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ANTECEDENTS OF JOB SATISFACTION TO MOONLIGHTING INTENTIONS
MEDIATED BY ORGANIZATIONAL COMMITMENT OF PRIVATE COMPANIES
IN JAKARTA

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Abstract. *This research aims to examine the influence of Moonlighting Intention and Personal Reasons on Job Satisfaction and Organizational Commitment, with a particular focus on the mediating role of Organizational Commitment. The study was conducted among employees working in private companies located in Jakarta, Indonesia. A total of 184 respondents participated, representing diverse educational backgrounds, working experiences, and demographic characteristics. The research applied a quantitative approach with data collected through a structured online questionnaire distributed via Google Forms, utilizing a cross-sectional survey design. Data were analyzed using descriptive statistics and hypothesis testing. The results indicate that Moonlighting Intention has a positive and significant impact on both Job Satisfaction and Organizational Commitment. However, Personal Reasons do not significantly influence Organizational Commitment or Job Satisfaction. Furthermore, Organizational Commitment shows a positive and significant effect on Job Satisfaction, but it does not function as a mediating variable between Moonlighting Intention or Personal Reasons and Job Satisfaction.*

Abstrak. Penelitian ini bertujuan untuk menguji pengaruh Moonlighting Intention dan Personal Reasons terhadap Kepuasan Kerja dan Komitmen Organisasi, dengan fokus khusus pada peran mediasi Komitmen Organisasi. Penelitian ini dilakukan di antara karyawan yang bekerja di perusahaan swasta yang berlokasi di Jakarta, Indonesia. Sebanyak 184 responden berpartisipasi, mewakili beragam latar belakang pendidikan, pengalaman kerja, dan karakteristik demografis. Penelitian ini menerapkan pendekatan kuantitatif dengan data yang dikumpulkan melalui kuesioner daring terstruktur yang didistribusikan melalui Google Forms, menggunakan desain survei cross-sectional. Data dianalisis menggunakan statistik deskriptif dan uji hipotesis. Hasilnya menunjukkan bahwa Moonlighting Intention memiliki dampak positif dan signifikan terhadap Kepuasan Kerja dan Komitmen Organisasi. Namun, Personal Reasons tidak secara signifikan memengaruhi Komitmen Organisasi atau Kepuasan Kerja. Lebih lanjut, Komitmen Organisasi menunjukkan pengaruh positif dan signifikan terhadap Kepuasan Kerja, tetapi tidak berfungsi sebagai variabel mediasi antara Moonlighting Intention atau Personal Reasons dan Kepuasan Kerja.

INTRODUCTION

In today's increasingly complex professional environment, the phenomenon of moonlighting, which refers to individuals engaging in two or more jobs simultaneously, has become a relevant and growing topic within the field of human resource management and organizational behavior. Moonlighting is no longer solely associated with economic reasons, but is also closely linked to employee psychology, motivation, and organizational strategies aimed at maintaining workforce loyalty and productivity. The rise of flexible work arrangements and structural changes in global labor markets have made moonlighting an unavoidable reality, particularly within the information technology sector, which is highly adaptive to project-based work, remote working, and other flexible systems (Campion *et al.*, 2020).

Hyderabad, a major city in India widely known as the "Silicon Valley of India," has become a center for the development of the technology industry. The working culture of technology companies in this city often provides employees with the time and flexibility to pursue secondary jobs or side projects. This flexibility has fueled the growing trend of moonlighting among employees. Research conducted by Seema *et al.*, (2021) indicated that over 40 percent of IT professionals in Hyderabad have either considered or engaged in additional work beyond their primary job. These individuals are driven by various factors, including financial pressures, a desire to find meaning in their work, and the need for career development opportunities that their primary employer may not adequately provide.

Although moonlighting may offer some benefits to employees, such as skill development or increased income, it also presents considerable risks to organizations. Companies are often concerned about reduced employee focus on primary job responsibilities, potential conflicts of interest, and the possibility of confidential information being shared with competitors. Research by Zickar *et al.*, (2014) found that moonlighting can lead to lower work engagement and higher turnover intentions. However, other scholars argue that when moonlighting is managed effectively, it can enhance job satisfaction, develop new skills, and encourage entrepreneurial spirit among employees (Bamgbade *et al.*, 2020).

Job satisfaction plays a critical role in shaping an employee's intention to engage in moonlighting activities. Employees who are satisfied with their work are generally more committed to the organization and less likely to seek alternative employment. On the other hand, those who are dissatisfied with their jobs often look for external alternatives, including side jobs. According to Locke (1976) and Weiss (2002), job satisfaction is the result of a combination of objective job conditions and employees' subjective evaluations, which together shape their attitudes toward their work. Low levels of job satisfaction often lead to compensatory behaviors such as moonlighting, allowing individuals to fulfill economic, psychological, or professional needs that are unmet in their primary employment.

Organizational commitment also significantly influences moonlighting decisions. Affective commitment, which reflects an emotional attachment to the organization, has been shown to reduce an employee's likelihood of participating in external work (Allen and Meyer, 1990). Employees who perceive alignment between their personal values and those of the organization, and who feel appreciated and supported, tend to avoid activities that could potentially harm the organization, including moonlighting. In contrast, employees with low levels of organizational commitment are more likely to view external work as a viable option for meeting their personal or financial goals.

Economic motives remain one of the main drivers behind moonlighting behavior. Financial pressures, such as the need for additional income, the effects of inflation, and income instability, often compel employees to seek secondary work. Jehan *et al.*, (2021) found that economic

motives are positively and significantly associated with moonlighting intentions. In situations involving economic uncertainty or unstable household income, employees may feel they have no alternative but to pursue additional sources of income to secure their livelihoods.

Human resource practices implemented by organizations can moderate the relationship between job satisfaction and moonlighting intentions. Companies with transparent, fair, and employee-centered HR policies are better positioned to reduce moonlighting intentions, even among employees experiencing financial difficulties. Research by Demo *et al.*, (2012) and Khatri and Khushboo (2014) suggests that organizations with flexible but clear policies regarding secondary employment can create a balance between employee needs and organizational goals.

Given this background, this study aims to explore how job satisfaction influences moonlighting intentions, while considering the mediating roles of organizational commitment and economic motives. The research also examines how human resource practices moderate these relationships to provide a more comprehensive understanding of employee behavior in this context. This study not only investigates statistical relationships but also contributes to the broader academic literature on human resource management and organizational behavior within the modern, flexible work environment.

The study applies a quantitative approach using empirical data from the technology sector in Hyderabad, India. The findings are expected to offer practical insights for developing human resource strategies that address the challenges of moonlighting while promoting employee well-being, loyalty, and productivity within their primary job roles. This research also provides a foundation for future studies in different industries and geographic settings to enhance the global understanding of moonlighting in the context of modern workforce management.

Human capital remains the most essential element in an organization's efforts to achieve its goals, vision, and mission. Organizations must adopt optimal approaches for managing their employees, including fostering job satisfaction that encourages employees to perform according to organizational standards and maintain high levels of commitment (Akbar *et al.*, 2016). In the modern era, HR managers face increasing challenges in cultivating organizational commitment, one of which involves supporting employees in their professional and personal growth (Seema *et al.*, 2020).

Opportunities for promotion play a significant role in influencing job satisfaction levels, as they offer employees avenues for character development, greater responsibility, and recognition within the organization. Fair promotion practices enhance job satisfaction by making employees feel valued (Ivana, 2021).

This study focuses on three main variables: job satisfaction, moonlighting intentions, and organizational commitment. Moonlighting, also referred to as side jobs or multiple job holding, involves taking on a secondary job outside, during, or after regular working hours (Ashwini *et al.*, 2017; Yamini and Pushpa, 2016, in Seema *et al.*, 2020). It may also include entrepreneurial activities pursued outside standard working hours (Fattah *et al.*, 2020). In the era of Industry 4.0, gig work, online platforms, and moonlighting have become increasingly common due to the growing influence of internet-based companies and employee-friendly work practices (Seema *et al.*, 2020).

Previous studies have shown that financial needs, enjoyment from secondary work, gaining experience, and expanding social networks are among the key motivations for moonlighting (Hansen, 2018, in Fattah *et al.*, 2020; Edwin, 2019).

Moonlighting can start as a secondary activity after regular work hours, but in some cases, individuals dedicate significant time to these activities, even transitioning their primary focus to their side job or entrepreneurial ventures while maintaining their original job as a backup plan (Sangwan, 2014, in Seema *et al.*, 2020). For this reason, moonlighting presents both a challenge and a responsibility for human resource management to ensure that employees

experience sufficient job satisfaction and organizational commitment, reducing their need to seek external employment (Seema *et al.*, 2020). Employees who are not offered fair promotion opportunities or recognition in their primary job are more likely to seek additional income through moonlighting, highlighting gaps in their job satisfaction (Ara and Akbar, 2016).

Organizational commitment has been shown to fully mediate the relationship between job satisfaction and moonlighting intentions, with job satisfaction strongly influencing organizational commitment, which in turn significantly reduces the desire for secondary work. During the pandemic, many employees have been drawn to moonlighting as an alternative income source to safeguard their livelihoods in the event of unexpected job loss (Seema *et al.*, 2020). Based on this phenomenon, the present study investigates the influence of job satisfaction on moonlighting intentions, with organizational commitment acting as a mediating variable, focusing on private sector employees in Jakarta.

METHOD

This study adopts a descriptive quantitative research design aimed at examining the factors that influence employees' intentions to engage in moonlighting activities among private sector workers in Jakarta. The data collection process was carried out through an online survey distributed via Google Forms, applying a cross-sectional approach in which data was gathered only once within a specific period to provide a snapshot of current conditions. The data analysis employed both descriptive statistical techniques and hypothesis testing using Structural Equation Modeling (SEM), supported by IBM SPSS version 29 and AMOS version 28 software.

The research model incorporates five primary variables, namely Human Resources Practices, Job Satisfaction, and Personal Reasons, which serve as independent variables, Organizational Commitment as the mediating variable, and Moonlighting Intentions as the dependent variable. All variables were measured using interval scales based on statements developed with a five-point Likert Scale ranging from 1 to 5, where 1 represents “strongly disagree,” 2 “disagree,” 3 “somewhat agree,” 4 “agree,” and 5 “strongly agree.”

The measurement of the Personal Reasons variable is based on eight indicators that were adapted from previous studies conducted by Özbilgin *et al.*, (2011), McGann *et al.*, (2016), and Arun *et al.*, (2020). These indicators assess the extent to which individuals experience financial needs beyond their primary income, dissatisfaction with their current financial status, the perception that side jobs assist in covering living expenses, financial responsibilities toward family, desires to improve lifestyle through additional income, availability of spare time that could be utilized for extra work, the sense of financial security through multiple income sources, and the consideration of side jobs to achieve specific personal goals.

For the Job Satisfaction variable, eight indicators derived and refined from Tjanturi *et al.*, (2024) were used to measure employee satisfaction. These include satisfaction with salary, enjoyment of daily work tasks, the perception that work offers positive challenges, satisfaction with relationships with colleagues, alignment between the job and personal skills, satisfaction with promotion opportunities provided by the organization, contentment with company management policies, and feeling appreciated for contributions made in the workplace.

The Moonlighting Intentions variable was measured using seven indicators based on the most recent studies from 2024 and 2025. These indicators reflect the extent to which employees consider seeking additional employment, plan to moonlight in the near future, actively search for side job opportunities, possess strong motivation to work outside their primary job, express a desire to undertake part-time work soon, and show an overall intention to earn supplementary income beyond their main employment.

The measurement of Organizational Commitment relied on seven indicators informed by recent studies from 2024 and 2025. These include employees' feelings of loyalty towards

the organization, emotional attachment to the organization, pride in working for the company, lack of desire to leave the organization, a sense of responsibility to remain with the company, willingness to exert extra effort for the organization's success, and reluctance to depart from the organization.

This research utilizes primary data collected through the online dissemination of structured questionnaires, which were developed by adapting previously validated measurement instruments from established literature. To strengthen the conceptual framework, a library research approach was also conducted by reviewing academic sources relevant to the research topic. The target population consists of private sector employees working within the Jakarta area. Due to the nature of the research, a non-probability sampling method known as snowball sampling was applied, which is particularly effective for reaching populations that may be difficult to access. Initial respondents were selected purposively based on predefined criteria, after which they were asked to refer other eligible participants who fit the study's requirements, thereby expanding the sample through existing social networks (Ting *et al.*, 2025). The minimum required sample size was determined following Hair *et al.*, (2020), who suggest that the sample should be at least five times and up to ten times the total number of questionnaire items. With 30 questionnaire items in this study, a minimum of 150 respondents was deemed necessary to ensure valid and reliable statistical analysis.

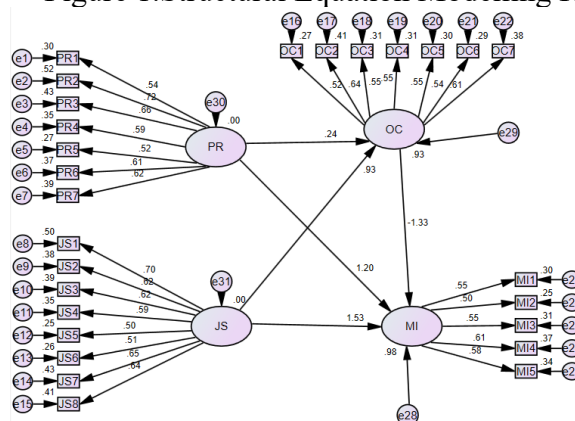
Prior to the main data collection, the research instruments underwent rigorous validity and reliability testing to confirm that each item accurately and consistently measured the intended constructs. The validity test applied Confirmatory Factor Analysis (CFA) using SEM with AMOS software. An item was considered valid if its factor loading exceeded the threshold of 0.45, which aligns with accepted statistical standards. The results confirmed that all indicators for the variables of Personal Reasons, Job Satisfaction, Organizational Commitment, and Moonlighting Intentions achieved factor loadings above the acceptable limit, thus meeting validity criteria.

Reliability testing was conducted to ensure internal consistency of the measurement instruments. Two reliability indicators were assessed: Cronbach's Alpha and Composite Reliability (CR), with a threshold of 0.60 indicating acceptable reliability. The results demonstrated high reliability for all variables, with Cronbach's Alpha and CR values for Job Satisfaction at 0.820, Organizational Commitment at 0.807, Moonlighting Intentions at 0.754, and Personal Reasons at 0.805, confirming the robustness of the research instruments.

Following these validations, data analysis proceeded using the SEM technique, which enables the simultaneous evaluation of direct, indirect, mediating, and moderating relationships within complex models, as outlined by Hair *et al.*, (2014).

The result of the Structural Equation Modelling for this research study can be seen in the following figure:

Figure 1. Structural Equation Modelling Result



Prior to hypothesis testing, a comprehensive assessment of model fit was performed through Goodness of Fit (GoF) evaluation, ensuring the proposed model appropriately represents the observed data. The GoF assessment was based on three key categories: Absolute Fit Measures, Incremental Fit Measures, and Parsimonious Fit Measures. Absolute Fit Measures included Chi-Square statistics, the Goodness of Fit Index (GFI), and the Root Mean Square Error of Approximation (RMSEA). Incremental Fit Measures involved Normed Fit Index (NFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), and Adjusted Goodness of Fit Index (AGFI). Finally, the Parsimonious Fit Measure used was the CMIN/DF ratio, with recommended values between 1 and 5 (Hair *et al.*, 2020).

The results of the Goodness of Fit are summarized in the table below:

Table 1. Goodness of Fit Results

GoF Index	Value	Criteria Threshold	Description
SRMR (Standardized Root Mean Residual)	0.065	< 0.08	Good (fit)
NFI (Normed Fit Index)	0.925	> 0.90	Good (fit)
RMS_theta	0.117	< 0.12	Good (fit)
Chi-square/df	1.954	< 3.00	Acceptable
GFI (Goodness of Fit Index)	0.933	> 0.90	Model is appropriate
CFI (Comparative Fit Index)	0.948	> 0.90	Model is appropriate
TLI (Tucker Lewis Index)	0.936	> 0.90	Model is very good
RMSEA (Root Mean Square Error Approximation)	0.048	< 0.08	Acceptable (fit)

The analysis produced favorable GoF results, with SRMR at 0.065, NFI at 0.925, RMS Theta at 0.117, Chi-square/df at 1.954, GFI at 0.933, CFI at 0.948, TLI at 0.936, and RMSEA at 0.048, all within acceptable thresholds. These results indicate that both the measurement and structural models demonstrated a satisfactory level of fit with the empirical data.

The next phase involved hypothesis testing, applying a one-tailed test approach to assess the directional relationships among variables. The hypotheses were evaluated based on a 5 percent significance level. The null hypothesis (H0) posited no positive relationship between the independent and dependent variables, whereas the alternative hypothesis (Ha) suggested a significant positive relationship. Decision-making followed standard criteria: if the t-statistic exceeded the critical value or the p-value was less than or equal to 0.05, H0 was rejected, indicating a significant effect; otherwise, H0 was accepted, signifying no meaningful relationship. To examine the mediating role of Organizational Commitment and economic motives, bootstrapping techniques recommended by Preacher and Hayes (2008) were employed. Furthermore, moderation effects were analyzed using interaction terms and slope

analysis, as suggested by Hair *et al.*, (2021). Through this rigorous and systematic methodology, the study seeks to provide comprehensive insights into the determinants of moonlighting intentions among private-sector employees in Jakarta, with particular attention to the mediating and moderating dynamics present in the model.

RESULT AND DISCUSSION

Content of Result and Discussion

The total respondents involved in this research amounted to 184 individuals, consisting of employees who work in the private sector and provide direct services to society. Based on the gender characteristics, female respondents dominated the research sample, totaling 125 people or 67.9% of the overall respondents. Meanwhile, male respondents amounted to 59 people or 32.1% of the total. These results indicate that women contribute significantly to the workforce in this sector, although it is often assumed that women face more limitations when it comes to working long hours or jobs with binding schedules, due to greater responsibilities at home. However, the data shows that many women still actively participate in such work environments.

Looking at the age characteristics of the respondents, the majority were within the age range of 20 to 30 years, totaling 124 people or 67.4% of the sample. This is followed by respondents aged 31 to 40 years, totaling 49 people or 26.6%, and finally respondents aged 41 to 60 years, amounting to 11 people or 6.0% of the total. These findings illustrate that most employees involved in this research are relatively young, which reflects the tendency of private companies providing public services to recruit employees in the productive age category. Furthermore, having a young workforce indicates that these employees generally have high enthusiasm and openness to new experiences and knowledge that can support and enhance their job performance.

In terms of educational background, the respondents who hold a Bachelor's degree (S1) dominate the sample, totaling 114 people or 62% of the respondents. Respondents with a Diploma qualification amounted to 34 people or 18.5%, those with a high school education (SMA) totaled 26 people or 14.1%, while those with a Master's degree (S2) were the fewest, totaling 10 people or 5.4%. This distribution indicates that most employees possess sufficient educational qualifications, especially at the undergraduate level, which equips them with the skills and knowledge needed to perform their duties effectively. The presence of higher education qualifications among employees is also expected to support better work outcomes and contribute positively to the institution's overall performance.

Regarding work tenure, the data shows that the majority of respondents have worked between 6 to 10 years, with a total of 85 people or 46.2% of the respondents. Meanwhile, 69 respondents or 37.5% have worked for 0 to 5 years, followed by 23 people or 12.5% who have worked for 11 to 15 years, and finally, 7 respondents or 3.8% who have a tenure of 16 to 20 years. These results reveal that most employees are still in the early to mid-stage of their careers, especially those within the 6 to 10-year range. The small number of employees with more than 16 years of experience suggests that those with longer tenures still require ongoing training and experience development to ensure they continue delivering high performance in the future.

Descriptive statistical testing was conducted to provide a clear picture of how respondents perceive the variables used in this research, along with the specific statement indicators within each variable. The descriptive analysis focused on the mean values, which illustrate the average tendency of respondents' answers, as well as the standard deviation values, which indicate the diversity or variation in responses. The descriptive statistics for the Training and Development variable showed that the overall mean value for this variable is 4.392. This indicates that most respondents agree that their organization provides new knowledge and skills

to support their ability to work effectively within the institution. The standard deviation is 0.5507, showing a moderate level of response variation among participants.

The highest mean score within this variable is found in the statement, "The company provides formal training programs to new employees," with a mean value of 4.443. This suggests that employees perceive the organization to be consistent in offering structured training for new recruits. Meanwhile, the lowest mean score within the Training and Development variable is 4.364, found in the statement, "The company provides equal opportunities for employees to participate in training across all competency areas." This indicates that there are still employees who feel that the organization needs to improve in ensuring fairness and equal access to training programs for all staff.

The analysis of the other research variables continues in the same manner, assessing both the mean and standard deviation values to illustrate employee perceptions and the degree of variation in their responses regarding organizational commitment, moonlighting intentions, job satisfaction, personal reason and other factors influencing job satisfaction.

The results of the 7-hypothesis involved in this research study is shown in the following table below:

	Hypothesis	Estimate	P-Value
H1	Moonlighting Intentions affect Job Satisfaction.	0.198	0.012
H2	Moonlighting Intentions affect Organizational Commitment.	0.79	***
H3	Personal Reasons directly affect Organizational Commitment.	-1.314	0.33
H4	Personal Reasons affect Job Satisfaction.	1.285	0.247
H5	Organizational Commitment affects Job Satisfaction.	0.962	0.002
H6	Organizational Commitment mediates the relationship between Job Satisfaction and Moonlighting Intentions.	-0.621	0.364
H7	Organizational Commitment mediates the relationship between Job Satisfaction and Personal Reasons.	-1.038	0.336

Table 2. Hypothesis Testing Results

Discussion

Moonlighting Intentions affect Job Satisfaction.

Based on the results of Hypothesis 1 testing, an estimated value of 0.198 was obtained with a significance level (p-value) of 0.012, which is smaller than the 0.05 threshold. These results indicate a positive and significant influence of Moonlighting Intentions on Job Satisfaction among private sector employees in Jakarta. Therefore, the first hypothesis in this research can be accepted or is statistically supported. This finding indicates that the greater the employee's intention to engage in additional work outside their primary job, the higher the level of job satisfaction they tend to experience. This condition can occur because moonlighting activities provide additional opportunities for employees to increase their income, develop new skills, and gain professional experience that may not be fully obtained from their main job. With these additional experiences, employees are likely to feel more satisfied with their overall working conditions.

The results of this research align with the study conducted by Benington *et al.*, (2018), which examined moonlighting practices in the IT sector in Mumbai. That study demonstrated

that moonlighting, when carried out in a controlled manner, can positively impact job satisfaction, particularly by improving financial aspects and the development of professional skills (Kakade, 2023). In addition, research by Sharma & Sharma (2021) in Northern India also confirmed the existence of a relationship between job satisfaction, organizational commitment, and intentions to engage in moonlighting. The study found that a good level of job satisfaction is associated with a higher intention among employees to seek additional activities, provided that these activities are managed in a balanced manner so as not to negatively affect their main job (Prasad, Kalavakolanu, De, & Satyaprasad, 2024).

Based on field observations, the majority of respondents in this study were employees within the productive age range who have financial needs as well as high motivation for self-development. This factor encourages the emergence of Moonlighting Intentions, which ultimately have a positive impact on their job satisfaction, as long as these additional activities do not interfere with their main work performance. Thus, it can be concluded that Moonlighting Intentions positively contribute to increasing Job Satisfaction, so organizations need to consider adopting adaptive policies that still provide space for employees to develop their potential through additional activities outside their primary job.

Moonlighting Intentions affect Organizational Commitment.

Based on the results of Hypothesis 2 testing, it is evident that the Moonlighting Intention variable has a positive and significant influence on Organizational Commitment. This is demonstrated by the estimated coefficient value of 0.79 with a very high level of significance, indicated by a p-value < 0.001. Thus, it can be concluded that the greater the employees' intention to engage in additional work outside their main job, the stronger their commitment to the primary organization where they work. This finding is particularly interesting because it shows that moonlighting activities do not necessarily have a negative correlation with employee loyalty or attachment to the company.

This research aligns with the findings of Prasad *et al.*, (2024), who explored the relationship between job satisfaction, moonlighting intentions, and organizational commitment. Their study explains that a high level of organizational commitment can play a role in regulating moonlighting intentions so that such activities do not damage employee loyalty. Instead, they can become part of a strategy to improve individual well-being and satisfaction (Prasad, Kalavakolanu, De, & Satyaprasad, 2024).

The majority of respondents in this study are employees with relatively high educational backgrounds and a strong drive for career development. These characteristics encourage them to seek additional experiences beyond their primary job, which not only increases their income but also strengthens their attachment to the organization. In other words, Moonlighting Intention, if managed properly, can enhance Organizational Commitment. In conclusion, the results of this study reinforce the argument that Moonlighting Intention is not always an indicator of low commitment toward the organization. In certain contexts, these additional activities can even increase loyalty and attachment, as long as they are conducted within reasonable limits and do not interfere with the employees' main responsibilities in the workplace.

Personal Reasons directly affect Organizational Commitment.

The results of the Hypothesis 3 test indicate that Personal Reasons do not have a significant influence on Organizational Commitment, with an estimated coefficient value of -1.314 and a p-value of 0.33, which clearly exceeds the significance threshold of 0.05. Therefore, this hypothesis is statistically unsupported. These findings suggest that personal reasons, such as the need to take on additional jobs, the desire for flexibility, or life circumstances outside of work, do not directly enhance employees' emotional attachment or loyalty to the organization.

Theoretically, this result aligns with the perspective of Social Exchange Theory, which emphasizes that organizational commitment grows when employees perceive meaningful

reciprocity between the contributions they make and the compensation, appreciation, or support they receive from the organization. In the absence of strong reciprocal mechanisms, personal motivations alone tend not to significantly affect the level of commitment toward the organization. A study by Pehulisa *et al.*, (2022) on project-based business teams among students also found that personal factors, such as reasons for joining and value alignment, do not directly enhance commitment if not accompanied by internalization of organizational values or structural support (Pehulisa, Wisesa, & Wijaya, 2022).

The respondent characteristics in this study show that most participants have relatively high educational backgrounds and a stable level of commitment to their jobs. This condition reflects a tendency among employees to prioritize internal organizational factors such as leadership style, work culture, and company policies, rather than relying on personal motivation alone. Therefore, personal reasons by themselves do not carry sufficient strength to significantly influence the level of Organizational Commitment. In conclusion, the results of this study confirm that if companies want to increase employee commitment, they need to implement policies that tangibly accommodate employees' personal needs, such as work-life balance programs, recognition for individual contributions, and emotional support. Through such efforts, employees' personal motivations can be directed to become contributing factors that strengthen commitment to the organization, rather than remaining temporary, external drivers.

Personal Reasons affect Job Satisfaction.

Based on the results of the Hypothesis 4 test, it is known that the Personal Reasons variable does not have a significant effect on Job Satisfaction. This is evidenced by the estimated coefficient value of 1.285 and a p-value of 0.247, which is far above the 0.05 significance threshold. Therefore, it can be concluded that personal motivations such as the desire to earn additional income, the need for flexible working hours, or other personal reasons do not directly increase employee job satisfaction within private companies in Jakarta. These results show that the fourth hypothesis of this study is not statistically supported.

These findings are not entirely consistent with previous research conducted by Kusnin and Rasdi (2018). Their study explained that personal factors such as self-efficacy and emotional intelligence, which fall under the category of personal motivation, have a positive and significant influence on job satisfaction. According to their research, the higher the motivation or personal reasons possessed by individuals, the greater their tendency to feel satisfied with their work (Kusnin & Rasdi, 2018).

The difference in these results is likely due to variations in respondent characteristics or research context. The respondents in this study are mostly employees working in private companies with higher education levels and diverse work backgrounds. They tend to assess job satisfaction not merely based on personal reasons but are more influenced by organizational aspects such as work environment conditions, corporate culture, reward policies, and career development opportunities. Therefore, it can be concluded that in the context of this research, personal motivations alone are not strong enough to drive an increase in job satisfaction if not accompanied by internal organizational support factors. Consequently, companies are advised not only to pay attention to employees' individual motivations but also to prioritize improvements in the work environment, career development opportunities, and recognition of employee contributions to optimally enhance job satisfaction.

Organizational Commitment affects Job Satisfaction.

The Hypothesis 5 test reveals that Organizational Commitment has a positive and significant effect on Job Satisfaction, as evidenced by an estimated coefficient value of 0.962 and a p-value of 0.002, which is below the 0.05 significance threshold. Therefore, the fifth hypothesis of this study is statistically supported. These findings indicate that when employees

demonstrate emotional attachment to the organization, the ability to identify with the company's values, and a willingness to contribute optimally, their level of job satisfaction tends to increase.

This finding is consistent with several empirical studies conducted in recent years. For example, research by Amin (2022) among lecturers shows that organizational commitment has a significant positive impact on job satisfaction. The researchers noted an emotional and psychological connection between organizational commitment and perceptions of job satisfaction within academic professions (Amin, 2022). Similar findings were also reported in studies with startup employee samples, where a positive and significant correlation between Organizational Commitment and Job Satisfaction was observed. For instance, research involving 182 startup employees demonstrated that individuals who reported high emotional attachment to the organization consistently also reported higher levels of job satisfaction (V.P. & P.C., 2021).

The characteristics of respondents in this study show that the majority of employees have high educational backgrounds and diverse work experiences. This condition tends to lead them to assess job satisfaction based on factors related to organizational support, role clarity, recognition of contributions, and the extent to which they feel involved in achieving company goals. Therefore, the stronger the commitment built between employees and the organization, the greater the likelihood they will experience job satisfaction. Based on these results, it can be concluded that Organizational Commitment plays an important role in enhancing Job Satisfaction. Therefore, companies need to take concrete steps to strengthen employee commitment, for example by increasing employee participation in decision-making processes, fostering a supportive work culture, and providing appropriate recognition for employee contributions and performance. Through these efforts, job satisfaction within the company environment is expected to increase consistently and sustainably.

Organizational Commitment mediates the relationship between Job Satisfaction and Moonlighting Intentions.

The testing of Hypothesis 6 aims to determine whether Organizational Commitment mediates the relationship between Moonlighting Intention and Job Satisfaction. The analysis results show an estimated coefficient value of -0.621 with a p-value of 0.364, which clearly exceeds the 0.05 significance threshold. This means that organizational commitment does not significantly mediate the relationship between moonlighting intention and job satisfaction. Therefore, the sixth hypothesis is not statistically supported.

Although part of the literature suggests that organizational commitment can serve as an important mediating variable, the situation in this study appears different. A recent open-access article in the *European Research on Management and Business Economics* (2021) explained that although there is a correlation between Job Satisfaction, Organizational Commitment, and Moonlighting Intention, the mediating pathway through organizational commitment is not always significant. The article states that commitment does not automatically strengthen or weaken the influence of moonlighting intention on employee satisfaction (Seema, Choudhary, & Saini, 2021).

This difference in results is likely due to the characteristics of the respondents in this study. The majority are employees of private companies in Jakarta whose moonlighting intentions arise from positive motivations such as skill development or additional income. Conversely, their organizational commitment remains relatively high and stable, so the effect of moonlighting does not directly weaken or strengthen job satisfaction through commitment. Thus, it can be concluded that Organizational Commitment does not mediate the relationship between Moonlighting Intention and Job Satisfaction in the context of this study. These findings emphasize that although there is a connection between moonlighting intentions and job satisfaction, the mediating mechanism through organizational commitment is not proven. To support employee satisfaction, companies need to focus on interventions such as workload

management, psychological support, and productive time allocation, rather than solely relying on efforts to increase organizational commitment.

Organizational Commitment mediates the relationship between Job Satisfaction and Personal Reasons.

The test of Hypothesis 7 aimed to examine whether Organizational Commitment mediates the relationship between Personal Reasons and Job Satisfaction. Based on the analysis results, the estimated coefficient value obtained was -1.038 with a p-value of 0.336, which is far above the significance threshold of 0.05. These results indicate that Organizational Commitment does not significantly mediate the relationship between Personal Reasons and Job Satisfaction. Thus, the seventh hypothesis in this study is not statistically supported.

This finding is not in line with previous research conducted by Kusnin and Rasdi (2018), which explained that personal factors such as emotional intelligence and self-efficacy influence Job Satisfaction, both directly and through Organizational Commitment. They found that when personal reasons or individual characteristics align with the values and goals of the organization, this alignment can increase employees' commitment to the organization, which subsequently leads to higher job satisfaction (Kusnin & Rasdi, 2018).

The difference in results may be attributed to several factors, including the characteristics of the respondents in this study, who were mostly employees with higher education levels and diverse work experience. Respondents tended to prioritize external factors originating from the organization, such as reward systems, career development opportunities, or the work climate, over personal reasons of an individual nature. As a result, even though there may be certain personal motivations or reasons, they do not significantly influence commitment to the organization, thus the impact on job satisfaction through the mediating pathway of commitment is also not significant.

The conclusion of this study indicates that in the context of private sector employees in Jakarta, Personal Reasons are not strong enough to enhance Job Satisfaction through increased Organizational Commitment. Therefore, companies need to place greater emphasis on structured and consistent organizational policies, such as improving employee welfare, providing psychological support, and creating a positive work environment to more effectively increase job satisfaction.

CONCLUSION

This research was conducted among employees of private companies located in Jakarta, involving a total of 184 respondents with diverse backgrounds in terms of education, age, and work experience. The purpose of this study was to examine the influence of Moonlighting Intention, Personal Reasons, and Organizational Commitment on Job Satisfaction, while also considering the mediating role of Organizational Commitment in these relationships. Through data analysis, the results of seven proposed hypotheses were obtained, offering insights into the dynamics of moonlighting behavior, personal motivation, organizational commitment, and employee satisfaction in the private sector context.

The findings of this study indicate that Moonlighting Intention has a positive and significant effect on Job Satisfaction among private sector employees in Jakarta. This suggests that employees who intend to engage in side jobs outside their primary work can still experience a high level of satisfaction in their main jobs, potentially driven by factors such as the fulfillment of financial needs or the desire for self-actualization. Furthermore, Moonlighting Intention was also found to have a positive and significant impact on Organizational Commitment, highlighting that the desire to undertake additional work does not necessarily diminish employees' sense of loyalty or attachment to their organizations. However, the study revealed no significant relationship between Personal Reasons and Organizational Commitment,

indicating that personal motivations such as financial pressure or self-development aspirations alone are insufficient to influence the level of employee commitment to the organization. Similarly, no significant influence was found between Personal Reasons and Job Satisfaction, suggesting that individual motivations, when not supported by conducive organizational factors, may not automatically lead to higher job satisfaction levels. On the other hand, Organizational Commitment was shown to have a positive and significant impact on Job Satisfaction, meaning that employees who are more committed to their organization tend to experience greater satisfaction in their work.

The results also demonstrate that Organizational Commitment does not function as a mediating variable in the relationship between Moonlighting Intention and Job Satisfaction. This finding implies that the intention to engage in additional work affects job satisfaction directly, rather than through the pathway of organizational commitment. Likewise, Organizational Commitment was not proven to mediate the relationship between Personal Reasons and Job Satisfaction, underscoring the limited role of personal motivations in influencing employee satisfaction, either directly or indirectly. Overall, the results of this research suggest that moonlighting intentions among employees can positively contribute to job satisfaction without necessarily weakening organizational commitment. Conversely, personal reasons driven by individual interests were not found to significantly impact job satisfaction or commitment levels. These findings imply that companies should not automatically view moonlighting as a threat to employee loyalty but should implement appropriate policies to ensure that such activities do not interfere with employee performance or organizational productivity. At the same time, enhancing Organizational Commitment remains a key strategy for improving job satisfaction, which requires companies to develop initiatives that promote loyalty, trust, and employee welfare.

From a managerial perspective, several implications can be drawn from this research to assist private sector organizations in Jakarta in enhancing job satisfaction and strengthening employee commitment. The positive influence of Organizational Commitment on Job Satisfaction suggests that management should focus on building a stronger organizational attachment among employees. This can be achieved by fostering transparent communication, providing opportunities for career advancement, and recognizing both individual and team contributions. By doing so, companies can enhance employee loyalty, which is closely linked to sustained improvements in job satisfaction.

Additionally, the positive relationship between Moonlighting Intention and Job Satisfaction highlights the need for management to adopt flexible and balanced approaches to accommodate employees' needs for additional work, without compromising their primary job responsibilities. Companies may consider implementing supportive policies such as flexible working arrangements or work-life balance programs to address employees' financial and self-development aspirations, while still maintaining high organizational performance. The study also shows that Personal Reasons alone do not significantly influence Job Satisfaction or Organizational Commitment, emphasizing that organizations cannot solely rely on employees' personal motivations to drive satisfaction or loyalty. Instead, structured organizational strategies are required, including creating a positive work environment, strengthening organizational culture, and implementing comprehensive talent development systems to support employee engagement and satisfaction. Furthermore, the absence of a mediating role for Organizational Commitment between Personal Reasons and Job Satisfaction, as well as between Moonlighting Intention and Job Satisfaction, highlights the importance of formal organizational factors in shaping employee satisfaction. This suggests that management must prioritize improving internal organizational aspects that drive employee engagement, such as

cultivating a positive work culture, enhancing employee participation in decision-making processes, and providing adequate psychological support.

Despite these contributions, this study acknowledges several limitations that should be considered when interpreting the findings. First, the research was conducted exclusively among private sector employees in Jakarta, meaning the results reflect the specific conditions of private companies in the region and may not be generalizable to other geographic areas or industries with different characteristics, such as state-owned enterprises or public sector organizations. Variations in organizational culture, management systems, and work environments across regions or industries may influence the relevance of these findings. Second, the study involved 184 respondents, which, while meeting the minimum requirements for statistical analysis, remains limited in scope compared to the broader workforce of private sector employees in Jakarta. Additionally, the study did not categorize respondents by job levels in detail, which may limit the representativeness of perspectives from different organizational positions. Third, the research focused on five key variables, namely Moonlighting Intention, Personal Reasons, Organizational Commitment, Job Satisfaction, and the mediating role of Organizational Commitment. Although these variables were chosen based on theoretical relevance, other influential factors such as leadership style, reward systems, work-life balance, and external organizational conditions were not examined, which restricts the comprehensiveness of understanding the determinants of job satisfaction and commitment. Fourth, the study utilized a cross-sectional research design, where data collection was conducted at a single point in time. Consequently, this approach does not allow for the observation of changes in employees' perceptions or behaviors related to moonlighting intentions, personal motivations, organizational commitment, and job satisfaction over an extended period.

Considering these limitations, the findings of this study should be viewed as an initial reference for understanding the relationships between moonlighting, personal factors, organizational commitment, and job satisfaction. Future research is recommended to broaden the scope of the study by including different industries such as state-owned enterprises, public sector institutions, and private companies in other regions to enable broader generalization and comparative analysis. Increasing the number of respondents and ensuring a more balanced distribution across job levels, ages, and work experiences is also advised to enhance the representativeness of the findings.

Further studies are also encouraged to incorporate additional variables that may influence job satisfaction and employee commitment, such as leadership style, work-life balance, job stress, and organizational support. Moreover, adopting longitudinal research designs would provide valuable insights into the long-term dynamics and evolving relationships between moonlighting behavior, organizational commitment, personal motivations, and job satisfaction over time.

By addressing these research gaps and implementing comprehensive follow-up studies, future research can contribute more significantly to the development of human resource management strategies, particularly in managing moonlighting practices and fostering higher employee satisfaction and loyalty across various industries.

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