full-time. Sakyi and Agomor (2021) divide moonlighting into two categories: employees who undertake secondary work with their primary employer's approval and employees who engage in moonlighting without such approval. Boyd *et al.* (2016) similarly describe moonlighting as the concurrent performance of multiple jobs. These definitions emphasize that moonlighting can vary in authorization, working time, occupational similarity, and the motives that lead employees to seek additional employment.

Several studies have characterized moonlighting in different ways. The practice is commonly described as an individual holding two or more occupations concurrently (Nunoo *et al.*, 2018). Many employees who moonlight do so without the knowledge of their primary employer (Bin Md Sabron *et al.*, 2017). Nevertheless, organizational

policies differ, and employees may or may not be permitted to engage in moonlighting with the knowledge and support of their organization. Where employers provide flexibility, fair treatment, and sufficient resources, employees may perceive greater workplace support while balancing multiple job roles. Conversely, restrictive or unsupportive conditions may intensify resource pressure and shape employees' decisions about secondary employment. Therefore, the study framed the following hypothesis:

H2: Moonlighting intention is significantly associated with workplace support.

Employees are likely to report higher job satisfaction when they perceive that their organization provides a supportive workplace environment (Aselage & Eisenberger, 2003). Existing studies likewise indicate a positive relationship between perceived organizational support and job satisfaction (Tansky & Cohen, 2001). Using a meta-analytic methodology, Riggall *et al.* (2009) identified a robust positive association between perceived organizational support and favourable job outcomes, including job satisfaction. Rutherford *et al.* (2012) also reported positive connections between employee work attitudes and organizational support. Perceived organizational support and satisfaction with work are positively related, while support may additionally reduce turnover intentions (Newman *et al.*, 2011). Because supervisor attention and support are substantially associated with favourable work attitudes across different work environments, a positive association between workplace support and job satisfaction can reasonably be expected (Ng & Sorensen, 2008).

H3: Workplace support is positively associated with job satisfaction.

Wang and Xu (2019) describe workplace support in terms of organizational resources, including development opportunities and a supportive work environment that fosters belongingness. Such support can help employees manage stress and develop strong bonds with the organization (Tetteh *et al.*, 2020). Research further suggests that employees who perceive high levels of organizational support experience greater autonomy, recognition, and opportunities to fulfil socio-emotional needs (Sihag, 2021). These favourable experiences may generate positive affect and may reduce burnout, work-life conflict, absenteeism, turnover intention, and distress, thereby improving job and life satisfaction (Zeng *et al.*, 2020; Stavrou & Solea, 2021). Within the COR perspective, workplace support can preserve valued resources and help employees cope with the demands associated with performing more than one job.

H4: Workplace support mediates the relationship between moonlighting intention and job satisfaction.

Published research indicates that workplace support may also function as an explanatory mechanism linking employees' intention to hold multiple jobs with their level of job satisfaction. Employees may undertake several jobs to satisfy financial, professional-development, or personal needs, but strong perceived organizational support can reduce stress, burnout, and turnover-related attitudes by providing resources that help employees manage work demands (Tetteh *et al.*, 2020; Zeng *et al.*, 2020). In light of this evidence, the present study contends that workplace support mediates the relationship between moonlighting intention and job satisfaction. The mediation argument is consistent with COR theory because support supplied by the primary organization can conserve or replenish resources that might otherwise be depleted when employees balance primary and secondary employment.

4. Research Methodology

4.1 Instrument Creation

The measurement instrument was adapted and developed from previously validated scales reported in established research. The instrument contains items measuring moonlighting intention, workplace support, and job satisfaction. Following the adaptation and modification of the scales, the final instrument retained five items for moonlighting intention, eight items for workplace support, and five items for job satisfaction. The adapted questionnaire was then evaluated by a panel of experts with extensive experience in the legal profession and organizational-behaviour research. The experts assessed the relevance, clarity, and contextual suitability of the items, and their suggestions resulted in minor corrections to wording and phrasing. Subsequently, a pilot study was conducted with a sample of 70 legal professionals to evaluate the reliability and clarity of the questionnaire through reliability analysis. The overall Cronbach's alpha coefficient for the 18 items was 0.865, indicating that the instrument had good internal consistency and was suitable for administration in the main study.



The moonlighting-intention scale was adapted from [Seema *et al.* \(2021\)](#). A five-point Likert scale ranging from strongly disagree to strongly agree was used to measure respondents' intention to engage in moonlighting. The job-satisfaction scale was adapted from the established job-satisfaction questionnaire developed by [Brayfield and Rothe \(1951\)](#). Five items were used, and each item was rated on a five-point Likert scale ranging from strongly disagree to strongly agree. The workplace-support items were adapted from [Mariyum and Ahmed \(2018\)](#). A five-point Likert scale was also used to measure respondents' perceptions of workplace support. Using a consistent response format across the three constructs reduced unnecessary complexity for respondents and supported subsequent confirmatory factor analysis.

4.2 Setting, Sample and Data Gathering

The primary purpose of this research is to investigate moonlighting intention among legal professionals in India. Specifically, the study employed snowball sampling, a non-probability sampling approach widely used in social-science research when members of the target population are dispersed or difficult to identify through probability-based methods ([Gierczyk *et al.*, 2024](#); [Ting *et al.*, 2025](#)). Because the population of interest is geographically widespread and difficult to access through a conventional probability-sampling frame, snowball sampling was considered appropriate for the exploratory characteristics of this research. Empirical data were collected exclusively from junior- and senior-level legal professionals in India. The sampling process began with a set of seed respondents identified through bar-council contacts and professional legal networks. These legal professionals were invited to participate in the survey and were subsequently encouraged to share the survey link with other eligible individuals in their professional networks. The required data were therefore collected from the initial respondents and from participant referrals generated through the snowball-sampling procedure.

The measurement scales were adapted from validated instruments used in previous research and were modified to align with the variables and context of the present study. A pilot study was conducted before the main survey to assess the questionnaire's reliability and clarity. The reliability results obtained during the pilot stage supported progression to the main study. The survey was administered in India to members of the target population using a structured questionnaire, and 310 valid responses were collected. [Hoelter \(1983\)](#) indicates that sample-size adequacy in structural-equation models should be assessed in relation to model complexity and fit, while samples exceeding 200 are commonly regarded as adequate for many SEM applications. The 310 valid responses obtained in the present study therefore provided an adequate basis for structural equation modelling in AMOS. Table 1 presents the demographic profile of the respondents and distinguishes their principal personal and professional characteristics.

4.3 Respondents' Profile

Table 1. Demographic response of the respondents

Measure	Item	Frequency (N=310)	Percentage (%)
Age of Respondents	Below 30 years	69	22.26%
	30 – 40 years	105	33.87%
	41 – 50 years	83	26.77%
	51 - 60 years	53	17.10%
Gender	Male	183	59.03%
	Female	127	40.97%
Educational Qualification	UG	33	10.65%
	PG	88	28.38%
	Professional	189	60.97%
Marital Status	Separated	5	1.61%
	Widow	2	0.65%
	Married	232	74.84%
	Single	71	22.90%
Annual Income	Above 9L	32	10.32%
	7 – 9L	21	6.77%
	5 – 7L	54	17.42%



	3 – 5L	95	30.65%
	<3L	108	34.84%
Year of Experience	Below 21 years	47	15.16%
	16 – 20 years	48	15.48%
	11 – 15 years	71	22.90%
	5 – 10 years	58	18.71%
	Below 5 years	86	27.74%
Family Type	Nuclear Family	196	63.23%
	Joint Family	114	36.77%
Number of Dependent	Above 6	24	7.74%
	3 – 6	121	39.03%
	Below 3	165	53.23%
Level of Management	Low Level	62	20.00%
	Middle Level	180	58.06%
	Top Level	68	21.94%
Working hour/per week (Primary Job)	56 – 60 hours	15	4.84%
	51 – 55 hours	81	26.13%
	46 – 50 hours	84	27.10%
	40 – 45 hours	130	41.94%
Working hour/per week (Secondary Job)	36 – 40 hours	18	5.81%
	31 – 35 hours	31	10.00%
	26 – 30 hours	70	22.58%
	20 – 25 hours	191	61.61%

The demographic profile presented in Table 1 indicates that the sample of 310 respondents was diverse across several personal and professional characteristics. The largest age group was 30-40 years (33.87%), followed by 41-50 years (26.77%), showing that the sample primarily comprised middle-aged professionals. The gender distribution included 59.03% men and 40.97% women. In terms of education, 60.97% held professional qualifications and 28.38% held postgraduate degrees, indicating that a substantial proportion of the respondents were highly educated. Most respondents were married (74.84%), had fewer than three dependants (53.23%), and belonged to nuclear families (63.23%), which reflects a sample with comparatively stable household circumstances. The respondents' annual incomes were concentrated in the lower-to-middle ranges: 34.84% earned less than INR 3 lakh per year and 30.65% earned between INR 3 lakh and INR 5 lakh. Most respondents held middle-level positions (58.06%), reflecting substantial involvement in administrative and operational responsibilities. Regarding professional engagement, the largest group worked 40-45 hours per week in the primary job, while most devoted 20-25 hours per week to the secondary job. Overall, the sample represents an actively employed, educated, and experienced group of legal professionals and is therefore suitable for an in-depth behavioural and attitudinal analysis.

5. Analysis

The study employed a primary-data collection method supported by a structured survey questionnaire. A pilot test was conducted to ensure the reliability of the instrument developed to collect data from participants. The pilot results confirmed acceptable internal consistency and supported the use of the instrument in the main survey. For validation of the full-sample data, reliability and validity analyses were conducted using confirmatory factor analysis (CFA) and discriminant-validity analysis in SPSS and AMOS. AMOS is widely used for covariance-based structural equation modelling in social-science research. Accordingly, the present study used SPSS and AMOS to conduct factor analysis, structural equation modelling, path analysis, and hypothesis testing. Compared with separate conventional statistical procedures, SEM provides an efficient framework for analysing several complex relationships simultaneously and for evaluating both the measurement and structural models (Hair *et al.*, 2019).

5.1 CMB

Common method bias (CMB) is an important concern in quantitative survey research, particularly when predictor and outcome data are collected from the same respondents using the same instrument. Following Podsakoff *et al.* (2003), the present study applied Harman's single-factor test as a diagnostic assessment of potential common



method variance. The first unrotated factor explained 37.25% of the total variance, which was below the commonly used 50% criterion. The study also examined variance inflation factors to determine whether problematic collinearity was present. The observed VIF value of 1.03 was below the recommended conservative threshold of 3.3, indicating that multicollinearity was unlikely to distort the estimated relationships. Taken together, these diagnostic procedures suggest that common method bias was not a dominant concern in the present dataset, although the limitations of single-source self-report data should still be acknowledged.

5.1.1 Model Fit Criteria

Before assessing the measurement and structural models, overall model fit was evaluated to determine how adequately the proposed model represented the observed data. The study considered several fit indicators, including the standardized root mean square residual (SRMR), normed fit index (NFI), comparative fit index (CFI), goodness-of-fit index (GFI), Tucker-Lewis index (TLI), chi-square statistic, normed chi-square, and root mean square error of approximation (RMSEA). As shown in Table 2, the reported SRMR value was within the generally acceptable range, while the NFI value of 0.871 was close to the commonly recommended value of 0.90. Because no single fit index provides a complete assessment, the indices were interpreted collectively rather than in isolation.

Table 2. Model Fit Criteria

Fit Indices	χ^2	df	χ^2/df	SRMR	NFI	GFI	TLI	CFI	RMSEA
Values	574.28	254	2.26	0.052	0.871	0.92	0.91	0.92	0.044

Although goodness of fit is often reported through the chi-square statistic, chi-square is sensitive to sample size and should be interpreted together with alternative fit indices. The observed chi-square value was $\chi^2 = 574.28$, and the normed chi-square was $\chi^2/df = 2.26$, indicating an acceptable fit. The remaining indices reported in Table 2 were CFI = 0.92, GFI = 0.92, TLI = 0.91, NFI = 0.871, SRMR = 0.052, and RMSEA = 0.044. Considered jointly, these values indicate that the proposed model achieved an acceptable-to-good fit to the observed data under commonly used SEM guidelines (Byrne, 2001; Hair et al., 2008). The value previously stated as RMSEA = 0.44 has therefore been corrected to RMSEA = 0.044 so that the narrative is consistent with Table 2 and with the reported interpretation of good fit.

5.2 Measurement Model

5.2.1 Confirmatory Factor Analysis

Confirmatory factor analysis was used to examine the convergent validity and construct reliability of the measurement model. CFA evaluates whether the observed indicators load on the latent constructs specified by the researcher and whether the hypothesized factor structure is consistent with the observed covariance matrix. Accordingly, the CFA was evaluated using several established measurement-model fit indices (Chau, 1997), including χ^2/df , for which values below 2 indicate close fit and values between 2 and 5 are often considered acceptable; the goodness-of-fit index (GFI), for which values above 0.90 indicate good fit and values above 0.80 may be acceptable; the comparative fit index (CFI), for which values above 0.90 are preferred; and the root mean square error of approximation (RMSEA), for which values below 0.10 are generally considered acceptable.

Table 3. CFA (Reliability and Convergent Validity)

Latent Variable	Indicators	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Moonlighting Intention	MLI1	0.67	0.77	0.78	0.42
	MLI2	0.55			
	MLI3	0.67			
	MLI4	0.59			
	MLI5	0.73			



Workplace Support	WPS1	0.69	0.90	0.90	0.54
	WPS2	0.83			
	WPS3	0.83			
	WPS4	0.81			
	WPS5	0.59			
	WPS6	0.72			
	WPS7	0.71			
	WPS8	0.64			
Job Satisfaction	JS1	0.79	0.87	0.87	0.58
	JS2	0.78			
	JS3	0.73			
	JS4	0.72			
	JS5	0.77			

The measurement-model results presented in Table 3 indicate the reliability and validity of the three constructs. Most standardized factor loadings approached or exceeded the preferred value of 0.70. Cronbach's alpha values indicated acceptable-to-high internal consistency for moonlighting intention (0.77), workplace support (0.90), and job satisfaction (0.87), all above the conventional threshold of 0.70. Composite reliability values of 0.78, 0.90, and 0.87, respectively, further supported construct reliability. Average variance extracted (AVE) was used to assess convergent validity. The AVE values for workplace support (0.54) and job satisfaction (0.58) exceeded the recommended threshold of 0.50, indicating adequate convergent validity. The AVE for moonlighting intention was 0.42, below the preferred criterion; however, its composite reliability was 0.78. [Fornell and Larcker \(1981\)](#) note that convergent validity may still be considered acceptable when composite reliability exceeds 0.60 even when AVE is below 0.50. The lower-loading indicators MLI2 (0.55), MLI5 (0.59), and WPS5 (0.59) were retained in the reported model because the construct-level reliability remained acceptable and Table 3 continues to report these indicators. This treatment is consistent with the following paragraph and removes the previous contradiction that stated both that the items were deleted and that all indicators were retained. Overall, the reliability and validity statistics provide an acceptable psychometric basis for the measurement of moonlighting intention, workplace support, and job satisfaction.

Although the AVE value for moonlighting intention (0.42) was below the preferred threshold of 0.50, the construct demonstrated acceptable composite reliability and Cronbach's alpha values above 0.70, indicating satisfactory internal consistency. [Fornell and Larcker \(1981\)](#) explain that convergent validity may remain acceptable when AVE is below 0.50 but composite reliability exceeds 0.60. In addition, indicators with moderate loadings may be retained when construct reliability is satisfactory, the indicators are theoretically meaningful, and their removal would weaken content validity ([Hair et al., 2019](#)). On that basis, the indicators were retained in the present analysis. Nevertheless, the comparatively low AVE for moonlighting intention should be recognized as a measurement limitation and should be re-examined in future validation studies using independent samples.

5.2.2 Discriminant Validity

Table 4. Discriminant Validity – Fornell – Larcker Criterion

Construct	Moonlight Intention	Workplace Support	Job Satisfaction
Moonlighting Intention	0.65		
Workplace Support	0.17	0.73	
Job Satisfaction	0.27	0.64	0.76

As shown in Table 4, the square root of the AVE for each construct was greater than its correlations with the other constructs. The diagonal values for moonlighting intention (0.65), workplace support (0.73), and job satisfaction (0.76) therefore support adequate discriminant validity under the Fornell-Larcker criterion. Moonlighting intention had a modest positive correlation with workplace support ($r = 0.17$) and a somewhat stronger positive



correlation with job satisfaction ($r = 0.27$), while workplace support had a substantial positive correlation with job satisfaction ($r = 0.64$). These results indicate that the three constructs are conceptually distinct but meaningfully related. They also suggest that a supportive work environment is strongly associated with job satisfaction, while the relationship involving moonlighting intention is more limited.

5.3 Structural Model

5.3.1 Path Analysis

After the measurement model and overall model fit had been assessed, path analysis was used to evaluate the structural model. Structural equation modelling is appropriate because it permits the simultaneous estimation of the hypothesized relationships and the assessment of overall model fit (Hair *et al.*, 2019). Table 5 reports the standardized path coefficients, standard errors, test statistics, and significance levels for the proposed direct relationships. The path coefficients indicate the direction and strength of the associations between the predictor, mediator, and outcome variables and provide the basis for evaluating Hypotheses H1, H2, and H3.

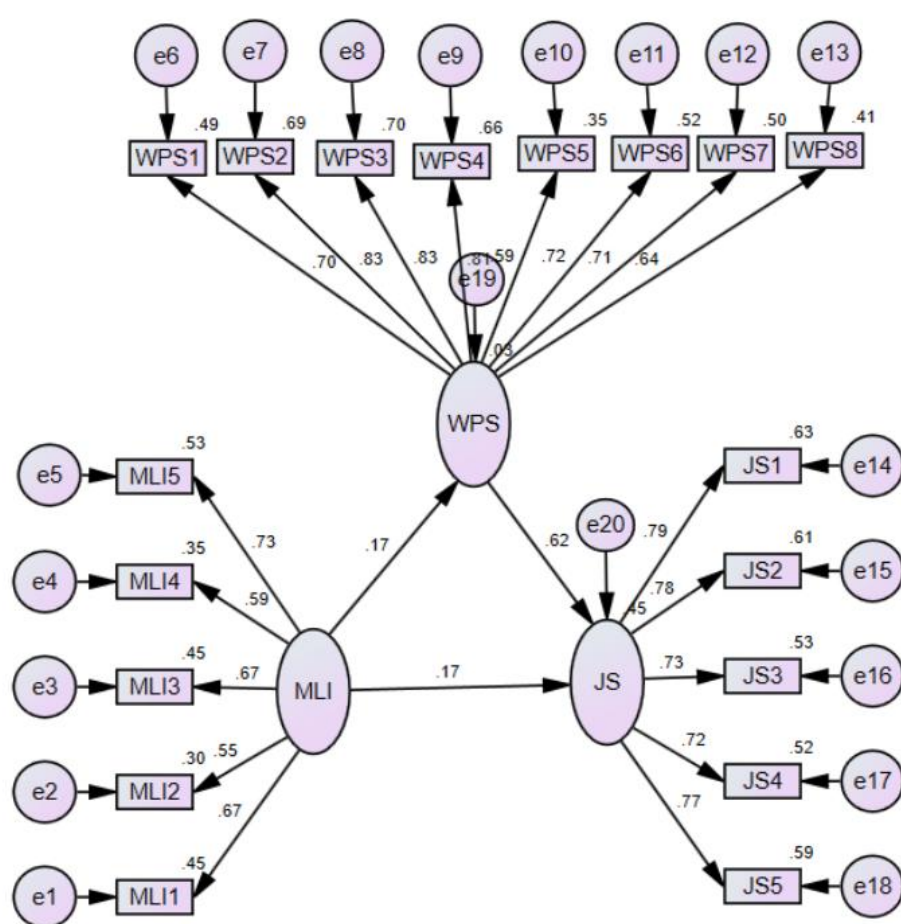


Figure 2. Structural Equation Model.

Table 5. Path Coefficient

Paths	Path coefficients (β)	Std. Error	t-statistics	p-value	Results
H1 Moonlighting Intention -> Job Satisfaction	0.17	0.026	17.546	0.000	supported
H2 Moonlighting Intention -> Workplace Support	0.17	0.015	16.123	0.000	supported
H3 Workplace Support -> Job Satisfaction	0.62	0.027	21.891	0.000	supported

Table 6. Explanatory Power and Predictive Accuracy of the Structural Model

Construct	R ²	Adjusted R ²	Variance explained (%)	Interpretation
Moonlighting intention	0.571	0.568	57.1	Moderate-to-substantial
Workplace support	0.612	0.609	61.2	Substantial
Job satisfaction	0.622	0.617	62.2	Substantial
Note: R ² represents the proportion of variance explained by the structural model, whereas adjusted R ² accounts for the number of predictors. Interpretive labels are reported in relation to the present model and research context				

The path-analysis results presented in Table 5 provide statistically significant support for the three proposed direct relationships at $p < 0.001$. Moonlighting intention had a significant positive association with job satisfaction ($\beta = 0.17$, $t = 17.546$, $p < 0.001$), indicating that stronger moonlighting intention was associated with higher reported job satisfaction in this sample. Moonlighting intention also had a significant positive association with workplace support ($\beta = 0.17$, $t = 16.123$, $p < 0.001$), suggesting that employees with stronger moonlighting intentions reported somewhat greater workplace support. Workplace support had a strong positive association with job satisfaction ($\beta = 0.62$, $t = 21.891$, $p < 0.001$), underscoring the importance of supportive working conditions for employee well-being. Thus, the positive coefficients and significance levels reported in Table 5 support H1, H2, and H3. Figure 2 presents the structural equation model and displays the estimated relationships among the three constructs. The explanatory power of the endogenous variables, represented by R² and adjusted R², is reported in Table 6.

As shown in Table 6, the structural model explains 57.1% of the variance associated with moonlighting intention, 61.2% of the variance in workplace support, and 62.2% of the variance in job satisfaction. The corresponding adjusted R² values of 0.568, 0.609, and 0.617 remain close to the unadjusted coefficients, indicating that the explanatory power is not materially inflated by the number of predictors included in the model. These results indicate moderate-to-substantial predictive accuracy in the present research context and show that the model accounts for a meaningful proportion of variation in the principal constructs. Nevertheless, the coefficients should be interpreted in relation to the study design, sample, model complexity, and theoretical context rather than as universal thresholds of model quality (Chin, 1998).

5.3.2 Mediation Analysis

The mediation model was analysed using bootstrapping with bias-corrected confidence intervals. Direct, indirect, and total effects were examined using 95% bootstrap confidence intervals and corresponding significance tests, as reported in Table 7. The study also used variance accounted for (VAF) to characterize the extent of mediation by workplace support in the relationship between moonlighting intention, the predictor variable, and job satisfaction, the outcome variable. VAF distinguishes among no mediation, partial mediation, and full mediation. Hair *et al.* (2016) suggest that a VAF value below 20% indicates no mediation, a value from 20% to 80% indicates partial mediation, and a value above 80% indicates full mediation. Table 7 therefore reports the bootstrapped effect estimates that form the basis of the mediation assessment.

Table 7 presents the bootstrapped standard errors, test statistics, significance levels, and bias-corrected 95% confidence intervals for the direct, indirect, and total effects. The estimates were obtained using a bias-corrected bootstrapping procedure with 5,000 resamples. Table 8 then reports the VAF calculation used to determine whether workplace support produced full mediation, partial mediation, or no mediation in the hypothesized relationship. Following Hair *et al.* (2016), VAF values below 20% indicate no mediation, values from 20% to 80% indicate partial mediation, and values above 80% indicate full mediation. Accordingly, Tables 7 and 8 provide the effect estimates and the proportional mediation statistic required to evaluate Hypothesis H4.



Table 7. Mediation Analysis

Hypothesised Path	Type of Effect	β	Standard Error	t-statistics	p-value	95% bootstrapping confidence intervals
Moonlighting Intention → Workplace Support → Job Satisfaction	Direct Effect	0.17	0.026	17.546	0.000	0.068
Moonlighting Intention → Workplace Support → Job Satisfaction	Indirect Effect	0.17	0.015	16.123	0.000	0.043
Moonlighting Intention → Workplace Support → Job Satisfaction	Total Effect	0.62	0.027	21.891	0.000	0.188

Table 8. Variance Accounted For Assessment of the Mediation Effect

Mediating pathway	VAF (%)	Evaluation criterion	Mediation outcome	Hypothesis result
Moonlighting intention → Workplace support → Job satisfaction	38.03	$20\% \leq \text{VAF} \leq 80\%$	Partial mediation	H4 supported
Note: VAF = indirect effect / total effect × 100. A VAF value below 20% indicates no mediation, a value from 20% to 80% indicates partial mediation, and a value above 80% indicates full mediation (Hair <i>et al.</i> , 2016).				

The mediation assessment reported in Table 8 indicates a partial mediating effect. The VAF value of 38.03% lies within the 20%-80% range and therefore supports partial mediation. The results indicate that moonlighting intention, the predictor, had a significant direct association with job satisfaction, the outcome, while workplace support made a significant positive indirect contribution to that relationship. Because both the direct and indirect effects were statistically significant, workplace support transmitted part, but not all, of the relationship between moonlighting intention and job satisfaction. Hypothesis H4 was therefore supported as a partial-mediation hypothesis rather than as a full-mediation effect.

6. Discussion

By examining implications for employee well-being and organizational effectiveness, this study advances understanding of moonlighting intention through conservation of resources (COR) theory. The results indicate that moonlighting intention had a significant positive association with job satisfaction among Indian legal professionals who were involved in secondary or part-time employment. The term “Indian legal professionals” identifies the respondent group included in the sampling frame described in the Research Methodology section. The findings also show that workplace support had a strong positive association with job satisfaction and partially mediated the relationship between moonlighting intention and job satisfaction. From a COR perspective, multiple jobholding may create additional demands and resource depletion, whereas supportive work environments can mitigate these adverse effects. Job satisfaction may be reinforced by flexible working conditions, rewards and recognition, and organizational support for employees' efforts (Akhtar *et al.*, 2021; Ma, 2018).

Overall, the findings extend previous research by demonstrating that workplace support can operate as a resource-restoration and resource-conservation mechanism within COR theory and can promote job satisfaction. The positive association between moonlighting intention and perceived workplace support may indicate that supportive organizational climates accommodate secondary pursuits, strengthen mutual trust, or make employees more willing to disclose and manage additional work. COR theory further suggests that employees who receive organizational resources, such as a supportive work environment, recognition, and development opportunities, are more likely to



experience positive workplace attitudes and higher job satisfaction (Li *et al.*, 2023). The study therefore contributes a more nuanced understanding to the growing literature on employee behaviour by reframing moonlighting as a potentially complex and adaptive response to perceived workplace conditions rather than treating it solely as a consequence of financial necessity.

6.1 Theoretical and Managerial Implications

The study demonstrates the relevance of COR theory for explaining employees' behavioural adaptation under resource-depleting work conditions. Moonlighting intention may serve as a coping response, while workplace support operates as a resource-conserving factor that sustains employee job satisfaction. For practitioners and policymakers, the findings underscore the importance of cultivating supportive workplaces that prevent or reduce resource depletion. Managers should recognize that an employee's intention to moonlight may arise from unmet needs within the organization. Fair work allocation, transparent communication, flexibility, recognition, and career-development initiatives can alleviate such pressures, particularly in high-demand professional sectors such as legal services. The study provides context-specific insights into the experiences of legal professionals and compares its empirical findings concerning moonlighting intention, workplace support, and job satisfaction with earlier research. Whereas much previous research has discussed the phenomenon conceptually or has focused mainly on financial motives, this study links the observed relationships to the central assumptions of COR theory. The theoretical contribution therefore lies in showing how organizational support may mitigate dissatisfaction and resource strain associated with demanding work and secondary employment.

6.2 Limitations

To examine how moonlighting intentions evolve over time and how sustained workplace support influences these relationships, future studies should adopt longitudinal designs. Second, qualitative approaches could provide deeper insight into the motivations and emotional experiences underlying employees' decisions to pursue secondary employment. The present study focused on selected categories of junior- and senior-level legal professionals in India and did not incorporate the full diversity of legal occupations, organizational forms, geographic regions, or employment arrangements within the Indian legal sector. Future studies should therefore examine a broader range of Indian legal professionals to enhance the social relevance and generalizability of the findings. Further investigations could also test the proposed constructs in other professional sectors and could compare employees whose moonlighting is authorized with those whose secondary employment is undisclosed or restricted by their primary organizations.

7. Conclusion

Among Indian legal professionals, this study provides empirical evidence that moonlighting intention has a significant positive association with job satisfaction and that workplace support functions as a partial mediating mechanism. The study also offers a basis for future research examining moonlighting intention in other occupational sectors. Anchored in COR theory, the findings indicate that workplace support may partially offset resource depletion associated with the demands of balancing primary and secondary employment. By emphasizing both coping mechanisms and resource management, the results advance theoretical understanding of multiple-jobholding behaviour and show how organizational support may transform potential work-related threats into more adaptive opportunities. In practical terms, organizations should foster a culture of support, fairness, transparency, and inclusion to sustain employee morale and reduce adverse consequences associated with moonlighting. Future research should test the model longitudinally, use probability-based or stratified samples where feasible, and examine whether organizational policies, authorization status, workload, and the similarity between primary and secondary jobs alter the observed relationships.

References

Abubakar, A.M., Namin, B.H., Harazneh, I., Arasli, H., Tunç, T. (2017). Does Gender Moderates the Relationship between Favoritism/Nepotism, Supervisor Incivility, Cynicism and Workplace Withdrawal: A Neural Network



- and SEM Approach. *Tourism Management Perspectives*, 23, 129-139. <https://doi.org/10.1016/j.tmp.2017.06.001>
- Ahmad, S., Kaleem, A. (2020). Zooming in on the Workplace Bullying and Turnover Intentions Pathway: the Role of Well-Being and a Cultural Boundary Condition. *Personnel Review*, 49(2), 425-444. <https://doi.org/10.1108/PR-06-2018-0214>
- Akbaba, M., Aydin, M. (2023). How Does Organization-Based Self-Esteem Play a Role in Affecting Moonlighting Intention and Contextual Performance in Tourism Enterprises? *Anais Brasileiros de Estudos Turísticos*, 13(1), 6. <https://dialnet.unirioja.es/servlet/articulo?codigo=9878700>
- Akhtar, S., Malik, M.F., Awan, Z. (2021). Examining Supervisor Support through the Lens of Conservation of Resource Theory (COR): A Sequential Path Model. *Research Journal of Social Sciences and Economics Review*, 2(2), 9-18. [https://doi.org/10.36902/rjsser-vol2-iss2-2021\(9-18\)](https://doi.org/10.36902/rjsser-vol2-iss2-2021(9-18))
- Arasli, H., Arici, H.E., Çakmakoğlu Arici, N. (2019). Workplace Favouritism, Psychological Contract Violation and Turnover Intention: Moderating Roles of Authentic Leadership and Job Insecurity Climate. *German Journal of Human Resource Management*, 33(3), 197-222. <https://doi.org/10.1177/2397002219839896>
- Aselage, J., Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24(5), 491-509. <https://doi.org/10.1002/job.211>
- Bamberry, L., Campbell, I. (2012). Multiple Job Holders in Australia: Motives and Personal Impact. *Australian Bulletin of Labour*, 38(4), 293-314. <https://search.informit.org/doi/abs/10.3316/informit.078410099069381>
- Banerjee, D., Doshi, V. (2020). Gender, Workplace Support, and Perceived Job Demands in the US and Indian Context. *Personnel Review*, 49(7), 1451-1465. <https://doi.org/10.1108/PR-11-2019-0627>
- Bayighomog, S.W., Ogunmokun, O.A., Ikhida, J.E., Tenova, C., Anasori, E. (2023). How and when mindfulness inhibits emotional exhaustion: a moderated mediation model. *Current Psychology*, 42(11), 9080-9094. <https://doi.org/10.1007/s12144-021-02193-6>
- Behera, B., Nayak, P.K., Usmani, A., Rao, V., Bosco, V. (2023). The Rise of Moonlighting in India. *Splint International Journal of Professionals*, 10(4), 354-365. <https://indianjournals.com/article/sijp-10-4-007>
- Betts, S.C. (2006). The Decision to Moonlight or Quit: Incorporating Multiple Jobholding into a Model of Turnover. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 63-78.
- Bin Md Sabron, M.Z., Binti Abn Hassin, A., Bin Ahmad, Y. (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, 100-107.
- Blanco-Donoso, L.M., Amutio, A., Baptista, P.C., Veloso, A., Silva, I.S., Garrosa, E. (2025). Meaningless, but I still have your Support: A Diary Study on the Interactive Effects of Workplace Social Support at work and Meaningfulness on Workers' Energy Levels. *Applied psychology: Health and well-being*, 17(2), e70018. <https://doi.org/10.1111/aphw.70018>
- Bon, A.T., Shire, A.M. (2022). Review of Conservation of Resources Theory in Job Demands and Resources Model. *International Journal of Global Optimization and Its Application*, 1(4), 236-248. <https://doi.org/10.56225/ijgoia.v1i4.102>
- Boyd, E.M., Sliter, M.T. and Chatfield, S. (2016). Double Trouble: Work-Family Conflict and Well-Being for Second Job Holders. *Community, Work and Family*, 19(4), 462-480. <https://doi.org/10.1080/13668803.2015.1074545>
- Brayfield, A.H., Rothe, H.F. (1951). An Index of Job Satisfaction. *Journal of Applied Psychology*, 35(5), 307. <https://psycnet.apa.org/doi/10.1037/h0055617>
- Byrne, B.M. (2001). *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*. Lawrence Erlbaum Associates, Mahwah, NJ.
- Chambers, S., Mayfield, C.O., Valenti, A. (2023). The Impact of Perceived Fairness, Organizational and Professor Support on Students' Intentions to Quit. *International Journal of Educational Management*, 37(4), 863-883. <https://doi.org/10.1108/IJEM-06-2022-0230>



- Chau, P.Y.K. (1997). Reexamining a Model for Evaluating Information Center Success Using a Structural Equation Modeling Approach. *Decision Sciences*, 28(2), 309-334. <https://doi.org/10.1111/j.1540-5915.1997.tb01313.x>
- Chin, W.W. (1998). The Partial Least Squares Approach for Structural Equation Modeling in Marcoulides, G.A. (Ed.). *Modern Methods for Business Research*, Lawrence Erlbaum Associates Publishers, New Jersey, USA, 295-336.
- Dickey, H., Watson, V., Zangelidis, A. (2011). Is it all about money? An Examination of the Motives behind Moonlighting. *Applied Economics*, 43(26), 3767-3774. <https://doi.org/10.1080/00036841003724403>
- Dodanwala, T.C., Santoso, D.S. (2022). The Mediating Role of Job Stress on the Relationship between Job Satisfaction Facets and Turnover Intention of Construction Professionals. *Engineering, Construction and Architectural Management*, 29(4), 1777-1796. <https://doi.org/10.1108/ECAM-12-2020-1048>
- Eisenberger, R., Huntington, R., Hutchison, S., Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500. <https://psycnet.apa.org/doi/10.1037/0021-9010.71.3.500>
- Fornell, C., Larcker, D.F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of marketing research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Gierczyk, M., Gromkowska-Melosik, A., Scott, S., Parker, C. (2024). The Snowball Sampling Strategy in the Field of Social Sciences. Contexts and Considerations. *Przegląd Badań Edukacyjnych*, 2(43), 87-104. <https://doi.org/10.12775/PBE.2023.029>
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. (2019). Multivariate data analysis. In *Cengage Learning*. EMEA (8th ed). <https://researchdiscovery.drexel.edu/esploro/outputs/book/Multivariate-data-analysis/991019295303204721>
- Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Castillo Apraiz, J., Cepeda Carrión, G.A., Roldán, J.L. (2019). Manual de partial least squares structural equation modeling (PLS-SEM). OmniaScience. <https://doi.org/10.3926/oss.37>
- Hair, J.F., Hult, G.T.M., Ringle, C. and Sarstedt, M. (2016). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). *Sage Publications*. Los Angeles.
- Hair, J.F., Wolfinbarger, M.F., Ortinau, D.J., Bush, R.P. (2008). Essentials of Marketing Research. *McGraw-Hill/Higher Education*. CA.
- Hobfoll, S.E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524. <https://psycnet.apa.org/doi/10.1037/0003-066X.44.3.513>
- Hobfoll, S.E., Halbesleben, J., Neveu, J.P., Westman, M. (2018). Conservation of resources in the organizational context: the reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103-128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hoelter, J.W. (1983). The Analysis of Covariance Structures: Goodness-of-Fit Indices. *Sociological Methods & Research*, 11(3), 325-344. <https://doi.org/10.1177/0049124183011003003>
- Hofstede, G. (2001). Culture's consequences: Comparing values, Behaviors, Institutions and Organizations across Nations. *International Educational and Professional*.
- Jamal, M. (2005). Personal and Organizational Outcomes related to Job Stress and Type-A Behavior: a study of Canadian and Chinese employees. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 21(2), 129-137. <https://doi.org/10.1002/smi.1047>
- Karadal, H., Arasli, H. (2009). The Impacts of Superior Politics on Frontline Employees' Behavioral and Psychological Outcomes. *Social Behavior and Personality*, 37(2), 175-190. <https://doi.org/10.2224/sbp.2009.37.2.175>
- Khalid, S., Hashmi, H.B., Abbass, K., Ahmad, B., Khan Niazi, A.A., Achim, M.V. (2022). Unlocking the Effect of Supervisor Incivility on Work Withdrawal Behavior: Conservation of Resource Perspective. *Frontiers in Psychology*, 13, 887352. <https://doi.org/10.3389/fpsyg.2022.887352>



- Li, Z., Qin, H., Zhang, X., Zhang, Q., Tang, L. (2023). Linking superior developmental feedback with employee job satisfaction? A conservation of resources perspective. *International Journal of Environmental Research and Public Health*, 20(4), 3211. <https://doi.org/10.3390/ijerph20043211>
- Lim, W.M., Srivastava, S., Jain, A.K., Malik, N., Gupta, S. (2023). When Employees Feel Betrayed: The Mediating Role of Psychological Contract violation on Nepotism and Workplace Commitment in the Hotel Industry. *International Journal of Hospitality Management*, 108, 103381. <https://doi.org/10.1016/j.ijhm.2022.103381>
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction. In M.D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*, 1297-1349. Rand McNally, Chicago.
- Ma, X. (2018). The Effect Mechanism of Work Flexibility on Employee Job Satisfaction. In *Journal of Physics: Conference Series*, 1053(1), 012105. <https://doi.org/10.1088/1742-6596/1053/1/012105>
- Magadley, W. (2021). Moonlighting in Academia: a Study of Gender Differences in Work-Family Conflict among academics. *Community, Work & Family*, 24(3), 237-256. <https://doi.org/10.1080/13668803.2019.1678458>
- Mariyum, S.S., Ahmed, B. (2018). A pragmatic approach on Identification and Impact of the Workplace support factors in Work Life Balance Achievability among the Women Employees of Banking Sector in Telangana State. *International Research Journal of Management Science & Technology*, 9(7), 16-22.
- Newman, A., Thanacoody, R., Hui, W. (2011). The Effects of Perceived Organizational Support, Perceived Supervisor Support, and Intra-Organizational Network Resources on Turnover Intentions: A Study of Chinese Employees in Multinational Enterprises. *Personnel Review*, 41(1), 56-72. <https://doi.org/10.1108/00483481211189947>
- Ng, T.W., Sorensen, K.L. (2008). Toward a Further Understanding of the Relationships between Perceptions of Support and Work Attitudes: A meta-analysis. *Group & Organization Management*, 33(3), 243-268. <https://doi.org/10.1177/1059601107313307>
- Nguyen, D.T., Teo, S.T., Dinh, K.C. (2020). Social Support as Buffer for Workplace Negative Acts of Professional Public Sector Employees in Vietnam. *Public Management Review*, 22, 6-26. <https://doi.org/10.1080/14719037.2019.1638438>
- Nunoo, J., Darfor, K.N., Koomson, I., Arthur, A. (2018). Employment Security and Workers' Moonlighting Behavior in Ghana. *Journal of Economic Studies*, 45(1), 144-155. <https://doi.org/10.1108/JES-04-2016-0074>
- Pearce, J.L., Wang, C. (2024). Favoritism in the Federal Workplace: Are Rules the Solution?. *Review of Public Personnel Administration*, 44(3), 516-543. <https://doi.org/10.1177/0734371X231155359>
- 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. <https://doi.org/10.3389/fpsyg.2021.693547>
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., Podsakoff, N.P. (2003). Common Method Biases in Behavioral Research: a Critical Review of the Literature and Recommended Remedies. *Journal of applied psychology*, 88(5), 879-903. <https://psycnet.apa.org/doi/10.1037/0021-9010.88.5.879>
- Riggle, R.J., Edmondson, D.R., Hansen, J.D. (2009). A Meta-Analysis of the Relationship between Perceived Organizational Support and Job Outcomes: 20 years of research. *Journal of business research*, 62(10), 1027-1030. <https://doi.org/10.1016/j.jbusres.2008.05.003>
- Rutherford, B.N., Wei, Y., Park, J., Hur, W.M. (2012). Increasing Job Performance and Reducing Turnover: An Examination of Female Chinese Salespeople. *Journal of Marketing Theory and Practice*, 20(4), 423-436. <https://doi.org/10.2753/MTP1069-6679200405>
- Sahu, A., Dutta, D. (2023). The Industry Dilemma: Allow Ethical Moonlighting or Lose to Gig Working? HBS No. IMB947, *Harvard Business School Publishing, Boston*. <https://hbsp.harvard.edu/product/IMB947-PDF-ENG>
- Sakyi, E.K., Agomor, K.S. (2021). Moonlighting in Ghana's Higher Education Institutions: Exploring Lecturers' Experiences at the Ghana Institute of Management and Public Administration (GIMPA). *Journal of Applied Research in Higher Education*, 13(1), 180-194. <https://doi.org/10.1108/JARHE-01-2020-0006>
- Seema, Choudhary, V., Saini, G. (2021). Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment. *European Research on Management and Business Economics*, 27(1), 100137. <https://doi.org/10.1016/j.iedeen.2020.100137>



- Shamsudin, F.M., Bani-Melhem, S., Abukhait, R., Pillai, R., Quratulain, S. (2023). The Role of Leader Favoritism, Unfairness, and Employability in Employee Psychological Withdrawal Behavior. *Business Ethics, the Environment and Responsibility*, 32(4), 1185-1200. <https://doi.org/10.1111/beer.12590>
- Sharma, S., Rautela, S. (2024). Employee Moonlighting: a Review and Research Agenda. *The Journal of Management Development*, 43(4), 491-513. <https://doi.org/10.1108/JMD-08-2023-0251>
- Sihag, P. (2021). The Mediating Role of Perceived Organizational Support on Psychological Capital–employee engagement relationship: a study of Indian IT industry. *Journal of Indian Business Research*, 13(1), 154-186. <https://doi.org/10.1108/JIBR-01-2019-0014>
- Singh, L.B., Srivastava, S., Bhumika, B. (2023). I am Done Now! Linking Workplace Incivility to job search Behaviour and Employee Silence. *International Journal of Conflict Management*, 34(4), 717-745. <https://doi.org/10.1108/IJCMA-11-2022-0201>
- Spector, P.E., Cooper, C.L., Poelmans, S., Allen, T.D., O'Driscoll, M., Sanchez, J.L., Siu, O.L., Dewe, P., Hart, P., Lu, L., De Moraes, L.F.R. (2004). A Cross-National Comparative Study of Work-Family Stressors, Working Hours and Well-Being: China and Latin America Versus the Anglo World. In *International Human Resource Management*, 257-277.
- Stavrou, E., Solea, E. (2021). In the Eye of the Beholder: Employee Sexual Orientation, Perceived Supervisory Support for Life beyond Work and Job Satisfaction. *Human Resource Management Journal*, 31(1), 225-241. <https://doi.org/10.1111/1748-8583.12293>
- Tansky, W.J., Cohen, J.D. (2001). The Relationship between Organizational Support, Employee Development and Organizational Commitment: An Empirical Study. *Human Resource Development Quarterly*, 12, 285–300. <https://doi.org/10.1002/hrdq.15>
- Tetteh, S., Wu, C., Opata, C.N., Asirifua Agyapong, G.N.Y., Amoako, R., Osei-Kusi, F. (2020). Perceived Organisational Support, Job Stress, and Turnover Intention: the Moderation of Affective Commitments. *Journal of Psychology in Africa*, 30(1), 9-16. <https://doi.org/10.1080/14330237.2020.1722365>
- 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. <https://doi.org/10.1080/2331186X.2017.1334434>
- Ting, H., Memon, M.A., Thurasamy, R., Cheah, J.H. (2025). Snowball Sampling: A Review and Guidelines for Survey Research. *Asian Journal of Business Research*, 15(1). <https://doi.org/10.14707/ajbr.250186>
- Uraon, R.S., Kumarasamy, R. (2024). The Impact of Justice Perceptions of Performance Appraisal Practices on Job Satisfaction and Intention to Stay: The Mediating Role of Job Engagement. *Employee Relations: The International Journal*, 46(2), 408-431. <https://doi.org/10.1108/ER-07-2022-0328>
- Wang, Z., Xu, H. (2019). When and for whom Ethical Leadership is More Effective in Eliciting Work Meaningfulness and Positive Attitudes: The Moderating Roles of Core Self-Evaluation and Perceived Organizational Support. *Journal of Business Ethics*, 156(4), 919-940. <https://doi.org/10.1007/s10551-017-3563-x>
- Zeng, X., Zhang, X., Chen, M., Liu, J., Wu, C. (2020). The Influence of Perceived Organizational Support on Police Job Burnout: a Moderated Mediation Model. *Frontiers in Psychology*, 11, 948. <https://doi.org/10.3389/fpsyg.2020.00948>

Author Contribution Statement

Both authors contributed equally have read and approved the final version of the manuscript.

Ethics approval

Informed consent was obtained from all participants involved in this study.

Does this article screen for similarity?

Yes



Conflict of Interest

The authors have no conflicts of interest to declare. There is also no financial interest to report. The author certifies that the submission is original work and is not under review at any other publication.

About the License

© The Author(s) 2026. The text of this article is open access and licensed under a Creative Commons Attribution 4.0 International Licenses.

Cite this Article

J. Bhavani, W.S. Dathi Mol, Moonlighting Intentions and Job Satisfaction: The Mediating Role of Workplace Support among Indian Legal Professionals, Asian Journal of Interdisciplinary Research, 9(3), (2026) 119-136. <https://doi.org/10.54392/ajir2638>